International Sculpture Center
Strategic Plan

2016-2018

Championing the creation and understanding of sculpture and its unique and vital contribution to society for over half a century
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Letter from Ree Kaneko

The International Sculpture Center (ISC) has been advancing the creation and understanding of sculpture for over half a century.

We are pleased to present our strategic plan for the next three years. Here you will find a concise outline of the vision and values of the International Sculpture Center, and the goals that will grow our services to the international sculpture community.

The strategic plan builds on past achievements and serves as a map for our future over the next three years and beyond. This plan, made in collaboration with Board members, staff, and individuals in the international arts community, comprehensively seeks to fortify every facet of ISC through examining, improving, and expanding programs for our constituents. It offers innovative ways to increase member benefits, present new publications, build critical national and international ties, and advance relationships with and between sculptors, organizations, collectors, and patrons. Simultaneously, our capacity and stability as a non-profit arts organization will be strengthened.

The vision for this plan has several key priorities: governance, ensuring a balanced Board; pathways, creating new ways to cultivate members; partnerships, encouraging collaborations with businesses and other nonprofits; personalization, putting front and center across all platforms our members of the sculpture community; presentation, giving the International Sculpture Center a makeover as part of a new marketing strategy; and sustainability, gaining long-term funders to secure our growth into the future.

Read on to discover who we are and what we wish to become. I hope you will join us in supporting the future of the sculpture community.

Ree Kaneko
Chair of the International Sculpture Center Board of Trustees
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

Guests participating at the International Sculpture Day TASK Party 2015.
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, long-term members.

• Our Board of Trustees, which has steadily grown, operates on a successful and efficient committee structure.
Vision for this Strategic Plan

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.
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:**
Employ a Director of Publications to oversee the redesign of all ISC publications.

Strategic Priorities & Goals for Advancement

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.
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.

2015's Outstanding Student Achievement exhibition on view at Grounds for Sculpture.
Strategic Priorities & Goals for Advancement

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:
Expand funding base and achieve greater financial stability and consolidate offices.

(L-R) 1. Iron pour at the Midsouth Sculpture Alliance Conference, April 2012.; 2. 2015’s Outstanding Student Achievement in Contemporary Sculpture Award recipients at an opening reception held at Grounds for Sculpture.
Strategic Priorities & Goals for Advancement

**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.

 littleSCULPTURE show exhibition on view at the 25th International Sculpture Conference.
Conclusion

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.