strategic plan

Championing the creation and understanding of sculpture and its unique and vital contribution to society for over half a century
# Table of Contents

2. Acknowledgements

3. Letter from our Chair

4. Mission, Vision & Values

5. Summary of our Current Position

6. Vision for this Strategic Plan

7. Strategic Priorities & Goals for Advancement

12. Conclusion
strategic planning committee

Robert Duncan
International Sculpture Center
Board of Trustees Chair and Collector Lincoln, NE

Nanci Lanni
International Sculpture Center
Board of Trustees, Pyramid Hill Sculpture Park, Hamilton, OH

F. Douglass Schatz
International Sculpture Center
Board of Trustees Secretary, Artist and Professor, State University of New York, Potsdam, NY

Vicki Scuri
International Sculpture Center
Board of Trustees, Artist and Designer Lake Forrest Park, WA

Fisher Stolz
International Sculpture Center
Board Member, Artist and Professor, Bradley University, Peoria, IL

George Tobolowsky
International Sculpture Center
Board Member and Artist, Dallas, TX

Johannah Hutchison
Executive Director, Publisher
International Sculpture Center Hamilton, NJ

For more information, visit www.sculpture.org or email isc@sculpture.org. This program is made possible in part by funds from the New Jersey State Council on the Arts/Department of State, a Partner Agency of the National Endowment for the Arts; the New Jersey Cultural Trust; and the National Endowment for the Arts.
As Chair of the International Sculpture Center (ISC) I am delighted to share with you the work of our strategic planning committee. Building on over half a century of community service the ISC continues to grow and adapt to changing and often challenging climates to provide support and opportunities for learning and growing within the field of sculpture.

Holding ourselves to the highest standards a group of dedicated board, staff and members have put thought to how best support you in your endeavors and have outlined goals that will help us improve and in turn will help you.

With an exciting list of goals set out for us, including a redesign of the magazine, a new dedicated website for the magazine and a separate, more interactive website for members, you will see a big difference as we step into the next three year plan. Increased benefits, more opportunities to meet in person and online and much more news on what is happening in the world of sculpture are just the beginning. With more ways for you to get involved we hope to see you at one of our events.

While building these shorter term goals we are also mapping out a longer term plan for sustainability and growth. As the leader in the field we have three priorities to help strengthen the position of the organization so we can better serve our constituents.

Building the International Sculpture Center’s governance capacities to ensure a vibrant and secure future for the International Sculpture Center is one of our priorities. We will develop a multiyear leadership succession plan for Board Officers and Committees and work with the board members to raise funds and share the workload. While focusing on growing a balanced inclusive board that represents the diverse community that we serve we will increase our board to 75% of capacity (32) by the end of 2021.

To improve communications we will assess and make adjustments to advance the magazine and all our publications. Utilizing emerging communication technologies we will develop, provide access to, and promote the dissemination of information on contemporary sculpture for all. The redesigned magazine and a newly launched dedicated publications website along side a new member site with enhance features will serve as the main entry to the ISC and the leading platform for conversations on sculpture. This new website and platform will be launched in 2019 with continued improvement and additions over the following years.

The third priority is to increase revenue streams to provide financial security and stability for the ISC. Working to break even or better on all programs and looking at new ways to adapt to the changing market to increase income we will improve opportunities for art sales, membership, advertising and donations and grants.

It is a very exciting time for the ISC and I look forward to working with everyone.

If you have any ideas that you would like to share please don’t hesitate to contact me.

Robert Duncan
ISC Board of Trustees Chair

Robert Duncan, Board of Trustees Chair. Photo: Courtesy of Duncan Aviation
mission

The mission of the International Sculpture Center is to:
- Expand public understanding and appreciation of sculpture internationally
- Demonstrate the power of sculpture to educate and effect social change
- Engage artists and arts professionals in a dialogue to advance the art form
- Promote a supportive environment for sculpture and sculptors

vision

The International Sculpture Center champions the creation and understanding of sculpture and its unique and vital contribution to society.

values

At the core of every service provided by the International Sculpture Center, we value:

our constituents
Sculptors, Institutions, and Patrons

dialogue
as the catalyst to innovation and understanding

education
as fundamental to personal, professional, and societal growth

community
as a place for encouragement and opportunity

Ellen Dempsey, 2018 Student Achievement Award Recipient, Last Leg, 2018, Table Dimensions variable. Photo: Courtesy of artist
summary of our current position

strengths

• The ISC has well-established and recognized publications, including Sculpture magazine, the ISC Press and our blog, re:sculpt.

• Our highly respected annual conference is operating at capacity and our educational programs continue to grow, reaching newer audiences each year.

• The ISC has a strong fan base with continually growing numbers of followers on social media platforms.

• Our user-friendly website remains a significant resource for information in the field of contemporary sculpture.

• We maintain a respected voice within the sculpture community through established connections and collaborations with many institutions.

• Our membership retention rate is consistently high and we have many valued, longterm members.

• Our Board of Trustees, which has steadily grown, operates on a successful and efficient committee structure.

From top: Owls of Bath, England. International Sculpture Day participants; Shivani Aggarwal, Shuttle, 2016. Wood and thread, 4.5 x 2.5 x 2.5 ft. Photo: Courtesy of Sandeep Biswas
Over the three-year period covered by this strategic plan, the International Sculpture Center (ISC) will focus on:

**governance**
- Increasing the diversity of our Board of Trustees and select members that include a broader range of identified board governance needs. We will also create a succession plan for our officers and improve new Board member orientation.

**pathways**
- Expanding our audience and keeping them connected by creating welcoming entryways as an introduction to our organization, our benefits, and our programs. These engaging pathways will ensure our audience’s continued interest in ISC programs and in membership; it will increase event participation, and build lasting relationships between ISC and our users.

**partnerships**
- Continuing to increase community engagement in the arts through collaborations with businesses, nonprofits, cultural and educational institutions and government agencies that will, in turn, further advance sculptural arts in the global community.

**personalization**
- Fostering meaningful connections with our audience by personalizing the content that will enrich user experience; creating visually engaging and interactive content across print, digital and social media platforms.

**presentation**
- Delivering a consistent image that represents the ISC across all platforms. This unifying marketing strategy includes the creation of new branding and redesign for our website, Sculpture magazine, the Re:Sculpt blog and ISC Press books

**sustainability**
- Expanding fundraising through increased donations and revenue streams; cultivating long-term relationships to financially secure ISC’s future.

Enrico David Untitled, 2010 Razor clams, copper wire, artificial paper, plastic 36 x 15 x 7 1/2 inches. Photo: Courtesy of Rosette Delug Collection
strategic priorities & goals for advancement

**goal 1**
Serve as the lead voice advancing sculpture in the US and around the world.

- Develop the International Sculpture Center as the pre-eminent publisher on contemporary sculpture thorough evaluation of the current publishing program.

- Utilize emerging communication technologies to develop, provide access to, and promote the dissemination of information on contemporary sculpture.

- Promote awareness of the International Sculpture Center’s programs and our membership benefits to the community.

- Strengthen relationships with the international sculpture community.

**priority**
Redesign Sculpture magazine and provide a new dedicated website for our publications that includes more dynamic content.
goal 2
Provide the preeminent, go-to resource for access to key information on sculpture.

- Develop the International Sculpture Center website to serve the needs of sculptors, institutions, and patrons.

- Examine and update the International Sculpture Center website to be the primary source for current information on contemporary sculpture around the world.

- Promote dialogue and the exchange of ideas through virtual communication venues for International Sculpture Center members and the public.

- Ensure the International Sculpture Center’s virtual forums are maintained with the most current information in the field.

- Enhance the International Sculpture Center website’s content to reflect identified interests of our constituents.

- Implement a comprehensive calendar that includes events in the global sculpture community.

priority
Redesign our website and add relevant, timely content for all our constituents.

2019 ISDay participants pouring iron, Photo: Courtesy of #ISDay
strategic priorities & goals for advancement

**goal 3**
Strengthen relationships with our core constituents - institutions, patrons and sculptors.

- Provide an engaging virtual community and forum for our members.
- Provide regular in-person opportunities for our members to interact.
- Develop dynamic new programming to specifically engage each of our constituents – institutions, patrons, and sculptors.
- Enhance and expand current International Sculpture Center programs - including awards programs, magazine and book publishing, and conferences - for members.
- Evaluate our relationships and programs by regularly surveying constituents and assessing member feedback.

**priority**
Provide opportunities for more in person connections with our community by Board, Executive Director and Key Staff.

Huma Bhabha, The Orientalist, 2007. Bronze, 70 x 41 x 33 in. Photo: © Huma Bhabha, Courtesy of the artist and Salon 94, New York
goal 4
Strengthen the International Sculpture Center’s sustainability in order to provide the highest quality services to the sculpture community.

- Identify and evaluate costs of all International Sculpture Center programs and services.
- Establish a development plan to strategically increase contributed revenue.
- Thoroughly assess the publishing program of the International Sculpture Center.
- Identify and develop opportunities for additional earned revenue through new programs and services for artists, patrons, and institutions.
- Fortify the International Sculpture Center’s brand in all outreach endeavors.

priority
Build and implement the development plan for increased sustainability.
goal 5
Build the International Sculpture Center’s governance capacities to ensure a vibrant and secure future for the International Sculpture Center and the sculpture community.

- Plan for the future of the International Sculpture Center and its governing body by developing a multi year leadership succession plan for Board Officers and Committees.

- Enhance the International Sculpture Center’s leadership capabilities by implementing an annual plan to recruit, select and orient new Board members.

- Strengthen the efficiency of the International Sculpture Center Board by utilizing key Board Committees.

- Closely evaluate the International Sculpture Center’s leadership through an annual assessment of the Executive Director and a biennial assessment of the Board.

priority
Ensure a balanced and diverse Board of Trustees that represents the community that we serve.

Beatriz Milhazes, Mariola & Marola, 2010–15 fine, vertical threads strung with copper, aluminium, plastic & paper.
Photo: Courtesy of White Cube
The Board of Trustees, the Executive Director and the staff of the International Sculpture Center endorse this plan and together we are committed to continued improvement not only for our organization but the community that we serve. It is our hope that over the next three years, our work will result in increased visibility, dialogue, learning, professional development, and advocacy of sculpture worldwide, leading to greater appreciation of the impact of sculpture on a community level.