

DeVos Institute

OF ARTS MANAGEMENT

at the Kennedy Center

Michael M. Kaiser
President, The John F. Kennedy Center for the Performing Arts

Michael M. Kaiser has been President of the Kennedy Center since January 2001. He has expanded the educational and artistic programming for the nation's center for the performing arts, has overseen a major renovation effort of most of the Center's theaters and has led the country in arts management training.

Signature artistic programs during his tenure have included an unprecedented celebration of the works of Stephen Sondheim; major festivals of the arts of China, Japan and the 22 countries in the Arab World; long-term relationships with the Bolshoi Ballet, the Mariinsky Ballet and Opera, New York City Ballet and Alvin Ailey American Dance Theater; a country music festival; a celebration of August Wilson's ten plays presented in sequential order; as well as a major revival production of *Ragtime* that transferred to Broadway. Mr. Kaiser also works closely with the National Symphony Orchestra's Music Director and its Board of Directors on the Orchestra's performances and outreach programs.

Mr. Kaiser created the Kennedy Center Arts Management Institute, renamed the DeVos Institute for Arts Management in May 2010 following a \$22.5 million commitment from Dick and Betsy DeVos, to provide advanced training for arts administrators at varying stages of development and has created a series of programs to help train others in the field. He has created a ten-month fellowship program for mid level arts administrators to include intensive course work and practical experience with the various Kennedy Center departments. A multi-year summer program for international arts managers is in its third season. Mr. Kaiser has created a Capacity Building Program for culturally specific arts organizations, which offers mentoring services to the leaders of African American, Latino, Asian American and Native American arts groups from across the United States. A similar program was instituted for arts organizations in the American Midwest and the City of New York. He also advises performing arts organizations around the world on building institutional strength through marketing, strategic planning and fundraising, and, in this capacity, is currently working with arts leaders in 60 countries. He has created artsmanager.org, a website that provides resources to arts managers around the world.

In February 2009, he created "Arts in Crisis: A Kennedy Center Initiative," a program which provides free arts management consulting to non-profit performing arts organizations around the United States. Mr. Kaiser has embarked on a national tour for the Arts in Crisis initiative, hosting arts management symposia in all 50 states, Puerto Rico, and the District of Columbia through July 2010. More information may be found at www.artsincrisis.org.

Mr. Kaiser previously served as the Executive Director of the Royal Opera House, the largest performing arts organization in the United Kingdom. During his tenure with the Royal Opera House,

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that organization erased its historic accumulated deficit, completed a £214 million redevelopment of the facility, created an endowment fund, and greatly increased its level of support from the private and public sectors.

Prior to joining the Royal Opera House, Mr. Kaiser was Executive Director of American Ballet Theatre. During his three-year tenure at ABT, Mr. Kaiser erased the entire historic accumulated deficit, created a second company, greatly expanded national and international touring activity, substantially increased both contributed and earned income, and built an acclaimed series of education programs.

Mr. Kaiser has also served as Executive Director of the Alvin Ailey Dance Theater Foundation, the world's largest modern dance organization. During his tenure, the Ailey Company erased its accumulated deficit, expanded its school, and increased all forms of revenue. He has also served as General Manager of the Kansas City Ballet, where he also erased the company's deficit.

As an arts management consultant, Mr. Kaiser has advised such institutions as The Jewish Museum, the Market Theatre (Johannesburg), Detroit Symphony, Glimmerglass Opera, New York City Opera, and many others. He also represented the United States on a commission that established the Arts Council of the Republic of South Africa.

Before entering the arts management field, Mr. Kaiser was a management consultant in the corporate sector. In 1985, he sold the consulting firm he founded, Kaiser Associates, which specializes in helping large corporations formulate strategic plans. Among his clients were General Motors, IBM, Corning Glass Works and 50 other major corporations. Kaiser Associates remains a major participant in the strategy-consulting field.

Mr. Kaiser has served as a research economist for Nobel prize-winning economist, Wassily Leontief, and is the author of four books: *The Art of the Turnaround* (2008); *Strategic Planning in the Arts: A Practical Guide* (1995); *Developing Industry Strategies: A Practical Guide of Industry Analysis* (1983); and *Understanding the Competition: A Practical Guide of Competitive Analysis* (1981). His new book, *Leading Roles: 50 Questions Every Arts Board Should Ask*, is due to be published this fall.

Mr. Kaiser received his Master's degree in Management from M.I.T.'s Sloan School of Management and his Bachelor's degree in Economics *magna cum laude*, from Brandeis University. He has been an Adjunct Professor of Arts Administration at New York University, and a Lecturer at the University of the Witwatersrand in Johannesburg.

He has received the *Dance Magazine* Award in 2001, Capezio Award in 2002, Helen Hayes Washington Post Award for Innovative Leadership in the Theater Community in 2003, the St. Petersburg 300 Medal in 2004, Washingtonian of the Year in 2004, a U.S. Department of State Citation in 2005, the Blacks in Dance Award in 2005, and was the First American to receive China's "Award for Cultural Exchange" in 2005. He was awarded The Order of the Mexican Eagle in 2006 and was named Impresario of the Year in 2006 by Musical America. In 2009, Mr. Kaiser received the George Peabody Medal for Outstanding Contributions to Music in America and the Kahlil Gibran "Spirit of Humanity" Award from the Arab American Institute Foundation.

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