

# HAMBIDGE STRATEGIC PLAN

2023/24/25

Hands of Fellow Lonnie Holley, 2021



## The Sign of a Thriving Organization is Evolution.

Over the course of Hambidge's 88-year history we have stretched, advanced, and matured. Yet in some ways, it feels as though we are just getting started. Our rich past is treasured and has gifted us valuable lessons on which to build upon, but it is how we seize the opportunities before us that will define our future success.

We are not a complacent organization. We embrace the process of creation on every level. By our very nature we are constantly looking to create something new. But we don't create change for the sake of change. We are purposeful, mindful, and relevant.

To stay relevant, we regularly take time to step back and candidly assess where we are, how we impact the world, and how we need to improve to meet the present-day and future needs of those we serve. We are intentional to plan our work and work our plan. Success for us is not to push to be bigger, but most certainly to be better.

As we all strive to break free from the pandemic, we appreciate community and the outdoors like never before. This is the ideal point in time for us to launch Hambidge 2.0, a truly transformational moment for the organization.

We will nurture creativity with greater impact and reach.

We invite you to join us,

*Hambidge Board and Staff*

HAMBIDGE.

### / OUR PROGRAMS

will be more innovative and inclusive.

### / OUR COMMUNITY

will be more dynamic and diverse.

### / OUR CULTURE

will be more compassionate and informed.

### / OUR OPERATIONS

will be more efficient and strategic.

### / OUR STEWARDSHIP

will be more sustainable and equitable.

### / OUR STORY

will be told broader and louder than ever before.

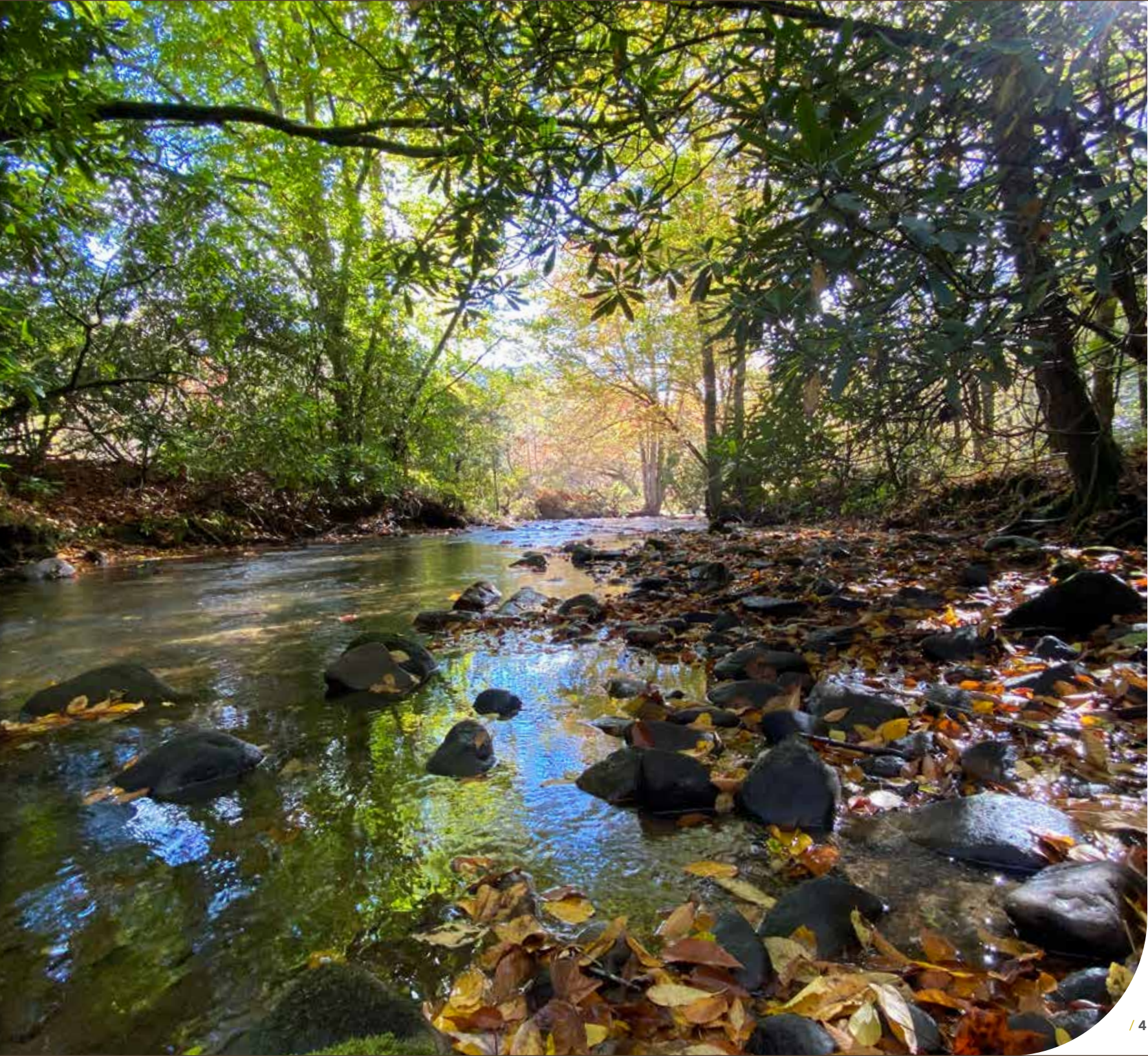
# Nurturing Creativity

SINCE 1934



CLOCKWISE: Janae Williams,  
Haylie Jimenez, Bukola Koiki, John T. Edge,  
Taylor Janay Manigault, Yinka Orafidiya, Lauren  
Watel, Holland Hopson, Amanda Galdona Broche,  
Lanie Gannon, Kebbi William, Mario Mutis

# FURTHER



## MISSION / Purpose

# Nurture Creativity

## VISION

### The Ideal State We Wish to Achieve

A world that champions creative practices as a driver of innovation, understanding, and equity.

## VALUES

### Fundamental Beliefs that Shape Our Culture

Creative sanctuary and solitude

Community and collective exchange

Diversity and inclusiveness

Compassion and joy

Mindful stewardship of our heritage, natural environment and resources

Quality over quantity

## GUIDING PRINCIPLES

### Objective "Truths" or "Laws"

Everyone is on their own creative journey.

Nature is a guiding force of creativity and wellness.

Creative and scientific practices are at the heart of innovation and growth.

Diversity is a catalyst for dynamic thinking, empathy and change.

Creative minds need space to engage in open, honest and respectful dialogues.

Clear expectations and transparent processes are essential in building a sense of place and a space to belong.

Radical freedom to succeed and fail are vital to a healthy creative practice.

Everything is connected.

# PHILAC



# HAMBIDGE<sup>SM</sup>

Since 1934, the Hambidge Center for Creative Arts and Sciences has nurtured creativity. Building on the strong foundations of its residency program, it has grown to cultivate the creative spirits of a wider audience through workshops and a variety of creative public programming.

Situated on 600 forested acres in the mountains of north Georgia, Hambidge's competitive Creative Residency Program offers self-directed residencies to small cohorts of talented individuals, allowing them to focus, experiment and rejuvenate. Residents of all ages and walks of life come to Hambidge from around the country—and the world—representing a wide range of creative disciplines and return to the wider world to contribute creative works of the highest caliber.

Innovative workshops and curated residencies are offered in the Antinori Village on the main campus, while a variety of programming, including gallery shows and public performances, is offered on both the main campus in Rabun Gap and through the Cross-Pollination Art Lab in Atlanta.

Through all its programs, Hambidge works to promote the creative process in the widest diversity of people while building strong, supportive bonds of community through open, respectful dialogue and shared experiences.



Monique Osario (Music) and  
Luciana Arias (Dance) in Garden Studio

# PILLARS



## The Five Pillars

The five pillars of a healthy residency as outlined by the *Artist Communities Alliance (ACA)* serves as the framework for our strategic plan. Hambidge was one of fifteen international programs selected for the inaugural McKnight Artist Residencies consortium which provided extensive year-long training on the five pillars framework. This extensive partnership between ACA and the McKnight Foundation was designed to build equitable capacity in the artist communities field and connect McKnight Artist Fellows with residency opportunities.

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## PILLAR I

### IDENTITY

Hambidge will ground all work in values and ethos. It's important to create a culture where every stakeholder can be heard, respected, and actively engaged in determining what the organization needs and how it will arrive there.

This encompasses: residency typology, unique value proposition and impact, reputation and perception, shared voice and representation, land acknowledgment and integration, organizational culture.



## GOAL /1

**Adopt updated vision, mission, values, and guiding principles**

### CORE STRATEGIES

- Revisit global statements for Hambidge considering both campuses and the new programs coming online to ensure they are all-encompassing
- Review with lens toward each program to craft secondary program purpose statements as needed

## GOAL /2

**Intentionally define and embody Hambidge’s organizational culture**

### CORE STRATEGIES

- Define the purpose-driven culture for Hambidge, internally and externally
- Improve employee relations and support systems internally to sustain staff creativity and passion
- Encourage and celebrate successes of Hambidge Fellows, Staff and Board
- Be intentional to develop activities that support rather than exploit artists, always keeping our commitment to nurturing the creative practice at the forefront.

## GOAL /3

**Hone the Hambidge brand**

### CORE STRATEGIES

- Craft a comprehensive marketing plan for Hambidge
- Market Hambidge as a comprehensive experiential community with distinct programs focused on nurturing the creative spirit
- Clearly define target audiences for each program
- Consider the need for sub-brands and brand hierarchy definition
- Know the competition and be clear on Hambidge’s unique value proposition
- Clearly define organizational typology
- Identify where Hambidge has strong brand presence and where there are opportunities for growth
- Ensure successful brand transition through Hambidge expansion

## GOAL /4

**Amplify the Hambidge Story**

### CORE STRATEGIES

- Invest in storytelling
- Show how Hambidge is relevant and impactful to artists, the arts community, and the community at-large
- Align marketing and communication channels to best reach target audiences
- Provide succinct talking points so messaging is consistent
- Determine new resources needed to enhance and measure marketing impact
- Be intentional to cross-pollinate between programs and campuses – always marketing one to the other

## GOAL /5

**Preserve and Celebrate Our History**

### CORE STRATEGIES

- Lean into Hambidge’s Indigenous Land Acknowledgment
- Create a Hambidge historical archive
- Expand engagement with Hambidge Gift Shop



Mary Hambidge’s weaving history continues.

## PILLAR II

# PROGRAM DESIGN

Hambidge will know who our core constituents are, what their roles are in the organization, and what activities support them.

This encompasses core programming—program capacity across typologies, resident experience, residency cohort formation, artist engagement opportunities, strategic planning and program development.



## GOAL /1

Develop a comprehensive business plan for the Residency Program

### CORE STRATEGIES

- Define new goals, roles, and desired impact
- Deepen impact of the residency program
- Hone financial model for growth and sustainability
- Be clear on target audience(s)
- Determine ideal program capacity
- Define the residency experience and support system(s) needed

## GOAL /2

Launch Antinori Village and update business plan

### CORE STRATEGIES

- Define goals, roles, and desired impact
- Hone financial model for growth and sustainability
- Be clear on target audience(s)
- Determine ideal program capacity
- Define the village experience

## GOAL /3

Develop a comprehensive business plan for the Cross Pollination Lab

### CORE STRATEGIES

- Define goals, roles, and desired impact
- Hone financial model for growth and sustainability
- Be clear on target audience(s)
- Determine ideal program capacity
- Define the lab experience

## GOAL /4

Develop a comprehensive business plan for Community Programming

### CORE STRATEGIES

- Define goals, roles, and desired impact
- Hone financial model for growth and sustainability
- Be clear on target audience(s)
- Determine ideal program capacity
- Define the community program experience



Arco Belo Graphic Score Workshop, 2022



Lonnie Holley in Hambidge's Atlanta Cross-Pollination Studio, 2022

### PILLAR III

## OPERATIONAL EXCELLENCE

The premise of our work requires careful planning and scheduling. Grounded in the organization's values and ethos, work plans document processes and methods for getting work done while reinforcing policies and creating opportunities for staff to do their jobs well without excessive oversight. Work plans will build discipline and help avoid mission drift.

This encompasses: operational infrastructure, operational assets, process delineation and process clarity, operational resilience, teammate excellence (staff and volunteer), evaluation and assessment, professional development and training.



Board and Staff on Rock House steps

## GOAL /1

**Shore up organizational structure for efficiency and effectiveness in growth phase**

### CORE STRATEGIES

- Determine ideal staffing levels and reporting structure to deliver the highest quality services, programming, and impact
- Clearly define all roles, goals and expectations
- Determine how to best utilize subject matter experts (instructors), volunteers, and outside community partners across all programs
- Put measures in place to support a healthy work/life/creative life balance for staff

## GOAL /2

**Identify capital improvements, infrastructure, and system needs for long-term growth**

### CORE STRATEGIES

- Streamline and improve operations
- Empower the staff with the resources and tools they need to succeed
- Proactively prepare for the future of the organization
- Reinforce Hambidge's culture of compassion, innovation, and improvement
- Continue to improve accessibility of all Hambidge facilities

## GOAL /3

**Recruit and Engage More Field Experts**

### CORE STRATEGIES:

- Seek the support of outside field experts to reinforce, enhance, and expand creativity and programmatic impact

## GOAL /4

**Plan for Leadership Development and Succession**

### CORE STRATEGIES

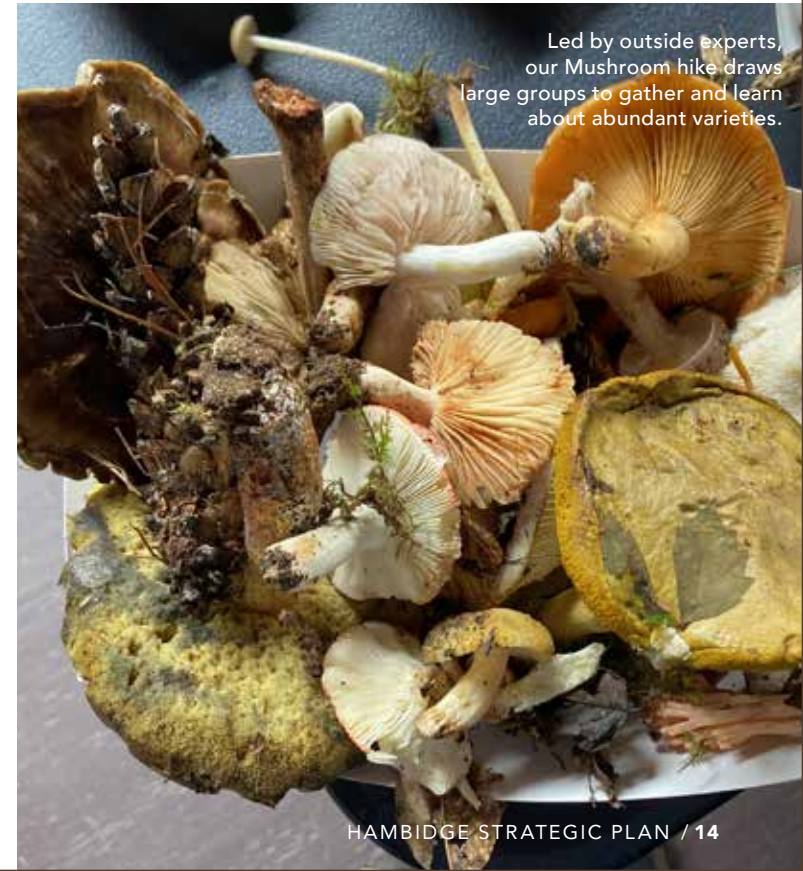
- Unlock the full leadership potential at Hambidge
- Invest in personal and professional growth for staff and board
- Constantly recruit for new leaders to engage in the Hambidge mission
- Increase the organizations' ability to grow and adapt to gaps in the talent pipeline

## GOAL /5

**Hone Evaluation Measures**

### CORE STRATEGIES

- Be intentional to seek evaluation and constructive input from all stakeholders
- Put evidence-based evaluation measures in place
- Measure leadership and management effectiveness
- Identify areas where we need to improve
- Ensure brand preservation



Led by outside experts, our Mushroom hike draws large groups to gather and learn about abundant varieties.

## PILLAR IV

# RESOURCE DEVELOPMENT

Hambidge will have a clear understanding of our identity, our core constituents (who receives and who provides services), and how all will work together to achieve organizational goals. Only then can Hambidge know the resources (time, money, skills, relationships, etc.) necessary to sustain our work.

This encompasses: annual revenue, annual budget, capital/program improvement plans, grant reliance and innovation, funder/donor engagement, local resource access.

Antinori Village  
Hard Hat Construction Tour



## GOAL /1

### Audit and Update Sustainable Funding Mix/Model

#### CORE STRATEGIES

- Ensure perpetual revenue streams are sufficient to meet organizational goals and support the mission
- Encourage the ability to dream big and plan long-term
- Achieve long-term financial stability

## GOAL /2

### Cultivate More Investment Opportunities

#### CORE STRATEGIES

- Realign/define giving opportunities to best support current business plan
- Make donating to Hambidge easy and enjoyable



## GOAL /3

### Expand Community Partnerships and Stakeholder Engagement Opportunities

#### CORE STRATEGIES

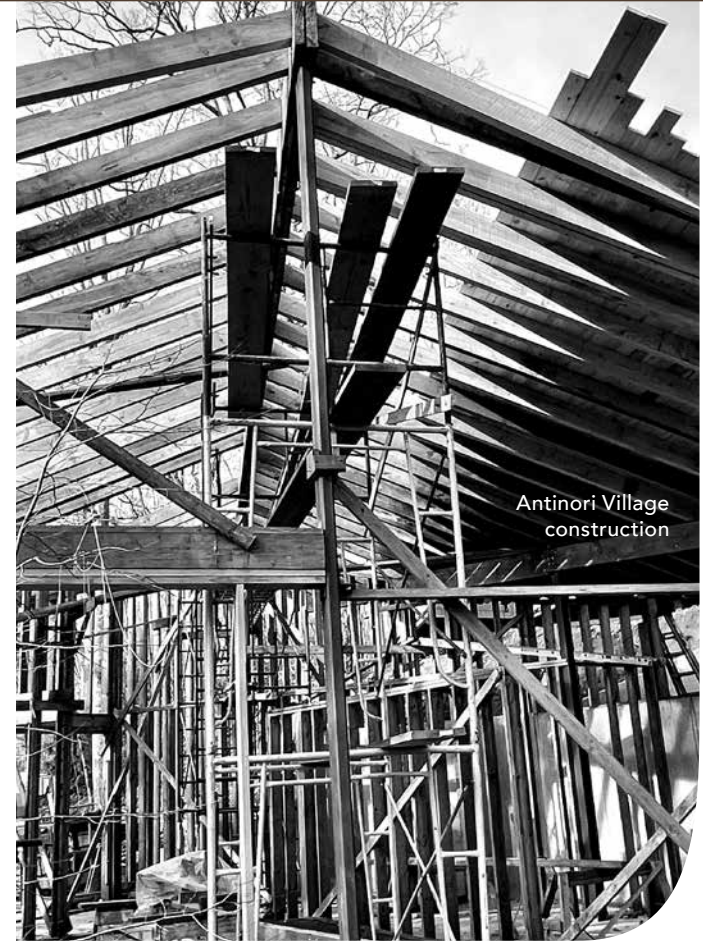
- Continue to broaden the Hambidge "community"
- Tap into new resources, creativity, and expertise
- Tap into younger artist community to invest in next generation of artists (ages 21-30)

## GOAL /4

### Craft a Long-Range Endowment Plan

#### CORE STRATEGIES

- Create a lasting legacy for Hambidge
- Ensure a solid financial foundation for long-term stability
- Provide greater financial flexibility and a self-sustaining revenue stream
- Maximize and grow donor investments





## PILLAR V

# STEWARDSHIP

Hambidge will actively demonstrate care for artists, staff, partners, the land we steward, and the communities in which we exist to cultivate a climate where artists and staff can thrive. Care for others shows up in a multitude of ways, including demonstrating gratitude; periods of rest and reflection; transparency and access to information; consistency in policy, process, and practice; and the fair and just treatment of people.

This encompasses: resident/fellow engagement, audience engagement, board engagement, local partner engagement, land engagement, Arts-Sciences-ecosystem engagement, teammate engagement (staff and volunteer), equitable and shared narrative.

Hambidge Staff and Volunteers  
Betty's Creek citizen science fish count



## GOAL /1

### Ensure Equitable Distribution of Resources

#### CORE STRATEGIES

- Define Diversity, Equity and Inclusion (DEI) policies and practices
- Expand financial aid and fellowship opportunities
- Offer equitable distribution of support across programs, disciplines and demographics
- Ensure Hambidge campuses are fully ADA accessible

## GOAL /2

### Hone Financial Practices and Ensure Transparency

#### CORE STRATEGIES

- Meet highest charity rating agency standards
- Show strong return on investment and impact to donors and grantors
- Ensure best practices related to accuracy, consistency, timeliness, documentation, justification, and certification
- Minimize risk and maximize return

## GOAL /3

### Develop Environmental Stewardship and Land Engagement Plan

#### CORE STRATEGIES

- Ensure good stewardship of our environmental resources
- Craft long-range master plans for both Rabun Gap and Atlanta markets
- Collaborate with environmental/ educational organizations to further both missions
- Ensure preservation of the current property
- Watch for opportunities to expand environmental/land assets
- Engage subject matter experts, local governments, and Hambidge neighbors in future property development efforts
- Expand utilization and enjoyment of the property



Jenny Jisun Kim,  
Visual Arts

PHOTOS: COVERS, FRONT & BACK, PGS. 3, 7, 10, 12, 15, 18—AMANDA GREENE, PG. 3—RICHARD DUCREE;  
PG. 3—FOREST MCMULLIN; PG. 3—DEBRA MOSELY; PG. 4—DAYNA THACKER; PGS. 6, 11, 12, 16, 17—HAMBIDGE STAFF;  
PG. 9—ROY WALLACE; PG. 14—STAFF; PG. 19—SIMONE MARTIN NEWBERRY



HAMBIDGE SM

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