

2020 – 2025 STRATEGIC PLAN – OCTOBER 29, 2020

“Archie Bray is a place where magical things spring from a humble brickyard.”

- Archie Bray Foundation Board Member

The Archie Bray Foundation exists to promote excellence and enhance commitment and investment in the ceramic arts.

This moment in history offers a unique opportunity. The Archie Bray Foundation (Bray) embarked on a strategic planning process during the COVID-19 pandemic and 2020 Black Lives Matters protests prompted by centuries of racial violence, inequities, and injustices. Engaging this historical and contemporary context, the Bray community has reflected on who we are as an organization and as individuals, and how we can fulfill our mission while leading toward positive change in the fields of ceramics and craft.

Looking back on our history, the Bray has supported artists from different cultures, races, genders, and sexual orientations. However, many groups, especially Black, Indigenous, and Latinx communities, have been severely underrepresented. This lack of full representation and societal exclusion is a problem at the Bray, a problem in the ceramic arts field, and a systemic issue in our country that needs to be addressed. The Bray is committed to actively increasing inclusion, representation, belonging and equity in the ceramics community and working to be anti-racist in every facet of what we do.

The focus on systemic racism is occurring at the same time as a global pandemic, which fundamentally changed how we exist and interact in the world. Even before the pandemic, arts organizations across the nation were exploring ways to stay relevant and eminent in an increasingly changing and digitally focused world. The pandemic accelerated that by eliminating in-person events, gatherings, and collaboration, causing the board and staff to find new ways to connect, support, and educate. As we complete our strategic planning process, it remains uncertain what the world will look like once the pandemic is over and our society recalibrates with greater social justice and equity. How will we be changed? What will be our new normal? What role will art organizations and ceramic art in particular, play in our collective future? How can the Bray shape the ceramic arts world to be diverse, equitable, accessible, and inclusive? With these many opportunities, the Bray has reimagined its impact, reach, offerings, and value in light of our new and evolving reality. We are committed to shaping and nurturing long-term, systemic change in our field.

The time is right to be strategic about the Bray’s future. The Bray has accomplished significant growth and transition over the past 15 years, including a successful capital campaign and implementation of a campus master plan. Now is the time to revisit the organization’s strategic plan and update it to support the sustainable management of facilities, resources, community action, partnerships and public interaction, and to develop and nurture the growth, inclusivity and well-being of our community. The Bray will be 75 years old in 2026. The

updated strategic plan defines what the Bray will look like at its 75th anniversary in 2026 and will provide a guide for getting there.

The arts are more important than ever during times of crisis and change. The arts can help us create a path forward as we collectively transform to create an inclusive, inviting, and actively anti-racist community. Ceramic art provides opportunities for people to freely express themselves – trying things we have never tried before, seeing things we’ve never seen before. Our shared studio experience, centered on the elemental material of clay, has the potential to connect us across geography, race, and time. We are learning, doing, and growing together – becoming stronger, more connected, and inspired through the ceramic arts.

VISION, MISSION, AND GUIDING PRINCIPLES

The work of the Archie Bray Foundation for the Ceramic Arts is driven by our vision, mission, and guiding principles. They collectively define our true north, shaping how we make decisions and lead.

VISION: The ceramic arts inspire creativity and connect people of all backgrounds and abilities through transformative encounters in the studio, in the classroom, at the table, and in the community.

MISSION: The Archie Bray Foundation is actively committed to promoting, celebrating, and sustaining the ceramic arts through the residency program, education, gallery, ceramic materials and technology, and community engagement on a local, national, and international scale. In the words of Archie himself, the Bray makes available, *“for all who are seriously and sincerely interested in any of the branches of the ceramic arts, a fine place to work”*.

GUIDING PRINCIPLES:

- The Bray is committed to providing a community for individuals to work in a safer space of equity, respect, belonging, and support, recognizing the full range of makers, artists, designers, and thinkers who make up our residents, staff, board, students, volunteers, supporters, and creative partners.
- The Bray celebrates ceramics and its place in the history and future of craft and art. We foster an environment where artists can challenge accepted norms, take risks, and explore new ideas regardless of medium.
- The Bray fosters excellence in the ceramic arts through all of our programs. We promote quality in making, exhibiting, and learning about ceramics, and provide access to innovations in ceramic materials, technology, and processes.
- The Bray supports, builds relationships with, and mentors individuals who will shape the future of the ceramic arts.

GOALS, OBJECTIVES, AND STRATEGIES

The Archie Bray Foundation identified four major goals, with supporting objectives, which we believe will enable us to accomplish our mission.

<p>Quality. We promote excellence in the ceramic arts.</p>	<p>People. We invest in and value people and are committed to inclusion, equity, and belonging.</p>	<p>Engagement. We engage a global community of artists, learners, art curators and collectors, and art supporters.</p>	<p>Sustainability. We support a strong, sustainable, and adaptable organization.</p>
<p>Provide support for ceramic artists through high-quality studio, residency, internship, and visiting artist programming.</p> <p>Improve the quality and reach of the exhibition and gallery programs.</p> <p>Diversify education and outreach programming in the ceramic arts.</p> <p>Enhance the clay business to provide the highest quality materials, clay, ceramic supplies, and technical support.</p> <p>Support a safer learning, living and working environment</p>	<p>Continue to invest in staff member growth and success.</p> <p>Ensure a high functioning, diverse, and effective board.</p> <p>Enrich the internship program.</p> <p>Enhance volunteer experience.</p> <p>Establish anti-racist, anti-sexist, inclusive policies</p> <p>Support and facilitate equity and belonging for all in our community.</p>	<p>Develop and use digital content to increase the Bray's and its artists' presence on a local, national, and international level.</p> <p>Increase and retain meaningful connections with and among ceramic artists.</p> <p>Increase connections and partnerships with wider audiences and organizations.</p> <p>Increase curator, collector, and critic engagement with the Bray.</p>	<p>Increase fiscal capacity.</p> <p>Continue to enhance organizational capacity and infrastructure.</p> <p>Maintain Bray facilities and workspaces to provide a safe and creative environment for staff, artists, students, and community members.</p>