

## Building Resilience: Fundraising and Revenue Diversification Programme

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Arts Manager International is pleased to announce the ***Building Resilience: Fundraising and Revenue Diversification Programme***, an 18-month teaching and consultation programme for up to 25 arts and cultural organisations throughout England. The programme is supported using public funding by the National Lottery through Arts Council England.

Ongoing change in the political and financial landscape requires that arts leaders develop new strategies, and new resources, to build and sustain resilient organisations. In response to this changing environment, this programme provides valuable training and resource, with a focus on fundraising, to support financial diversification.

Arts Manager International (AMI) leadership Michael M. Kaiser and Brett Egan have advised hundreds of organisations throughout the United States, as well as individuals, organisations, governments, and foundations in more than 80 countries on six continents. Kaiser and Egan have led similar, successful programs in Europe, the United States, and around the world, including three recent programs in England.

The programme provides technical assistance in the areas of:

- Long-term programme planning and development;
- Programmatic and institutional marketing;
- Board development;
- Fundraising from individuals, trusts, foundations, and corporations;
- Development of alternate earned revenues;
- Memberships, fundraising events, and other revenue-generating mechanisms; and
- Strategic planning.

The programme provides participants with a holistic, practical, no-nonsense approach to building and sustaining organisational health, and calls on successful English, European, and American models for doing so.

This competitive opportunity is open to arts and cultural organisations throughout England. To be eligible, organisations must have an annual turnover of £100,000 or more, at least one full-time staff member, a board (or comparable advisory entity) that meets at least quarterly, and at least three years of consistent programming history.

The programme's training and curriculum is applicable to a broad cross-section of cultural disciplines, including: accredited museums (visual, historical, science, etc.); presenting and producing companies (dance, theatre, music, opera, etc.); community-based organisations; arts education providers; literary organisations; arts advocacy organisations; and other arts and culture institutions.

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The programme is relevant to organisations with nascent, intermediate, and advanced fundraising practices.

Programme participants will receive one-on-one consultations from an advisor, attend group seminars, complete strategy planning prompts, and participate in a series of online master classes between seminars that deepen dialogue on areas of focus.

Participating organisations will be asked to make a financial commitment to the programme. This will comprise of two parts: a participation fee, and the ability to support travel for three to five programme participants to attend the seminars. The participation fee is 0.5% of turnover as reported in the organisation's most recently completed fiscal year, capped at £5,000. Upon request, the fee may be split into two payments, paid each year of the programme.

Enclosed, you will find additional information on the programme and eligibility criteria. Should you wish to apply, the application will be available online on **Tuesday, June 13** at [www.artsmanagerinternational.com](http://www.artsmanagerinternational.com) and will be due **Friday, August 4**.

For questions, please contact Marie Gossman at [MEGossman@artsmanagerinternational.com](mailto:MEGossman@artsmanagerinternational.com).

**Enclosures:**

- Overview & Application
- Programme Components
- About the Building Resilience Programme
- Frequently Asked Questions

## Overview & Application

The ***Building Resilience: Fundraising and Revenue Diversification Programme*** is an 18-month teaching and consultation programme designed to accelerate participating organisations revenue-generating capacity, with an emphasis on fundraising. The programme is supported using public funding by the National Lottery through Arts Council England.

The primary objective of the programme is increased financial resilience. Secondly, programme insight will be made available to the field at large through the development and dissemination of five case studies produced in partnership with BOP Consulting.

This competitive opportunity is open to up to 25 arts and cultural organisations throughout England. The programme is relevant to organisations with nascent, intermediate, and advanced fundraising practices. Strong candidates will articulate an impending opportunity or need that requires a sustained level of consultation support. Competitive organisations may include those that:

- Are on the eve of a major new artistic partnership or programme expansion;
- Anticipate succession at the senior staff or board leadership levels;
- Face an upcoming financial “cliff” resulting from the conclusion of support from a primary source of funding; or
- Have made strides in revenue diversification but need to substantially deepen this practice.

Programme participants will attend three, 1.5 day seminars with the full cohort; receive monthly, one-on-one consultations from an advisor; and participate in a series of online master classes between seminars that deepen dialogue on areas of focus. (Please see “Programme Components” for more information regarding these activities.)

Members of each organisation’s board (or other advisory body) are expected to play an active role in the programme by participating in consultations with an advisor and attending the group seminars.

Participating organisations will be asked to make a financial commitment to the programme. This will comprise of two parts: a participation fee, and the ability to support travel for three to five programme participants to attend the seminars. The participation fee is 0.5% of turnover as reported in the organisation’s most recently completed fiscal year, capped at £5,000. Upon request, the fee may be split into two payments, paid each year of the programme.

### Information Session

An informational session will be held online via WebEx by Brett Egan, President of Arts Manager International. The session is open to all organisations interested in finding out more about the ***Building Resilience: Fundraising and Revenue Diversification Programme***.

The session will be on Wednesday, June 28 from 13:30–14:30 pm GMT.

To register for the information session, please [click here](#).

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## Application

The ***Fundraising and Revenue Diversification Programme*** application will be available online on **Tuesday, June 13** at [www.artsmanagerinternational.com](http://www.artsmanagerinternational.com). Applications will be due **Friday, August 4**.

Participants will be selected by application to Arts Manager International.

For questions or more information, please contact Marie Gossman at [MEGossman@artsmanagerinternational.com](mailto:MEGossman@artsmanagerinternational.com).

## About Arts Manager International

Arts Manager International (AMI) provides executive training and consultation for non-profit arts, culture, and educational organisations.

AMI provides support in the areas of:

- strategic planning
- capital campaign planning and implementation
- artistic planning
- institutional and programmatic marketing
- board management and productivity
- fundraising

AMI's training and consultation programmes utilize its core philosophy, *The Cycle*, which maintains that success for arts and cultural organisations in today's climate requires a mastery of four, sequential actions:

1. The consistent production of bold, surprising, high-quality art;
2. Aggressive marketing that creates demand for this art, and the institution behind it, attracting and exciting patrons;
3. Cultivation of the resulting "family" of ticket-buyers, trustees, and supporters, drawn by this art and marketing, and those who wish to see the organisation succeed; and
4. Fundraising that transforms the goodwill of this family into resources through contributions, volunteerism, and board service.

AMI refers to these four activities (dominant art and programmes, aggressive marketing, family, and fundraising) as a "cycle" of planning which, if repeated year after year, builds and sustains organisational health.

To provide this support, AMI draws upon the expertise of its senior leadership and more than 30 consultants worldwide. Each of these professionals is a specialist in his or her

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field. AMI staff and consultants have advised hundreds of individuals, organisations, governments, and foundations throughout England, the United States, and in more than 80 countries on six continents. AMI is led by Chairman Michael M. Kaiser and President Brett Egan.

AMI Chairman Michael M. Kaiser has worked directly with a multitude of client organisations on topics ranging from artistic planning, capital campaign planning, executive leadership transition, board development, and strategic planning. Mr. Kaiser was the President of the John F. Kennedy Center for the Performing Arts in Washington, D.C. from January 2001 through August 2014. During his tenure, he developed one-of-a-kind theater festivals, created the arts management programme, expanded the Center's educational and artistic programming efforts, and established ongoing residencies by St. Petersburg's Mariinsky Theater Opera, Ballet, and Orchestra, and the Royal Shakespeare Company. In honor of his accomplishments, the Board of the Kennedy Center named him President Emeritus in 2014.

Prior to joining the Kennedy Center, Mr. Kaiser served as Executive Director of the Royal Opera House in London. Under his direction, the Royal Opera House erased its historic accumulated deficit, completed a £214 million redevelopment, created an endowment fund, and greatly increased its level of support from the private and public sectors. Mr. Kaiser also served as Executive Director of American Ballet Theatre, Executive Director of the Alvin Ailey American Dance Theater Foundation, and General Manager of the Kansas City Ballet, where during his tenure he erased each organisation's deficit.

AMI President Brett Egan manages a team of consultants worldwide that provide training to art and cultural organisations in areas such as strategic planning, marketing, capacity building, and revenue development. In his tenure as a consultant and advisor, Mr. Egan has implemented multi-year capacity building training and consultation initiatives throughout the world, including in Ireland, Croatia, Trinidad

and Tobago, Vietnam, Prague, and the United Kingdom; administered a robust, rolling three-year fellowship for arts leaders from around the world; and consulted to clients in nearly every major cultural discipline.

Mr. Egan served as Interim CEO of the Royal Opera House Muscat (Oman), working with local leadership to open this unique institution on the Arabian Peninsula and supported the Opera House in its development of the first library of musical arts and education on the Arabian Peninsula. Mr. Egan also served as Executive Director of the New York-based modern dance company, Shen Wei Dance Arts, which was a Kennedy Center resident company and principal contributor to the 2008 Olympic Opening Ceremonies in Beijing. Prior to that position, Mr. Egan worked with a variety of cultural organisations including Lincoln Center Theater, New York Theater Workshop, the Annie Leibowitz Studio, and Santa Fe Opera.

### About Cultivate

Cultivate works with cultural organisations and individuals to develop strength and resilience across the cultural sector. It specialises in organisational development, philanthropy and fundraising, leadership and skills development, and audience development. Cultivate is based in Nottingham, UK.

Cultivate will play a central role in the national recruitment of participant organisations and provide guidance to AMI on local conditions facing managers outside of London. Cultivate will provide consultation to participating organisations and oversee the coordination of the programme's seminars and context visits. Additionally, Cultivate will present one international philanthropy case study via webinar to the cohort.

Led by Co-Executive Directors Vanessa Rawlings-Jackson and Fred Brookes, Cultivate is an organisational and audience development agency for the East Midlands. Ms. Rawlings-Jackson specialises in governance, business planning and

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implementation, advocacy, and developing skills and strategies for marketing, audience development, fundraising, and philanthropy. Previously she worked with Arts Council England, specialising in marketing and audience development and business planning for major capital projects.

Fred Brookes has worked in the cultural and creative industries as an artist, craftsperson, and teacher, in arts organisations and management as a development consultant and researcher, at a senior level in the arts funding system. Mr. Brookes has served as Director of the Midland Group Arts Centre in Nottingham, and he chaired the National Association of Arts Centres. Alongside his role at Cultivate, he is Business Development Adviser with Creative Leicestershire. He holds directorships of several cultural organisations, including the specialist creative sector equity investment fund Advantage Creative Fund Ltd and Nottingham Media Centre Ltd (Broadway).

### About BOP Consulting

BOP is an international consultancy specialising in culture and creative industries. It helps its clients understand their markets, plan for the future, and measure the value of what they do. It works with public and private sectors and with policy-makers and funders, as well as with arts and creative organisations. BOP's work is underpinned by deep sector knowledge, rigorous research, and careful attention to the aims and aspirations of its clients.

BOP, in partnership with AMI, will develop five case studies with select participants that provide a national perspective on learnings, advances, and remaining challenges of participants in the programme. Each case study will consider the tangible progress of a programme participant in the context of AMI's core philosophy, the Cycle.

Richard Naylor is BOP's Director of Research. He has more than 20 years of experience in applied research and consultancy in both the private sector and academia. He leads BOP's research and evaluation work, with particular expertise in social and economic impact; project and programme evaluation; creative industries mapping and cultural statistics; business support and skills development; urban and regional development; intellectual property and innovation; and organisational change.

## Programme Components

The ***Building Resilience: Fundraising and Revenue Diversification Programme*** is an 18-month teaching and mentoring programme for up to 25 arts and cultural organisations throughout England.

### Group Seminars

Three group seminars will support managers and boards in the areas of:

- Long-term Artistic Planning
- Institutional and Programmatic Marketing
- Board Productivity
- Fundraising and Solicitation

Programme activities will be focused on the practical acquisition of skill, and comfort, with fundraising in four areas:

- From Individuals
- From, and with, Board Members
- From Corporations
- From Trusts and Foundations

Each of the group seminars will be 1.5 days in length. The seminars will take place in cities throughout England, with at least one seminar hosted in London. Each organisation's executive director, artistic director (or comparable staff member), and chair or head of governing board (or other advisory body) will be expected to attend each seminar. Travel expenses related to the seminars are the responsibility of the participating organisation.

### Planning Prompts

Following the first seminar, organisations will complete a series of strategy planning prompts to advance organisational capacity. These prompts will be reviewed by an advisor assigned to each organisation, who will suggest edits and assist each organisation with developing, and implementing, an effective fundraising plan.

### Online Master Classes

Organisations will participate in a series online master classes to deepen dialogue on areas of focus between the seminars. An unlimited number of participants from each organisation may join these master classes.

### Site Visits

Three in-person site visits will be offered to participating organisations. The purpose of the visits is to discuss challenges specific to the organisation when implementing the fundraising plan. The visits will be approximately two hours in length and completed either by AMI leadership or advisors.

### Context Visits

On the evening of each seminar, participants will be invited to observe the internal practices of one participating organisation (located in the seminar city)—to provide “local context” and increased understanding of challenges, and opportunities, facing organisations in this location.

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## The Cycle Audit

The **Fundraising and Revenue Diversification Programme** is rooted in a simple, but comprehensive, theory of organisational activity that prioritizes four sequential functions:

1. The consistent production of bold, transformative art;
2. Aggressive marketing that creates demand for this art, and the institution behind it, attracting and exciting patrons;
3. Cultivation of a “family” of supporters—ticket-buyers, trustees, and volunteers—drawn by this art and marketing, and who wish to see the organisation succeed; and
4. Fundraising that transforms the goodwill of this family into resources through contributions, volunteerism, and board service.

When this cycle repeats year after year, the organisation incrementally and sustainably builds capacity, presence, and health.

Each organisation will be asked to evaluate its progress by completing the Cycle Audit, an organisational self-diagnostic, at the beginning and the end of the programme. This self-assessment survey asks for three representatives (representing executive, artistic, and board, or advisory body, leadership) to report on current status in key capacity areas. Additionally, the executive director (or equivalent) will be asked to set goals for the organisation’s participation in the programme, as well as to provide key organisational and financial statistics.

## Case Studies

Five robust case studies will be developed in collaboration with participating organisations. These studies will offer five unique perspectives on learnings, advances, and challenges faced by a representative cross-section of programme participants. These case studies will be produced in partnership with BOP Consulting and disseminated broadly, including through partner networks, websites, and social media.





## About the Building Resilience Programme, Funded by Arts Council England

This fund, awarded to four external organisations, aims to increase the resilience of up to 100 cultural organisations, providing learning, insight, expertise, skills development and resources that can be shared and used more widely to increase resilience across the sector. Starting in September 2017, each strand of the programme will work with up to 25 organisations, exploring, piloting and delivering different approaches to long-term sustainability.

Arts and cultural organisations that fall within the Arts Council remit including funded and unfunded organisations, accredited (and provisionally accredited) museums, local authority library services that are directly delivered or fully commissioned to a third party, and music education hubs are all invited to choose one of the strands to apply for. The strands are designed to provide different kinds of support and focus, so make sure you choose the strand best suited to your organisation.

The four themes are:

- fundraising and revenue diversification
- diversity and entrepreneurship
- change creation
- boosting resilience: survival skills for the new normal

This information packet is for the **Building Resilience: Fundraising and Revenue Diversification Programme** only. For information about all the Building Resilience programmes and their providers, see the 'Building Resilience Programme Theme Descriptions' section.

### Building Resilience Programme Theme Descriptions

ACE has selected four organisations to implement the four Building Resilience programmes. Below is an overview of each of the programmes, the programme provider, and a link to find more information.

- **Building Resilience: Fundraising and Revenue Diversification**

This programme is designed to accelerate participating organisations revenue-generating capacity, with an emphasis on fundraising. Technical assistance will be provided in the areas of: long-term programme planning and development; programmatic and institutional marketing; board development; fundraising from individuals, trusts, foundations, and corporations; development of alternate earned revenues; memberships, fundraising events, and other revenue-generating mechanisms; and strategic planning. This programme is for organisations with an annual turnover of £100,000 or more; at least one full-time staff member; a board (or advisory body) that meets at least quarterly; and at least three years of consistent programming history. This programme is led by Arts Manager International. For more information, visit: [www.artsmanagerinternational.com](http://www.artsmanagerinternational.com).

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- **Diversity and Entrepreneurship**

This programme is grounded in a ‘learning by doing’ approach with participants having the opportunity to test and refine what they are learning within their own organisations. Supported through study sessions, project visits and tailored consultancy, participants will share and explore learning in innovation and entrepreneurial thinking, business modelling, diverse income streams, legal considerations in trading, and creating diverse network and partnerships. This programme is for directors, executive and senior management staff of small-medium sized organisations, with an annual turnover of £75k–£1million, operating for a minimum of three years with at least two full time members of staff. This programme is led by the School for Social Entrepreneurship. For more information, visit: [www.the-sse.org/courses/arts-council-england-building-resilience-programme-diversity-entrepreneurism](http://www.the-sse.org/courses/arts-council-england-building-resilience-programme-diversity-entrepreneurism).

- **Change Creation**

This programme is for the leaders of organisations who know the change they want to deliver in their organisation. With 25 organisations and 50 leaders learning, planning and delivering change together, it’s an active strand focused on delivery and impact through shared leadership learning. Whether they are rethinking a retail offer, creating a shift in culture, re-engineering community engagement or any other project that will deliver resilience, they will create it in a hothouse of learning and delivery. With support delivered in the form of 20 days of practical workshops, tailored in-house consultancy, external training and an intensive peer learning model, leaders get support including: change management consultancy and mentoring; change leadership training; tailored research from our researcher in residence; expert guidance on alternative finance, new audiences, business planning, fundraising, digital and

much more, as defined by the needs of the cohort. The programme, delivered by People Make It Work, packages everything they know from 17 years of cultural sector change implementation into one 2-year programme. At the end of the programme 25 organisations will have implemented their change plans and be reaping the accompanying resilience benefits. This programme is for executive and senior management who have a clear and compelling change vision that is supported at Board level. This programme is led by People Make It Work. For more information, visit: [www.changecreation.org](http://www.changecreation.org).

- **Boosting Resilience: Survival Skills for the New Normal**

This programme will enable creative and curious arts leaders to work with world leading researchers, sectoral specialists and boundary breaking creative entrepreneurs to create a conceptually rigorous, practical and user centered programme to building resilience. Boosting Resilience will focus on developing organisations’ thinking on their creative assets, their existing and potential intellectual property and their abilities to maximise these through working with wider sectors, whilst anticipating and withstanding economic, social, environmental and technological change. This programme will welcome applications from artists and executive and board level staff from any sized arts and cultural organisations, that have been practicing or trading for at least 5 years. This programme is led by Cass Business School, City, University of London, The Culture Capital Exchange, and the Centre for Enterprise, Manchester Metropolitan University. For more information visit: <http://boostingresilience.net>.

## Frequently Asked Questions

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### What is the Building Resilience Programme?

This fund, awarded to four external organisations, aims to increase the resilience of up to 100 cultural organisations, providing learning, insight, expertise, skills development and resources that can be shared and used more widely to increase resilience across the sector. Starting in September 2017, each strand of the programme will work with up to 25 organisations, exploring, piloting and delivering different approaches to long-term sustainability.

Arts and cultural organisations that fall within the Arts Council remit including funded and unfunded organisations, accredited (and provisionally accredited) museums, local authority library services that are directly delivered or fully commissioned to a third party, and music education hubs are all invited to choose one of the strands to apply for. The strands are designed to provide different kinds of support and focus, so make sure you choose the strand best suited to your organisation:

#### The four themes are:

- fundraising and revenue diversification
- diversity and entrepreneurship
- change creation
- boosting resilience: survival skills for the new normal

### Who are the programme providers?

ACE has selected the following organisations to implement each of the four Building Resilience programme themes:

- Arts Manager International—fundraising and revenue diversification
- School for Social Entrepreneurship—diversity and entrepreneurship
- People Make It Work—change creation
- Cass Business School, City, University of London, The Culture Capital Exchange, and the Centre for Enterprise, Manchester Metropolitan University—boosting resilience: survival skills for the new normal

### Where can I find information on all four programmes?

Additional information about the programme and four programming strands can be found here:

- Arts Council England: [www.artscouncil.org.uk](http://www.artscouncil.org.uk)
- Arts Manager International: [www.artsmanagerinternational.com](http://www.artsmanagerinternational.com)
- School for Social Entrepreneurship: [www.the-sse.org/courses/arts-council-england-building-resilience-programme-diversity-entrepreneurism](http://www.the-sse.org/courses/arts-council-england-building-resilience-programme-diversity-entrepreneurism)
- People Make it Work: [www.changecreation.org](http://www.changecreation.org)
- Cass Business School, City, University of London, The Culture Capital Exchange, and the Centre for Enterprise, Manchester Metropolitan University. For more information, visit: <http://boostingresilience.net>

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### Where can I find more information specific to the *Fundraising and Revenue Diversification Programme*?

Information about the programme can be found on Arts Manager International's website at [www.artsmanagerinternational.com](http://www.artsmanagerinternational.com).

An informational session will be held online via WebEx by Brett Egan, President of Arts Manager International. The session is open to all organisations interested in finding out more about the ***Building Resilience: Fundraising and Revenue Diversification Programme***. The session will be on Wednesday, June 28 from 13:30–14:30 pm GMT.

To register for the information session, please [click here](#).

For more information or questions, please contact Marie Gossman at [MEGossman@artsmanagerinternational.com](mailto:MEGossman@artsmanagerinternational.com).

### Can I apply to more than one programme?

No, you must select one programme to apply too.