



FY23-27

Strategic Plan



Table of Contents

Executive Summary	2
Mission, Vision, & Core Values	3
Strategic Principles	4
Goals	5 - 6

Goal #1: New Opportunities for Craft

Goal #2: Inclusive Community

Goal #3: Long-Term Capacity

Goal #4: Revenue

Executive Summary

During 2021-2022, Peters Valley School of Craft retained Creative Capacity, LLC to facilitate a strategic planning process. The organization sought to define its strategic direction in light of the changes, opportunities, and challenges that have emerged for craft schools.

Creative Capacity conducted community research to inform the planning process, including interviews with key staff and board officers and a survey of all board and staff members. Consultants also interviewed 13 external stakeholders, including leaders in the craft field, former students and instructors, and partner organizations. Two online surveys were conducted during the process to better understand the current needs of people interested in craft. The first was completed by 225 people who had participated in a Peters Valley program at some point in the past five years. The second survey was distributed more widely, via paid social media, other craft societies and networking groups, and direct requests to contacts in the craft community. It was completed by 237 people, 38% of whom had never participated in any Peters Valley program before.

Board and staff members held a planning retreat in December 2021. A strategic planning committee worked with Creative Capacity to build the plan, with support from Peters Valley staff.

The plan positions Peters Valley to become the most inclusive rural craft school in the United States, engaging with a diverse array of makers of all backgrounds, ages, abilities, and craft traditions.

This is an *adaptive strategic plan*, designed to help Peters Valley adapt to changing conditions over the next five years. The plan's vision and objectives will guide the organization's decision making. Broad strategies are included to illustrate the kind of work that is likely to take place; each strategy is followed by examples of potential projects that could fulfill Peters Valley's objectives. These projects may or may not prove to be the best way to carry out the plan over time. Each year, an annual plan will be developed with specific objectives to mark the organization's progress and strategies and tactics to be implemented.

Mission

Peters Valley School of Craft enriches lives through the learning, appreciation and practice of fine craft.

People of all backgrounds and ages need meaningful experiences to thrive. For more than 50 years, accomplished artists and students have come together in community at our craft school for powerful creativity and joyous life-long learning in the beautiful Delaware Water Gap recreation area. We believe craft represents the best in humanity. It combines hands-on practice with inspired ideas to transform material into objects of use and beauty. It awakens the maker and problem-solver in all of us - and has the power to connect us to ourselves and each other in profound ways. This is why Peters Valley School of Craft is a dynamic leader in the field of craft dedicated to promoting value, appreciation, and excellence at all levels and on an international scale. We value and welcome the experienced professional artist, the new learner, the collector - and everyone in between who can be touched by the power of craft.

Our Vision

By bringing the richness, power and beauty of Craft to an ever-widening audience, we champion life-long learning, artistic renewal, and personal growth. As a dynamic, inclusive craft school and a leader in the craft field, Peters Valley shapes fine craft appreciation and standards of excellence at all levels and on an international scale

We believe in the power of craft and in creating community around it.

Core Values



The Heart of the Matter – Our Strategic Principles

These principles reflect the learning that came out of the planning process, and can be used to inform ongoing decision-making across the organization.

Artists should have agency in their own work. Peters Valley is here to ensure that artists can create. If we take care of artists, they will take care of the future of the craft field.

Peters Valley's network of students, artists, instructors, and supporters is its most valuable resource.

Our studios are a powerful asset. Ensuring that the studios are well-used is key to our impact and our sustainability.

Craft has roots across cultural traditions. Peters Valley is a place for people of all backgrounds. Creating craft experiences that speak to varied cultural traditions is one element of being an inclusive place. Bringing people of diverse backgrounds together is an important way that we can preserve and advance the field of craft equitably.

Expanding programming beyond the existing campus is key to engaging new audiences, expanding equity, and broadening the impact of the mission.

Goal #1: Create opportunities for makers to explore, innovate, connect, and build the future of craft.

Objectives: By the end of this plan implementation period, Peters Valley will:

- Position itself as a platform that supports makers in pursuit of their own goals, and the craft field in its constant evolution.
 - Increase enrollment across all studios (studio-specific goals to be set each year).
 - Develop new programs that increase and diversify participation.
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Goal #2: Become the most inclusive rural craft community.

Objectives: By the end of this plan implementation period, Peters Valley will:

- Increase participation by racially, ethnically, gender, and ability diverse makers across all aspects of Peters Valley – artists, students, artist fellows, the Gallery, the Craft Fair, etc. (program specific goals to be set each year).
- Have a greater diversity of age, economic position, and past experience with craft among participants.
- Expand our educational programs through partnerships.

Goal #3: Invest in our long-term capacity to innovate and sustain the mission.

Objectives: By the end of this plan implementation period, Peters Valley will:

- Address priority capital maintenance and improvement needs on campus.
 - Have adequate staff capacity and skill to operate its expanded program year-round.
 - Have an active, engaged, increasingly diverse board that promotes Peters Valley in a variety of communities.
 - Maintain our effective partnership with the National Park Service.
 - Develop programming venues outside the existing Delaware Water Gap National Recreation Area campus.
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Goal #4: Develop a sustainable balance between contributed and earned revenue that allows us to effectively achieve our goals.

Objectives: By the end of this plan implementation period, Peters Valley will:

- Increase contributed revenue by 25%.
- Increase earned revenue by 25%.