

AH HAA SCHOOL FOR THE ARTS

AMERICAN ACADEMY OF BOOKBINDING

2024 - 2026 Strategic Plan

Approved by the Board of Directors in November 2023

OUR MISSION

Creating Joy and Community through Art

OUR CORE VALUES

GENEROSITY

Fostering Inclusion, Access, and Opportunity for All

CONNECTION

Creating Community and a Sense of Belonging

AH HAA MOMENTS

Embracing Creativity, Curiosity, and Learning as a Path to Joy and Inspiration

OUR CORE COMMITMENTS

Honoring diverse voices in a safe and supportive environment

Developing authentic collaborations with organizations committed to diversity, equity, inclusion and belonging

Removing financial and cultural barriers to participation

Providing experiential learning in small and intimate class sizes

Encouraging discovery and exploration through interactive and participatory experiences

Celebrating the arts, artists, and the artistic process

WHO WE SERVE

Youth, Teens and Adults

Full-time and Part-time Residents; Visitors

OUR CORE PROGRAMS AND SERVICES

Bookbinding (Adults)

Ceramics (Youth, Teens, Adults)

Culinary Arts (Youth, Teens, Adults)

Exhibitions and Art Events (Community)

Visual Arts (Youth, Teens, Adults)

Community Gathering Spaces

AH HAA SCHOOL FOR THE ARTS was founded in 1991 by visionary bookmaker, writer and teacher Daniel Tucker to be a place of inspiration, creation and belonging for people of all ages. Ah Haa is a community center for arts and culture in Telluride and the surrounding Colorado communities. We believe that every person is creative and needs a place to discover and explore their potential.

CERAMICS has foundational core offerings in functional pottery skill building. The studio and programs serve as an incubator for emerging and established ceramic artists.

CULINARY ARTS offerings bring people together at a fundamental touchpoint—the preparing and sharing of food. Our program is a resource for skill building, sustainable practices and connective storytelling with chefs, cooks, farmers, winemakers and friends.

EXHIBITIONS at Ah Haa facilitate opportunities for people to discover, explore, and nurture their own creativity through observation, participation and engagement.

VISUAL ARTS programming includes painting, drawing, textile arts, printmaking and jewelry making with a purposeful focus on contemporary art. We give learners new opportunities to connect with the creative community, culture and landscape in the Southwest.

COMMUNITY GATHERING SPACES. At our core we are a community arts center that creates space and opportunity for people of all ages to discover, explore, create, share and celebrate in and out of the classroom. We provide meeting and events space, host art-focused community events and provide a place to investigate or relax at our Michael Ruterbories free lending library.

THE AMERICAN ACADEMY OF BOOKBINDING is an internationally known diploma-oriented school where students of all levels have the opportunity to refine and enhance their skills in the art of fine leather binding, book repair, paper conservation and book history in a generous and supportive learning environment. Established in 1993, the Academy is recognized world-wide for providing exceptional instruction from the best practitioners in the field. The Academy hosts the prestigious triennial Open|Set international bookbinding competition and national touring exhibition.



GOAL 1: ENHANCE PROGRAM GROWTH, VISIBILITY AND PARTICIPATION

Providing experiential learning in small and intimate class sizes.

Encouraging discovery and exploration through interactive and participatory experiences.

Celebrating the arts, artists, and the artistic process.

Strategy: Increase number of AAB classes for locals. Partnership with Wilkinson Public Library and Between the Covers Bookstore.

2024: 1-2 classes or events

2025: 2-3 classes or events; establish annual event

Anticipated Cost: Nominal

Lead: AAB Managing Director

Strategy: 9 to 18 months out programming/marketing for visiting artists.

2024: announcement of 2025 and/or 2025 artists

Anticipated Cost: no cost

Leads: Programmers, Marketing

Strategy: Inaugurate Summer Visiting Artist Series (Re•Treat). 4-6 visiting artists for one week workshops in various visual arts media.

2023: Announcement of Summer Series (Nov/Dec)

2024: 6 Visiting Artists (June–September)

Anticipated Cost: Break-even; possible net revenue

Leads: Visual Arts Director; Marketing

Strategy: Create Annual Membership option that provides incentives of regular participants, i.e., discounts, special invitations, etc.

2024: Articulate Membership Structure

2024: Advertise and Roll Out Program

2025: Evaluate and make program adjustments

Anticipated Cost: Negligible marketing costs; discounts offset by more frequent use and/or donations.

Leads: Executive Director, Marketing

Strategy: Create an “Open House” as part of every ArtWalk where each classroom is open for demonstration or interactive and participatory experiences. Offer incentives or drawings for classes. Create Annual AAB Open House.

2023: Create Marketing plan; Identify activities

2024: Initiate Ah Haa Open House (Jan 4)

Determine date for AAB Open House

Anticipated Cost: Nominal. Costs can be built into programming budgets.

Leads: Exhibitions, Programmers, Marketing

Strategy: Create an Innovator-in-Residence Program that provides the opportunity for artists (from various genres) to create and explore, as well as provide opportunity to strengthen and broaden our community engagement.

2023: Create Proposal for funding

2024: Develop Innovator-in-Residence Structure/Goals

2025: First Innovator-in-Residence

Anticipated Cost: \$26,750 (every other year)

Leads: Executive Director, Programmers, Exhibitions

Strategy: Create a more welcoming lobby environment that includes a kiosk in the lobby for self-registration; information hub/menu; “What’s Happening This Week”; retail space to showcase student/instructor work and work from exhibition artists.

2024: Install self-registration hub/menu

Build/install “display case”

Anticipated Cost: \$2,000 for self-registration (iPad); \$2,500 for “display case” built by local artist. Other to be included as part of annual marketing budget

Leads: Marketing, Front Desk & Registration Manager



GOAL 2: ENHANCE ACCESS AND OPPORTUNITY

Honoring diverse voices in a safe and supportive environment.

Removing financial and cultural barriers to participation.

Encouraging discovery and exploration through interactive and participatory experiences.

Strategy: Increase representation of our visiting artist/instructors for adult programs from BIPOC/Native communities.

2024: 15% or more

2025: 25% or more

2026: 35% or more

Anticipated Cost: n/a

Leads: Programmers

Strategy: Increase representation of our exhibition artists from BIPOC/Native communities.

2024: 15% or more

2025: 25% or more

2026: 35% or more

Anticipated Cost: n/a

Lead: Exhibitions

Strategy: Increase Spanish language or bilingual class offerings for youth, adult and family classes.

2024: 5% or more; translate all forms/waivers

Create targeted Spanish language e-blasts

2025: Hire part-time Spanish speaking Community Outreach Coordinator

Anticipated Cost: Approx: \$500 for translations services;

Approximately \$25,500-\$45,000 for coordinator in 2025

Leads: Executive Director, Programmers, Marketing

Strategy: Increase evening and weekend programming for all ages.

2024: by 10% or more; evaluate and adjust

2025: by 25% or more; evaluate and adjust

Anticipated Cost: n/a

Leads: Programmers

Strategy: Introduce “May-As-You-Can” for winter/spring off-season (May). All classes as pay-as-you-can to incentive locals (or anyone who is still here!) to participate in the arts.

2024: Inaugurate program; evaluate and adjust

Anticipated Cost: n/a

Leads: Programmers

Strategy: Enhance partnerships with non-profits that provide free or reduced tuition for partner constituents who work with underrepresented populations.

2024: Evaluate and adjust One-to-One Mentoring

Evaluate and adjust Wilkinson Public Library

Explore opportunities with 2-3 organizations

Anticipated Cost: n/a

Leads: Executive Director, Programmers

Strategy: Create greater transparency for Tuition Assistance Program with a communication strategy to share with community.

2023: Develop Draft

2024: Market and Implement

Anticipated Cost: n/a

Lead: Executive Director

Strategy: Re-establish an annual Teen Exhibition and incentivize participation by offering a “scholarship” for one or two exhibition participants to take classes at Ah Haa / AAB; provide cash scholarship for one HS senior who demonstrates a continued commitment to the arts

2024: May Show; partnership with Mountainfilm

2025: Secure Scholarship Support

Lead: Exhibitions / Visual Arts



GOAL 3: STRENGTHEN DONOR DEVELOPMENT

Currently contributed income is over 50% of revenue.

Cultivating, soliciting and stewarding individuals is a critical function of the organization.

Strategy: Develop articulated donor and trustee recognition plan; Develop “Legacy” program.

2024: Implement recognition plan

Develop and implement Legacy program

2024: Update recognition plan for 2025

Anticipated Cost: ~\$1,500 for recognition gifts

Leads: Executive Director, Development Committee

Strategy: Create 4-5 Board driven Cultivation and Stewardship events, i.e., receptions, dinners, hosting small events or classes beginning in **2024**.

Anticipated Cost: Varies (\$50 - \$250 per event)

Lead: Board of Directors

Strategy: Each Board Member secure 5-7 people to purchase Silver Jack Pass for HAHA. (Pass: \$1,000); Secure 5-7 people to purchase ArtThrob ticket (\$100) and/or invite as guest beginning in **2024**.

Anticipated Cost: no cost

Lead: Board of Directors

Strategy: Identify core development duties; hire Development Assistant

2024: Write job description

2025: Hire position

Anticipated Cost: ~\$50,000/yr + benefits

Lead: Executive Director

GOAL 4: STRENGTHEN FINANCIAL STABILITY

Ah Haa / AAB now will now own three facilities and it will be important to grown revenue and more importantly build a reserve to support maintenance and upgrades as well as to weather unforeseen circumstances.

Strategy: Increase earned revenue by creating robust Retail Program (student supplies, represent local artists, create Ah Haa/AAB art kits and merchandise); expanding Membership Program and increasing Class Fees through broader and newer class offerings.

2024: 10% or more; evaluate and adjust

Leads: Executive Director, Programmers

Strategy: Create broader support for AAB for housing and scholarships, continuing annual giving campaign and direct donor solicitations.

2024: 4-5 Direct Solicitations; evaluate and adjust

Leads: AAB Managing Director, Executive Director

Strategy: Expand Reserve Fund to support 3 months of operation (\$450,000). Establish minimum Operating Account of \$250,000. EOY excess is put into Reserve Fund.

Leads: Executive Director, Board of Directors

Strategy: Create Endowment with principal of \$2,000,000 with an annual payout of \$80,000 (4%).

2024: Identify Endowment Focus

2025: Kick off Endowment Campaign

Anticipated Cost: Approximately \$5,000 for marketing, receptions; gifts, etc.

Leads: Board of Directors, Executive Director

BOARD OF DIRECTORS

Beth McLaughlin, *President*

David Barmak, *Vice President*

T. Randall Cain, *Treasurer*

Alexander Price, *Secretary*

Amy Boebel

Ana Bowling

Leise Durant

Kathy Green

Diana Mulligan

Jane West

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Tara Carter, *Director of Ceramics*

Malarie Clark, *Director of Marketing and Communications*

Kris Kwasniewski, *Exhibitions Manager*

Christin Marcos, *Rentals and Special Events Manager*

Jess Newens, *Director of Culinary Arts*

Kelley Potter, *Front Desk and Registration Manager*

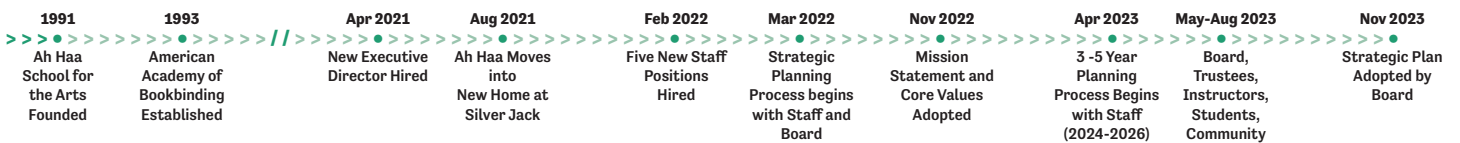
Chip Schilling, *Managing Director, American Academy of Bookbinding*

Caroline Schnetzler, *Manager of Visual Arts*

TBD, *Director of Visual Arts*

Martin Wollesen, *Executive Director*

2024 - 2026 STRATEGIC PLANNING TIMELINE



STRATEGIC PLANNING PARTICIPANTS

Staff Jennifer Büchi, Tara Carter, Malarie Clark, Kris Kwasniewski, Christin Marcos, Jess Newens, Kelley Potter, Chip Schilling, Caroline Schnetzler, Rachel Williams, Natalie Wirsing, Martin Wollesen, *Executive Director* **Board of Directors** Randy Cain, David Barmak, Amy Boebel, Camille Botelho, Ana Bowling, Richard Cornelius, Jessica Gennari, Kathy Green, Lisa Hogan, Beth McLaughlin, Diana Mulligan, Alexander Price, Julie Rolfs, Jane West **Instructors, Students, Parents and Community Members** Diane Atkinson, Arline Baker, Sara Chaffin, Laura Colbert, Nancy Craft, Colleen Curry, Jacey DePriest, Nick Farkouh, Tony Finocchio, Jennifer Julia, Erica Lapsys, Renate Mesmer, Diana Mulligan, Trang Pham, Wendy Roloson, Joanie Schwarz, Meg Taylor, Goedele Vanhille, Jane West, Cate White