

STUDIO TWO THREE

2020-2022

STRATEGIC PLAN

ACKNOWLEDGEMENTS

Board Members:

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Anedra Bourne – Board of Directors

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Kate Fowler - Development Director

James Gregory– Board of Directors

Ashley Hawkins—Executive Director

Aimee Joyaux– Board of Directors

Pat Kelly – Board of Directors

Leah Muhlenfeld – Board of Directors

Joseph Papa – Board of Directors

Kelli Lemon - Board of Directors

Consultants:

Sarah Milston, The Spark Mill

Lindsey O-Pries, The Spark Mill

ORGANIZATIONAL OVERVIEW

Studio Two Three is a nonprofit organization that empowers artists to make art and make change.

We feature studio facilities, classes and workshops, artist residency, and open doors. We provide 24/7 access to printing presses, darkroom, digital lab, communal workplace, and individual studios to support art making for personal and social change. We are professionals, amateurs, teachers and students.

VISION

We strive for a future where the power of the arts are willingly and joyfully harnessed for personal, social and systemic growth.

MISSION

Studio Two Three empowers artists to make art and make change.

TAGLINE

Studio Two Three
Make Art, Make Change.

INTRODUCTION

The strategic plan reflects six goals and is accompanied by a list of specific strategies to achieve those goals.

The plan was researched and developed by a strategic planning team that met in mid 2019. Its task was to identify current and future environmental, programmatic, and operational opportunities and challenges; review input from members, key stakeholders, and board members; and shape the final plan.

The organization used the services of The Spark Mill, a Richmond, VA Strategic Planning firm to facilitate the process. Consultants from The Spark Mill used the following methodologies to gather input during the information-gathering portion of the planning process:

- 7 Stakeholder Interviews
- Survey – for studio members, community members, donors, staff, instructors, volunteers, space visitors, renters, and board members
- Studio Charrette
- Studio Open House
- Review of Client Provided Documents
- Board and Staff Retreat

Studio Two Three's areas of strategic focus for 2020-2022 are:

- **TO PROVIDE RESOURCES & SUPPORT FOR A THRIVING ARTIST COMMUNITY**
- **TO MAINTAIN A HEALTHY, BALANCED AND WELL-RESOURCED ORGANIZATION**
- **TO HARNESS ART AS A TOOL FOR A VIBRANT & HEALTHY SOCIETY**

GOALS & STRATEGIES

DESIRED IMPACT: TO PROVIDE RESOURCES & SUPPORT FOR A THRIVING ARTIST COMMUNITY

1. Center artists at our core

- 1.1. Enrich relationships with studio artists by increasing communication and defining membership expectations and benefits
- 1.2. Optimize the functionality and cultivate an attractive workspace and well-maintained tools for artists
- 1.3. Identify opportunities to holistically support and empower artists through networking, professional development, and critical engagement

2. Equip artists with the skills to grow their practice

- 2.1 . Expand the suite of “business for creatives” offerings
- 2.2 . Provide mentorship program to artists across their careers
- 2.3 Connect_[sm1] studio artists to potential patrons and business collaborators

DESIRED IMPACT: TO MAINTAIN A HEALTHY, BALANCED AND WELL-RESOURCED ORGANIZATION

3. Ensure long-term sustainability by strengthening internal capacity

- 3.1. Demonstrate success of programming through regular evaluation
- 3.2. Leverage effective communications and storytelling to amplify the impact of our work
- 3.3. Retain and attract a board, staff, and artists that reflects a broader diversity in order to create a place that is welcoming, inclusive, and evolutionary
- 3.4. Codify infrastructure systems through documentation and process improvements
- 3.5. Grow the board to execute on our strategic goals with a focus on subject matter expertise, access to resources, deep connections, and an expanding audience

4. Create a strong financial foundation

- 4.1. Create a master plan for improving and maintaining facilities and equipment

4.2. Optimize future financial health by developing and executing a sustainable long-term philanthropy plan

4.3. Explore revenue opportunities to ensure art-making is accessible and affordable

DESIRED IMPACT: TO HARNESS ART AS A TOOL FOR A VIBRANT & HEALTHY SOCIETY

5. Advance the artistic community that reflects Richmond

5.1. Solidify our organizational commitment by expanding our programming to traditionally marginalized communities

5.2. Deepen relationships with community partners already invested in the communities we strive to serve

5.3. Connect the work of S23 to national peers who inspire and challenge us to do our very best and innovative work

5.4. Educate the community on how art impacts lives and is vital to community success and change

5.5. Actively engage artists from diverse backgrounds and locations

6. Honor our roots by amplifying printmaking as a tool of democracy

6.1. Engage with artistic and advocacy communities to articulate vision and commitment to progress

6.2. Provide programs that use art-making as a tool for marginalized voices

6.3. Offer art making opportunities for organizations and individuals engaged in advocacy efforts