Leading Arts Organizations from a Global Perspective

ILPVAM
International Leadership Program In Visual Arts Management

With the support of:

Fundación Vizcaína Aguirre

FUNDACIÓN GONDRÁ BARANDTARÁN

Leading Arts Organizations from a Global Perspective
Presentation

The International Leadership Program in Visual Arts Management - ILPVAM is a collaborative effort between Deusto Business School (University of Deusto, Spain), NYU Steinhardt School of Culture, Education, and Human Development (New York University, US), and the Guggenheim Museum Bilbao (Bilbao, Spain), with the support of Fundación Gondra Barandiarán (Bilbao, Spain).

Global practice in the administration of the arts is undergoing profound transformations as a result of changing funding systems, management practices, and audiences. The Program combines advanced business theory and techniques together with the latest concepts and global trends in visual arts management and administration to provide a rigorous, engaging educational program for experienced professionals in the visual arts or related arts fields.

This innovative approach to learning comprises five-day modules taught by experts in their respective fields, and is conducted in America and Europe. Locating intensive modules in Bilbao and New York provides an exceptional immersive on-site experience.

The ILPVAM offers a global scope and local knowledge of markets, a high level forum for debate, discussion and engagement with an international network of senior practitioners and experts, and international networking as key elements in the development of knowledge among participants. Within this unique environment, participants develop their understanding and skills in the leadership and management of visual arts organizations in a way that is transferable to their own context and organizations.

We would like to welcome you to this innovative and unique Program.

Luc Theis
Director General, Deusto Business School

Erich Dietrich
Steinhardt Associate Dean for Global Affairs and Assistant Vice President for NYU Global Programs.

Juan Ignacio Vidarte
Director General, Guggenheim Museum Bilbao

Objectives of the Program

- Facilitate the understanding of the current competitive environment and key drivers of success in global arts industries.
- Strengthen the strategic vision of cultural organizations and the leadership skills required to face the challenges of the industry in the 21st century.
- Improve the decision-making process through mastering the fundamentals of arts management, including strategy and governance, financial management, marketing, fundraising, and operations.
- Further develop an international network of colleagues, experts, and practitioners in the global arts industry.

Participant Profile

The Program is aimed at professionals with at least five years of relevant experience in the field of visual arts or related arts disciplines. Candidates with significant professional experience in other areas, and interest in advancing their career in this field, will also be considered.

Participants on the ILPVAM include those with professional experience in the following areas:

- Museums
- Government and Government Agencies
- Corporate Cultural Foundations
- Cultural Arts Centers
- Counsellors
- Cultural Agencies
- Art Exhibitions
- Curators
- Exhibition Makers
- Entrepreneurs, freelance professionals, and consultants in the field of culture
- Private art foundations
- Arts media
Deusto Business School, University of Deusto

Created with a strong commitment to being one of the international top Business Schools, Deusto Business School, part of the centenary University of Deusto, aspires to be a true center of excellence. Its solid reputation and vision of the future is shared by thousands of the school’s alumni. As Deusto adapts to the changing times, the School advances its mission to provide Business Education to Serve the World. Deusto has a wide and diverse network of over 70,000 alumni in more than 30 countries. Its influence on the European business world is a measure of its success—Deusto alumni occupy senior executive positions in the most relevant companies around Europe. Moreover, the School’s reputation is enhanced by having strong links with the corporate sector: DBS forms part of a close network of successful, mainly international companies that support its commitment to excellence through knowledge sharing and mentoring with participants enrolled on the programs.

NYU Steinhardt School of Culture, Education, and Human Development

Founded in 1831, New York University is one of the largest private universities in the United States, enrolling over 40,000 students in eighteen schools and colleges. The Steinhardt School of Culture, Education, and Human Development of New York University offers undergraduate and graduate degree programs, along with academic year and summer study abroad programs that span more than a dozen fields in education, health, media, and the arts. Steinhardt is a leader in arts management training with visual arts, performing arts, and music business programs. Established in 1971, the M.A. Program in Visual Arts Administration was the first in the nation to focus specifically on administrative careers in the visual arts, in both traditional and alternative contexts. The Program is based in the Department of Art and Art Professions and has developed a strong global presence through its numerous international alumni and, since 1994, a proven record of excellent European-based study abroad programs. Program alumni work in a wide range of visual arts related institutions and organizations in New York, across the United States, and around the world.

Guggenheim Museum Bilbao

The Guggenheim Museum Bilbao is the result of an unprecedented partnership between the Basque Institutions and the Solomon R. Guggenheim Foundation. Twenty years after its opening in October 1997, the Museum is a reality that has exceeded the most ambitious artistic and cultural expectations, and has contributed in an extraordinary way to the urban, economic, and social regeneration of the city of Bilbao and the Basque Country. The Guggenheim Museum Bilbao is part of an international network of museums—Solomon R. Guggenheim Museum, New York; Peggy Guggenheim Collection, Venice; as well as the projected Guggenheim Abu Dhabi Museum—that allows them to benefit from synergies and to share resources, projects, and collections. One of the priorities of the Museum, as declared in its Mission Statement, is to promote education and as such, to foster informal, interdisciplinary, and highly interactive educational experiences. Museum education today seeks to convey information in a way that will broaden people’s humanistic outlook and enrich their understanding and experience.

With the support of:

Fundación Vizcaína Aguirre

The Vizcaína Aguirre Foundation was set up in June 1916, thanks to the generous legacy left by Pedro and Domingo de Aguirre to their nephew Pedro de Icaza y Aguirre. These funds came from their business in Tepic, Mexico. The mandate specified that they should be used for establishing and maintaining one or more institutions in Biscay that contribute to progress in the sciences, arts, literature or industry. Deusto Business School (formerly known as the Universidad Comercial de Deusto) is the visible result of this legacy. In 2016, the year of its hundredth anniversary, the Vizcaína Aguirre Foundation created a biyearly award for improvement of quality of life in Biscay. This century-old foundation still works with the University today. It is also a member of the Guggenheim Foundation Bilbao Board of Trustees and takes part in its educational programmes.

Fundación Gondra Barandiarán

This non-profit entity was founded in 1989 by Guillermo Barandiarán and his wife María Victoria Gondra. The firm principles they had held all their lives prompted them to form this foundation for the good of society and future generations, to benefit all the men and women in the country, particularly in the Basque Country and Navarre. They both held profound convictions, believing that only those who collect their past, keep it and adapt it to current and future conditions can give true continuity to their historical and collective personality and create a true process of permanent innovation. This is essential to social development and regeneration of one’s religious beliefs as well as moral, ethical and aesthetic values and the economic and social spheres. The by-laws reflect their work in favour of culture, conservation of the Artistic Heritage in general, and more particularly in the Basque Country and Navarre. A large amount of the Foundation’s funds were earmarked for charity work, especially targeting the underprivileged, the needy and the lonely.
The Program features an innovate approach to learning which combines **intensive modules taught by experts** in their field with **international networking**, as key elements in the development of knowledge among participants.

**Module 1**

UNDERSTANDING THE ENVIRONMENT: GLOBAL TRENDS AND STRATEGIC VISION

**BILBAO**

- Understanding the Environment
  - Global Trends in Arts Management
  - Building Cultural Capital and Value
- Strategy & Innovation
  - Strategic Innovation
  - Business Model Innovation
  - Sustainability
- Art and Urban Development
  - The Bilbao Master Plan
  - Culture Led Initiatives: Creative Industries, Creative Entrepreneurship, International Collaborations
- Museum Practice
  - Mission, Identity, and Institutional Visibility
  - Exhibition Management and Curatorial Practices
  - Education, Interpretation and Audience Engagement
- Reinventing Operations Management
  - Operations Strategy
  - Managing Critical Processes
- Developing Leadership Skills

**Module 2**

LEADERSHIP IN THE GLOBAL ART SECTOR

**NEW YORK**

- Cultural Leadership and Change
- Financial Management
  - Understanding the financial statements of the business
  - Preparing a business plan
  - Taking decisions based on financial criteria
- Understanding the Changing Culture Audience
  - Cultural Marketing and Communications
  - Cultural Branding
  - Interactivity and Participation
  - Developing Community
- Museum Practice
  - Governance and Board Management
  - Fundraising and Funders
  - Digital Strategy
  - Art Law and Intellectual Property Rights
  - Art Practices
  - The Arts and Cultural Diplomacy
- Re-Visioning the Visual Arts Sector
Information and Admission

Schedule and Locations
The Program is structured in 2 intensive modules.

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Module 2</th>
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<tbody>
<tr>
<td>Bilbao</td>
<td>New York</td>
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<tr>
<td>19th - 23rd March 2018</td>
<td>18th - 22nd June 2018</td>
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Entry Requirements
In order to be considered for the Program, candidates must be able to demonstrate the following:

- **Professional Experience**: Candidates will have at least five years of relevant professional experience.
- **English Proficiency**: Ability to participate effectively in a Program conducted in English.

Admission Process
The Application process includes:

- **Completed Application Form**, including the supporting documents. Application forms can be downloaded from Deusto Business School’s website ([www.dbs.deusto.es/ilpvam](http://www.dbs.deusto.es/ilpvam)). If you wish to receive the application by post, please contact us at the address below.
- **Personal Interview**: The selection process includes a personal interview with a member of the Admissions Committee.
- **English Language Ability**: In those cases where English is not the native or working language of the candidate, proof of the level of English language ability is required through a recently completed official test (e.g. TOEFL, Cambridge, TOEIC, or IELTS) or an internal test conducted by Deusto Business School.

**Application deadline: 15th January, 2018**
The Program operates a rolling admission process. There are limited places available so early application is strongly recommended.

Course Fees
EUR 4,200
Fees for the Program include tuition, learning materials and lunch served during the learning modules. It does not include the cost of travelling to the locations where the Program takes place. Recommendations for accommodation are provided in each Program location.
Non-refundable application fee of EUR 100 to cover administrative costs.

Payment terms
* 20% on registration
* 80% February 2018

Special Conditions and Financing
**Scholarships**
A limited number of scholarships are available, thanks to the support of Fundación Vizcaína Aguirre and Fundación Gondra Barandiarán. Priority will be given to those applying before November 15th.

**Prompt payment (Early Bird)**
10% off the Program fee to those registering 3 months before the start of the Program.
Deadline: **11th December, 2017**

**University of Deusto Alumni**
MEMBERS Up to 15% and NON-MEMBERS 5% off the Program fee.
(*) These Scholarships are not cumulative with the above mentioned fee reductions.

Reserve your place
Upon acceptance to the program, candidates are required to pay 20% of the program fee to reserve their place. Failure to pay the deposit may result in your place being allocated to another candidate. Cancellations must be submitted in writing at least 60 days prior to commencement of the Program for a 50% refund of the deposit.

Contact us
Admissions Office
Deusto Business School-University of Deusto
Hermanos Aguirre, 2
48014 Bilbao (Spain)
Tel. (+34) 944 139 454
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Deusto Business School
Tel. (+34) 943 326 600 Ext: 5632
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[www.dbs.deusto.es/ilpvam](http://www.dbs.deusto.es/ilpvam)
The organizing institutions reserve the right to make changes affecting the Program, dates, faculty, or other aspects mentioned in this brochure.
October 2017
Testimonials

“... to know how to lead and to plan what's next for my career.”

Paola Poletto
Manager, Studio and Group Learning, Art Gallery of Ontario, Canada

“... helped me focus with confidence on what success means to me.”

Lam Sio Man
Project Manager
Cultural Affairs Bureau of the Macao S.A.R. Government, China

“The program gave me both a bird's eye view of cultural leadership in prominent museums and governments, and a better sense of my own role within the international arena. It helped me focus with confidence on what success means to me, and to plan what's next for my career.”

Paola Poletto
Manager, Studio and Group Learning, Art Gallery of Ontario, Canada

“... the tools I can draw on as the leader of a non-profit cultural unit thanks to the wide range of inspiring topics covered. The quality of the teaching staff and the opportunity to share experiences with colleagues further enhanced the value of this training experience.”

Clive Kellner
Executive Director at Joburg Contemporary Art Foundation, South Africa

Great program, very good organization, wonderful people. It has been an extraordinary opportunity to know about other culture initiatives in different countries/continents.”

Borja Baselga
Director, Banco Santander Cultural Foundation, Spain

“... acquired the best professional training in both the cultural and management perspectives which is quite difficult to find in other programs. Also the locations and classmates from around the world have enabled me to broaden my horizon, and to better understand the global challenges as well as different local responses. I have benefited a lot by redirecting my professional life during the Program as well as enabling better practice in my own job and country.”

Ivana Goosen
CEO, Kunsthalle Praha, Czech Republic

“The ILPVAM gave me valuable insights into the trends and current best practices in managing cultural institutions in the visual arts industry. I learned from the experience of leading museums and art professionals from around the world. Amongst my fellow classmates, the guest speakers and the faculty I found friends and professional partners whom I continue to rely on today.”

Ignasi Miró
Director of the Culture Area of La Caixa Foundation, Spain

Taking part in this programme has allowed me to strengthen the tools I can draw on as the leader of a non-profit cultural unit thanks to the wide range of inspiring topics covered. The quality of the teaching staff and the opportunity to share experiences with colleagues further enhanced the value of this training experience.”

Miriam Quintana
Academic Program Directors

Carlo Lamagna
Prof. Carlo Lamagna, is the NYU Academic Director for ILPVAM, formerly Senior Faculty, Visual Arts Administration M.A. Program, Department of Art and Art Professions, Steinhardt School of Culture, Education, and Human Development (New York University). Professional experience includes: Chair, Department of Art and Art Professions (1997-2005), Director, Visual Arts Administration M.A. Program (1991-1998), art museum curator (DeCordova Museum, MA), corporate art curator (Best Products Co., VA), gallerist (Carlo Lamagna Gallery, NYC), and independent curator. Prof. Lamagna is a past board member of the Association of Arts Administration Educators; a past board member and chair of COMPT, a Professional Network of the American Alliance of Museums; Vice Chair of Landmark West!, a New York-based historic preservation advocacy organization. He drafted and facilitated adoption of COMPT’s standards and best practices guidelines and served on the standards working group for AAAE. Presentation topics include competencies and standards for museum professionals, museum salaries, advocacy training, the public value of the arts. Prof. Lamagna has collaborated on, created, and led study abroad programs in the management of cultural institutions in the Netherlands, Paris, and Berlin (since 1994), and the exhibition and display of art and material culture in London (since 2007).

Miriam Quintana
Miriam is an Academic Program Director at Deusto Business School (University of Deusto), with responsibility for the design and development of executive education programs. She has over 15 years of experience in managerial and leadership positions in the educational and banking sectors, having previously worked in the Group Risk and international divisions of Lloyds TSB Banking Group (UK). Her primary interests are in leadership development and personal growth, alongside ongoing changes in management education in the context of internationalization. Miriam holds a PhD in Industrial and Business Studies and a Masters in European Industrial Relations from Warwick Business School (UK), a Masters in Executive Coaching (Deusto Business School), a certificate in Neurolinguistic Programming (NPL), and a BSc in Business Administration (University of Oviedo, Spain). She has teaching and mentoring experience at Warwick Business School and Deusto Business School, has published her research in international peer-reviewed journals and books, and has presented work at international conferences.
Faculty

The Program lecturers, leaders in the field, as well as faculty and professionals from the organizing institutions—Deusto Business School, NYU, and the Guggenheim Museums—represent a multidisciplinary panel of international experts that will expose participants to multiple perspectives and will present to them the challenges of managing organizations devoted to the visual arts and related arts fields. Faculty in previous editions of the program has included:

Laura Albareda
Senior Faculty of Sustainability at Deusto Business School, Spain

Ibon Areso
Former Mayor of Bilbao

Marta Arzak
Associate Director of Education and Interpretation, Guggenheim Museum Bilbao

Sarah Austrian
Deputy Director, General Counsel and Assistant Secretary, The Solomon R. Guggenheim Foundation, New York

Ngaire Blankenberg
European Director and Principal Consultant, Lord Cultural Resources

Arthur Cohen
Chief Executive Officer, LaPlaca Cohen, New York

Mari Luz Egaña
Associate Director of Visitor Services, Guggenheim Museum Bilbao

Hendrik Gerrits
Director of Exhibitions, Museum of Arts & Design

Bethany Godsoe
Associate Vice President for Student Leadership Initiatives, NYU, and Adjunct Assistant Professor of Public Administration, NYU

Francisco Gonzalez-Bree
Senior Faculty of Strategy and Innovation and Director of the Master in Business Innovation (MBI) at Deusto Business School, Spain

Katie Hollander
Executive Director, Creative Time

Petra Joos
Curator, Guggenheim Museum Bilbao

Shelley Sanders Kehl
Partner, Bond, Schoeneck & King, PLLC, New York, and Adjunct Professor, Visual Arts Administration M.A. Program, NYU

Jan Kennis
Cultural Attaché, Consulate General of the Netherlands, New York

Robert Kloos
Director for Visual Arts, Architecture, & Design, Consulate General of the Netherlands, New York

Carlo Lamagna
NYU Academic Director for ILPVAM

Sandra Lang
Director, Visual Arts Administration M.A. Program, New York University

Oswaldo Lorenzo
Senior Faculty of Operations and Information Systems, Deusto Business School, Spain

Begoña Martínez
Associate Director of Marketing and Communications, Guggenheim Museum Bilbao

Ricardo Maturana
Founder and CEO of Gnoss, Spain

Ignasi Miró
Director of the Culture Area of La Caixa Foundation, Spain

Lourdes Moreno
Entrepreneurial co-owner and CEO of Bolueta Engineering Group, and Adjunct Faculty, Deusto Business School, Spain

Kirsten Munro
Director of Development, Baryshnikov Arts Center, and Adjunct Faculty, Visual Arts Administration M.A. Program, NYU

Xabier Paya Ruiz
Artistic Director, Donostia-San Sebastian 2016 European Capital of Culture

Gabriel Pérez-Barreiro
Director and Chief Curator, Colección Patricia Phelps de Cisneros, New York and Caracas

Robert Punkenhofer
Founding Director, Art&Idea and Artistic Director, Vienna Art Week

Melissa Rachleff
Full-time faculty, Visual Arts Administration M.A. Program, NYU

Prerana Reddy
Director of Public Programs and Community Engagement, The Queens Museum, New York

Erik Schilp
Managing Partner, VISSCH+STAM Strategic Services, The Netherlands

Shannon Stratton
William and Mildred Lasdon Chief Curator, Museum of Arts & Design

David Strauss
Deputy Director, The Queens Museum of Art, New York

Loïc Tallon
Chief Digital Officer, The Metropolitan Museum of Art

Cristin Tierney
Owner, Cristin Tierney Gallery, NYC

Tina Vaz
Deputy Director, Global Communications, The Solomon R. Guggenheim Foundation, New York

Daniel Vega
Associate Director of Art Services and Exhibition Management, Guggenheim Museum Bilbao

Alfonso Vegara
President, Fundacion Metropoli, Madrid

Juan Ignacio Vidarte
Director General, Guggenheim Museum Bilbao and Deputy Director and Chief Officer for Global Strategies, Guggenheim Foundation, New York

Wendy Woon
The Edward John Noble Foundation Deputy Director for Education, Museum of Modern Art, New York, and Adjunct Faculty, Visual Arts Administration M.A. Program