Program Components

*Capacity Building: Portland* is a two-year training and consultancy program for 10 Portland-based arts and cultural organizations.

**Group Seminars:**
The DeVos Institute will host five group seminars designed to support managers and their boards in the areas of:

- Long-term Artistic Planning
- Board Development and Engagement
- Institutional and Programmatic Marketing
- Fundraising
- Strategic Planning

The first seminar will take place on *Monday, April 28, 2014*.

Each organization’s executive director, artistic director (or comparable staff member), and board chair (or senior board member) will be expected to attend each seminar.

**Online Master Classes:**
Organizations will participate in online master classes to review seminar topics, share progress and challenges, and deepen dialogue on areas of focus between the seminars.

Master Classes focus on three areas:

- Programmatic and Institutional Marketing
- Boards and Individual Fundraising
- Strategic Planning

These online sessions are held two times per year in each area (for a total of four in each area).

An unlimited number of participants from each organization may join the master classes.

**Program Advisor:**
Each organization will be paired with an Institute advisor who will provide ongoing, individualized consultation. Participants and their advisors will convene via monthly phone conferences or (resource permitting) in-person meetings, to track progress, troubleshoot challenges, and refine strategies.

**Work Path and Consultation Process:**
Program participants will define the objectives of their one-on-one consultation in the form of a “work path”—desired outcomes tied to a timeline. Each organization will develop four “work path” areas of focus, concentrating on:

- **Board Development:** organizations will evaluate current board membership and its appropriateness to the fundraising and artistic aspirations of the organization, identifying barriers to greater board engagement and seeking new board members if necessary.
- **Strategic Planning:** organizations will revise or write a new strategic plan, and/or receive support in the implementation of its strategic planning goals.
- **Individual Giving:** organizations will reevaluate and strengthen current fundraising strategies, developing concrete steps to cultivate individual donors, diversify funding sources, and maximize support overall.
- **One area to be determined by each organization:** organizations will also receive support in one additional area of special concern (e.g. information technology management, financial planning, institutional marketing, capital campaign planning, etc.).

The organization’s work path will structure consultative support and serve as a “contract” between the participating organization, the DeVos Institute, and the funding group.

**The Cycle Audit:**
Each organization will evaluate its progress throughout the program using the DeVos Institute’s Cycle Audit. This self-assessment survey provides a structure for organizations to report on the current status of its organization by asking a series of questions in key areas (artistic planning marketing, strategic planning, board development and engagement, fundraising and management). Participants will be asked to complete the Cycle Audit at the start, middle, and close of the program to quantify progress.

*Subject to change*