Strategic Plan
2023-2028
The field of craft is rooted in change – from its utilitarian roots, to the social and artistic movements of the mid-20th century, to today’s makers who continue to push the boundaries of contemporary craft. Fuller Craft Museum seeks to represent this broad spectrum of craft in its many forms, and to lead the conversation in the next five years.

The Strategic Plan provides the platform for launching the initiatives that fulfill Fuller Craft Museum’s mission. It serves as a touchstone for expanding our influence and preparing the organization for a strong and stable future. Through this document, we focus on sustaining and expanding our human, economic, physical, and environmental resources to ensure future success.

The FY23-28 Strategic Plan expands and clarifies the mission, vision, and values laid out in the 2017 Strategic Plan. Through active outreach to many constituencies, we have strengthened our original mission to offer inclusive, diverse, and accessible opportunities for collaboration and learning.

The new Strategic Plan continues work within the same broad categories established in the previous plan:

- Advance the Field;
- Expand the Audience;
- Engage the Community;
- Sustain the Resources.

In the new Strategic Plan, we fully commit to a plan that makes explicit initiatives related to Diversity, Equity, Accessibility, and Inclusion (DEAI). A DEAI statement and Land Acknowledgement are included in this plan for the first time, and DEAI principles will be integrated into every articulated goal.

Erin McGough
Executive Director
Diversity, Equity, Accessibility, and Inclusion (DEAI) Statement

Fuller Craft Museum is committed to embracing diversity, practicing equity, and ensuring accessibility and inclusion. We will continually strive to achieve a welcoming environment in all of our spaces where staff, artists, board, supporters, and community members are valued for their unique perspectives and backgrounds. We consider diversity and inclusion a driver of institutional excellence and seek out diversity of participation, thought, and action. DEAI values will guide and impact all the decisions the Museum makes, both internal and external, so that we are choosing a path toward ongoing transformation.

We embolden ourselves to carry out these values by:

- acknowledging our place in and actively working against our national problem of systemic racism;
- ensuring that underrepresented voices are included and heard;
- seeking out and building partnerships that represent our DEAI values;
- continuing to be a free gathering space and an open forum for ideas;
- holding ourselves accountable through a perpetual process of reflection and responsive action.

Land Acknowledgement:

Fuller Craft Museum acknowledges the Wampanoag, Nipmuck, and Massachuset Nations upon whose ancestral homelands we gather. We honor and respect all Indigenous people connected to this land, originally known as Saukutucket. Fuller Craft recognizes the waterways, ponds, lakes, ocean, wildlife, and other natural resources that are an enduring part of this area. Indigenous communities have belonged to this land for hundreds of generations and Native populations from many nations make their home in this region today.
Metrics, Timing, & Review

Fuller Craft Museum’s Strategic Plan will encompass 5.5 years (the remainder of FY2023 through FY2028; or, January 1, 2023 – June 30, 2028).

The plan is created to provide the guidance and initiative for projects and operation that will serve the Museum’s mission and is written with the following understanding:

- The plan is intended to be viewed as a fluid document. So that Fuller Craft Museum can stay attentive and responsible and able to take advantage of new opportunities that arise, it is understood that the method or metrics by which some goals are achieved may change over time.

- Fuller Craft Museum commits to periodic and regular review of the Strategic Plan by all staff, board, and volunteers informally on at least an annual basis. For staff, this review may take place during annual performance reviews and at the time that the yearly budget is formed. For volunteers, this may take place during regular onboarding and training sessions so that all feel engaged in the Museum’s mission. The board will informally review the plan annually during budgeting season and during the performance review of the Executive Director. A formal review of the board and administration will occur in June 2026, at the plan’s half way mark.
Our Mission

Fuller Craft Museum offers expansive opportunities to discover the world of contemporary craft. By exploring the leading edge of craft through exhibitions, collections, education, and public programs, we challenge perceptions and build appreciation of the material world. Our purpose is to inspire, stimulate, and enrich an ever-expanding community.

Our Vision

Fuller Craft Museum aspires to be the nexus of contemporary craft. Embodied by creative aesthetic, concept expression, and cultural meaning, we will serve as a public resource to chronicle, interpret, and present craft in its many forms. We will support, redefine, and influence the field through exploration, education, and thought leadership. Our goal is to expand awareness, insight, and accessibility for our growing audiences.

Values

Inclusivity – We create an accessible environment that nurtures individual potential and welcomes diverse communities.

Integrity – We commit to fulfilling the Museum’s mission with the highest level of ethics, transparency, and responsibility.

Innovation – We promote investigation and development of new ideas and better solutions through creative practice.

Excellence – We deliver superior experiences through the dedication and creativity of every team member.

Collaboration – We believe in the importance of forming and sustaining cooperative relationships that incorporate and respect other viewpoints and diverse perspectives.

Connection – We link communities by providing meaningful experiences with the many forms of craft.

Wonder – We believe in curiosity, exploration, and discovery.

*Mission, Vision, and Values statements were created for and approved in 2017 Strategic Plan and are renewed here.*
OUR GOALS

1. Advance the Field

Fuller Craft Museum will encourage and expand the next generation of contemporary craft enthusiasts, while utilizing its exhibitions, collections, and educational programs to promote an understanding of the definition of craft in all its many forms. We will use craft to challenge current perceptions, create conversations, foster critical thinking, and create relevancy for diverse modern audiences.

- Build partnerships with connected craft professionals, museums, galleries, makers and higher learning institutions locally, across the U.S., and internationally. Attract appropriate experts and collaborators to shape exhibitions and collections, and to provide guidance.

- Leverage Fuller Craft’s 20th anniversary (2024) as a craft museum to promote the field of craft and utilize the Museum’s 2024 re-accreditation process to ensure excellence as a craft museum.

- Provide a platform for emerging and working makers. Promote scholarships and artists-in-residency programs, and offer craft-centric programming that places the creators and makers at the center. Encourage the next generation through an accessible yet varied studio class program that introduces new and emerging artists to materials and process.

- Consciously and intentionally diversify exhibitions and collections to increase diversity and inclusion in Museum programs. Allocate spending power to support Black, Indigenous, and People of Color (BIPOC) members of communities under-represented in the arts, and emerging artists, curators, vendors, and companies.

- Build the Museum’s collection through emphasis on quality, while collecting responsibly with targeted acquisitions.

- Establish appropriate financial resources to support curatorial decision-making.
2. Expand the Audience

Fuller Craft will increase audiences and elevate the Museum's profile through an institutional identity that conveys outreach and relationship-building for all audiences, as well as a commitment to our local neighbors and community.

- Build an engagement plan that strategically identifies growth areas outside of Brockton, while still prioritizing outreach to the local community.

- Envision Fuller Craft and Brockton through a lens of strength and opportunity. Brockton is a Gateway City, one of several urban metro areas that act as the foundation and hub for the economic industry for our state, region, and country.

- Work with DEAI principles as an important means to growth and expansion. Encourage repeat visitation and partnership with an institutional culture that represents cultural competency and responsiveness. Seek methods to engage with historically under-engaged populations and to rectify barriers in the museums which may be hurdles for engagement.

- Respond to our local community's articulated needs and desires, including evening and weekend hours, special events, and the opportunity to utilize FCM's facilities.

- Collaborate with other local, regional, and national places of interest, organizations, and cultural attractions.

- Expand programming to serve regional audiences outside of Brockton, including expanding school programs to outside districts.

- Broadly increase brand and name recognition.
3. Engage the Community

Invite audiences to participate in and experience craft in a diverse, inclusive environment that prioritizes people and their experience at Fuller Craft. We will provide greater and equitable access to the Museum as a cultural and educational resource.

- Integrate community-centered initiatives into exhibitions, interpretation, operations of the museum, and programming. Act with intentionality around DEAI efforts and initiatives, including but not limited to science, technology, engineering, arts, and mathematics (STEAM) programming, family-friendly programs, accessible programming, multi-lingual interpretation, (dis)ability programming, kid-friendly and sensory-friendly spaces; language/bias training for front line staff, and sensitivity training for all staff and volunteers.

- Explore accessibility, opportunities to maximize visitor experience, to increase the length of their visits, and to ensure the best possible visitor comfort; improvement of way-finding in Museum and access to building and exhibits.

- Engage community members on multiple levels by appropriately balancing the resources allocated to changing exhibitions, as well as educational, interpretative, programmatic, and publishing initiatives.

- Prioritize community relationships and the needs of the local community. Exhibit local and regional artists and collections and capitalize on use of outdoor spaces.

- Fuller Craft remains committed to free admission for everyone, as long as it is financially viable. This initiative began in 2021, and promotes visits to the Museum and provides important accessibility.
4. Sustain Museum Resources

Fuller Craft will establish an infrastructure that supports the economic, human, physical, and environmental resources essential for Fuller Craft Museum’s current needs and its ongoing and evolving mission.

- Create an inviting, safe, and accessible space by preserving and enhancing the Museum’s physical and technological campus. Develop a long-range capital improvements strategy to address long term needs. Allocate appropriate resources to address maintenance needs of property, including accessibility, indoor/outdoor building maintenance, signage, tree and landscape care, “curb appeal” and outdoor spaces including sculptures.

- Evaluate the best use of needed renovations of all available spaces, including the needs of supporting programs like facilities, collections storage, and Museum shop.

- Prioritize and grow multiple streams for revenue, ensuring balanced, realistic, and responsible income initiatives.

- Deepen and re-engage philanthropic support through a multi-pronged and strategic development/fundraising plan, including the possibility of planning for an endowment. Expand the donor base for financial and engagement growth of the Museum.

- Invest in people: attract and retain diverse and talented staff through fulfilling and supportive employment and competitive compensation and benefits; develop and retain healthy board cultivation and effective governance. Commit to ongoing DEAI initiatives that will deliver great diversity and inclusion of Fuller Craft staff, board, and volunteer base, and in doing so, will provide a strong and vibrant base of support for the organization.

- Commit to measured progress and evaluation, including feedback surveys and responses which provide transparency and accountability.
The new Strategic Plan was created with the input of the following members of board, staff, community leaders, volunteers, members, and friends who worked to create a plan that would lead Fuller Craft into the future. Our warmest thanks to:

**Board of Directors**
Annie Rosen, Chair
Rob May, Vice-Chair
Kaveh Mojtabai, Treasurer
Judith Knight, Secretary
Nii-Amá Akuele
Jeremy Faro
Chris Fitch
Emma Greene
Erika Kates
Jonathan Knight
Joyce Linehan
Joseph Ludwig
Leona Martin
Catherine McLetchie
Sarah Richards
Chris Rifkin
Alexander Romm Rysman

**Executive Director**
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Marcy Hogan
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Veronica Martinez
Beth McLaughlin
Charlie Pratt
Diane Shaw
Paul Tantillo

**Community Members:**
Glenn Adamson
Sandra Atlas-Gordon
Anne Beauregard
Janet Bednarz
Janet Brown
Brienne Burke
Frank Ciarfella
Miki-Sophia Cloud
Jodi Collela
Lois Corr
Arnie Danielson
Ellen Drown
Adelene Ellenberg
Phyllis Ellis
Paul Engle
Noelle Foye
Katherine Glover
Phyllis Goldfield
Miguel Gómez-Ibáñez
Richard Hooke
Terumi Irizawa
Miles Jackson
Jaki Jones
Shelley Keimach
Jeremie Marcellus
Brigitte Martin
Cheryl McPhee
Marcia Noddell
Candace Paris
Wells M. Pile
Lori Pinkham
Beverly Post
Jude Phillips
Rachel Rearick
Laura Rosenspan
Lois Russell
Karen Watkins Watts
Tina White

*We have tried our best to ensure that all participants are listed here with correct name. We apologize for any errors or omission; please contact the Museum with corrections.*
Images as they appear in order:
Gallery image of Marilyn Pappas: A Retrospective
Leo Sewell, Duck, 2003
School tour in gallery of exhibition Melissa Stern: The Talking Cure