



# Textile Center

A national center for fiber art

3000 University Avenue SE  
Minneapolis MN 55414  
[textilecentermn.org](http://textilecentermn.org)

## Strategic Plan 2016-2021

Advancing Textile Center's legacy through a new era of excellence,  
innovation, and widespread participation in fiber art.

*Approved by Textile Center Board of Directors  
December 2, 2015*

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### 2015 Textile Center Board of Directors

Tina Hughes, President  
Margaret Anderson Kelliher, President-Elect  
Cyndi Kaye Meier, Secretary  
Dick Gilyard  
Rose Herrera Hamerlinck  
William H. Mondale  
Mariana Rocca Shulstad

Donna Peterson, Past President  
Lance T. Radziej, Treasurer  
John Cairns  
Jennifer Gin  
Tracy Krumm  
Ella Ramsey

### 2015 Strategic Planning Committee

Donna Peterson (chair), Jennifer Gin, Rose Herrera Hamerlinck, Tina Hughes, Jenny Jones,  
Tracy Krumm, Ella Ramsey, Karl Reichert, and Melisa Wahlstrom

Karl Reichert, Executive Director

## **Mission**

Textile Center's mission is to honor textile traditions, promote excellence and innovation, and inspire widespread participation in fiber art.

## **Guiding Principles**

- We use our mission as a touchstone for our activities.
- We celebrate quality in fiber art and craft forms and provide leadership in our field.
- We serve, engage, and educate fiber artists and enthusiasts at all levels of experience.
- We welcome participants across the spectrum of human diversity.
- We honor and serve our core constituents who founded, built, and sustain Textile Center.
- We foster a collaborative spirit among artists, fiber guilds, students, members, volunteers, personnel, board directors, patrons, and visitors.
- We manage the organization through wise stewardship of gifts and assets to sustain our work.

## **Strategic Goals**

1. Lead the Field
2. Promote Artistic Excellence
3. Deepen Connections with Core Constituents
4. Expand and Diversify Participation
5. Secure and Invest Resources Well to Sustain Textile Center for Future Generations

## GOAL ONE: Lead the Field

1. Assure Textile Center and its artists and makers have a place in the regional and national fiber art scene.
  - a. Host and/or participate in national fiber art conferences and symposiums.  
✓ *Creating Ties that Bind - March 2017*
  - b. Document and disseminate Textile Center's model programs and services, such as the new Youth Fiber Arts Guild project.  
✓ *Launching 4<sup>th</sup> year of Youth Fiber Art Guild*
  - c. Establish an archive for the organization.  
✓ *Underway – earned \$9,950 oral archives grant FY19 from MHS, volunteer effort in progress organizing files*
  - d. Use Textile Center's 25<sup>th</sup> Anniversary in 2019 as an opportunity to celebrate this milestone with special field leadership events and programs.  
✓ *Preparations are now beginning for events in 2019*
  
2. Advance the field by bringing credibility and attention to fiber art and craft.
  - a. Cultivate local and national advisers and advocates for Textile Center through the National Artist Advisory Council. ✓  
✓ *Council established in June 2016*
  - b. Build academic links to post-secondary fiber art programs in our region.
  - c. Increase and digitize Library materials for widespread access.
  - d. Promote increased presence for fiber art and craft within the visual arts community.
  - e. Pursue thematic connections that put fiber art and craft in new arenas.

## GOAL TWO: Promote Artistic Excellence

1. Elevate services for fiber artists and makers to learn, thrive, and share their work.
  - a. Provide opportunities for artists to teach, lecture, and exhibit. ✓
  - b. Provide training for diverse artists and makers to teach classes for Textile Center. ✓
  - c. Support emerging fiber artists through Jerome Foundation Fiber Artist Project Grants and mentor/protégé program. ✓
    - ✓ *Jerome Foundation Emerging Fiber Art Project grants continue*
    - ✓ *McKnight Fiber Arts Fellowships to be established in 2019*
  - d. Establish Margaret Miller Artist in Residence program and fellowships for established fiber artists. ✓
    - ✓ *Michel Garcia – July 2016*
  - e. Expand the Shop's role to provide business and marketing training opportunities for fiber artists. ✓
    - ✓ *Collaboration with U of M Retail Merchandising Program*
  - f. Formalize and promote Textile Center's innovative dye education programs with its natural dye plant garden called A Garden to Dye For and Ellen Erede Wells Dye Lab. ✓
  
2. Mount exhibitions of outstanding artwork.
  - a. Raise the curatorial vision for exhibitions.
    - ✓ *Engaged Director for Artistic Advancement to bring unified focus to exhibitions and national education opportunities*
  - b. Offer exhibitions that balance regional, national, and international artists. ✓
  
3. Establish an online presence that shares the art and work of Textile Center artists and makers.
  - a. Mount more online exhibitions.
  - b. Webcast and archive presentations and videos, including lectures and making demonstrations.

## GOAL THREE: Deepen Connections with Core Constituents

1. Do more to foster interactions and relationships with our core of artists, makers, and guilds.
  - a. Grow programming to meet the needs of an expanding core of patrons who are moving into a new phase of their lives where they have more time to take part in fiber art and craft. ✓
    - ✓ *Launched Interlace for 55+ - 8-week workshops with support from Aroha Philanthropies*
  - b. Enhance internal and external communication with participants, members, faculty, funders, guild affiliates, board, and staff.
  - c. Use our 25<sup>th</sup> Anniversary in 2019 as an opportunity to celebrate, recognize, and thank members of our core constituents who founded and support Textile Center.
    - ✓ *Work is beginning to launch this celebration for 2019. Seeking to establish volunteer co-chairs and committees.*
2. Enlarge the base of the core constituents who have an existing interest in working with textiles and fibers. ✓
  - a. Encourage core members to serve as advocates for Textile Center, empowering them to reach out and attract new participants. ✓
  - b. Support guilds' programming and services, and work with them to create more programs that provide social and making opportunities at Textile Center. ✓
    - ✓ *Guild wall exhibition space is great success*
  - c. Cultivate our core to become key investors in Textile Center as sustaining members and donors, as well as to participate in The Athena Society, our planned giving program.
    - ✓ *Athena Society Launched Spring 2018*
3. Enhance Textile Center's visibility and use of the building by current and potential core members. ✓
  - a. Create awareness of Textile Center among potential constituents through marketing and public relations. ✓
    - ✓ *Website upgraded to include shopping cart and refreshed design*
    - ✓ *Social media presence substantially improved, especially Facebook, Instagram*
  - b. Improve physical spaces to meet the needs of our core, including technology, acoustics, and physical access.
    - ✓ *Facilities Task Force and Project Task Force has been identifying/addressing issues*

- c. Continue free public access to exhibitions. ✓
  - d. Schedule shared program space to maximize use. ✓
  - e. Host more daytime and weekday classes to complement evening and weekend offerings. ✓
    - ✓ *Daytime offerings during weekdays have been (doubled?)*
    - ✓ *Four 8-week Interlace workshops offered in 2018, six 8-week workshops to come in 2019 thanks to Aroha Philanthropies*
4. Collaborate more with affiliated guilds, arts and academic programs, and other potential partners for mutually valuable outcomes.
- a. Co-host workshops involving national and local fiber artists with guilds. ✓
    - ✓ *WGM, MCQ*
  - b. Cultivate opportunities with post-secondary institutions to co-present fiber art classes at Textile Center. ✓
    - ✓ *Metro State*
5. Strengthen relationships with the business and corporate community.
- a. Expand business memberships through improved services and benefits.
  - b. Grow individual memberships among employees in corporations.
    - ✓ *Target memberships for Product Design + Development team (up to 75 employees) in 2017 and 2018*

## GOAL FOUR: Expand and Diversify Participation

1. Cultivate interest in fiber art and craft and attract more life-long learners to classes and programs.
  - a. Strengthen educational offerings at Textile Center and in accessible locations throughout the greater metro region. ✓
  - b. Offer affordable social and making events that appeal to people of all ages.  
✓ *Make & Takes developed with Meet Minneapolis*
  - c. Expand reach and participation for World's Largest Textile Garage Sale. ✓
  - d. Strengthen volunteer programs. ✓
  
2. Expand commitment to cultural diversity.
  - a. Building on our core, form more program partnerships with culture-based organizations.
  - b. Ensure greater cultural diversity in artists, teaching artists, and art in exhibits, classes, and outreach programs.
  
3. Introduce a new generation of children and youth to the wonder of fiber arts.
  - a. Expand Youth Fiber Art Guild with its curricular examples from various cultures and its appeal to diverse youth. ✓
  - b. Engage the educational community by expanding continuing education classes for K-12 teachers.
  - c. Create new projects for diverse in-school youth to meet the school-based standards of STEAM (Science, Technology, Engineering, Arts, Math).
  
4. Connect with young adults who are moving through the bridge years of 16-25.
  - a. Design and carry out new programs for teens and young adults through clubs, social engagement, and mentorships.
  - b. Create social media strategies that reach out to Millennials.

## GOAL FIVE: Secure and Invest Resources Well to Sustain Textile Center for Future Generations

1. Lead with the best possible team.
  - a. Recruit members to board of directors and staff who possess the needed skills and resources as well as cultural, racial, and generational diversity. ✓
  - b. Recruit and retain staff talent with commitment to competitive compensation and benefits.
2. Develop a sustainable economic model to allow for plan implementation and support long-term goals and operating needs.
  - a. Launch a 25<sup>th</sup> Anniversary fundraising initiative to raise funds to support capital improvements, program development, and reserves to support artistic initiatives. ✓ *Founders & Friends campaign launched 2016*
  - b. Significantly expand size, reach, and revenue potential of the Shop. ✓
  - c. Grow earned revenue through education, membership, rentals, and offsite contract services, including library programs. ✓
  - d. Develop new funding sources for programs and services. ✓
3. Maximize our current facility through necessary physical and technological improvements, including state-of-the-art technology.
  - a. Update building with state-of-the-art technology, particularly related to audio/visual improvements, webcasting, updated website, and online programming and exhibitions.
  - b. Improve environmental sustainability throughout Textile Center.
  - c. Renovate auditorium to improve acoustics, as well as provide more efficient use of space that aligns with programming.
  - d. Maintain a rolling 10-year capital improvement plan and build capital reserves by funding depreciation annually.
4. Be a good neighbor within the Prospect Park neighborhood, particularly related to Prospect North development, the Innovation District that spans both cities, and the METRO Green Line light rail. ✓



## Planning Process

In 2015, Textile Center's Board of Directors explored and articulated needs, opportunities, and new goals for continued organizational service, growth, and vitality. Guided by a Strategic Planning Committee chaired by Past President Donna Peterson, the process included active engagement by the Board of Directors, Executive Director Karl Reichert, and Textile Center Staff. More than 700 people offered insight and opinions through focus groups and surveys. This strategic plan document is the result of that process.

This Strategic Plan looks to Textile Center's 25<sup>th</sup> Anniversary and beyond. It focuses on how best to maintain the Center, find new sources of support, and forge ahead with energized artistic aspirations and extensive community engagement goals. Textile Center's assets include:

- A new permanent Executive Director who is firmly in place.
- A qualified and enthusiastic Board and staff support the Executive Director and will play a key role in the Textile Center's future.
- A core base of artists, guilds, practitioners, and enthusiasts who saw Textile Center through a natural transition in the life cycle of a post-founder organization.
- Better public access to Textile Center, thanks to the METRO Green Line light rail and the Prospect Park Station outside our front doors.
- Owning our own arts center without a mortgage.
- Being part of Minneapolis and Saint Paul's joint Innovation District. This makes Textile Center a more prominent artistic destination as our neighborhood undergoes a planning and building phase that adds new residents, new amenities, and new vitality.
- The capacity to adapt current programs and forge new artistic partnerships serving an influx of families from other countries and the growing diversity in the school systems. We will do our part in welcoming new Americans through programs to express their creativity and culture.
- An organizational fundraising initiative for growth is underway. A successful campaign will create greater capacity to serve constituents in better ways and through new programs. The money will also be used to maintain and upgrade the building along with new technology. Funding will assure Textile Center is a player on the national stage sharing models and new ideas that place our artists in national conversations.

## **Status of Textile Center in 2015**

Textile Center, located on University Avenue in Minneapolis' Prospect Park neighborhood, is the focal point for fiber art in the Twin Cities. Our building, which we own outright, is centrally located between the two cities and fronts a light rail commuter rail line for easy public access.

Since its founding in 1994, Textile Center has become a hub for art exhibitions, art making, sales, classes, meetings, information from our library collection, as well as interaction among the makers of fiber art and crafts, advocates, learners, appreciators, collectors, and the curious. In 2015, more than 14,000 people visited our building and took part in activities at Textile Center. These include associates of 28 affiliated textile guilds and 910 individual and 25 business members of Textile Center. Another 8,350 people were involved through Textile Center collaborations with schools and other arts groups off site.

To support its activities, Textile Center both earns income and receives generous donations. In 2015, our annual budget is approximately \$850,000 with \$225,000 in reserves and \$183,000 in the Joan Mondale Gallery Endowment. The staff size is 9.5 fulltime equivalences.

## **Vision of Textile Center in 2021**

In 2021, Textile Center is a vital, vibrant epicenter for fiber art and artists, makers, and enthusiasts. We promote excellence and access. The success of a growth fundraising campaign helped update the facility and fuel a surge in participation, programming, and services. Textile Center mirrors the energy and devotion of the field of fiber art, which is one of exploration and intense and stirring engagement.

Textile Center continues to sustain an ever-expanding community of fiber artists and fiber art makers from beginner to advanced and in all forms of textile arts and crafts from traditional to cutting edge. Enhanced program services connect, support, and promote fiber art-makers. Expanded services are in place to support and communicate with advanced artists, members, and guilds. Outstanding artists and art exhibits, attracting national notice, delight and enlarge the public's appreciation and understanding of the field and draw glowing reviews from viewers and critics.

By 2021, Textile Center has doubled the number of people served by the facility, which is beautifully updated and renovated for greater efficiency in use of space for multiple purposes. Outreach to under-served youth and adults in diverse communities, such as through the Youth Guild, has a great record of success in participant numbers and the influence on their lives.

A leader in the field, Textile Center fosters interaction and exchange between local artists and fiber art ideas, information, organizations, and artists from across the country. Fiber artists and arts educators take part in the Center's conferences, symposia, and other events. The organization now enjoys state-of-the-art technology. A strong on-line presence makes its ideas, curriculum, art exemplars, and library resources accessible worldwide. Locations across the country replicate our innovative programming.

Textile Center will have celebrated the milestone of its 25<sup>th</sup> birthday in 2019. Financial health and adequate staff resources assure that the organization can continue to grow, guide, and serve the field for future generations.