



2021 Strategic Plan



Facilitators

Edie Demas | Edie Demas Group

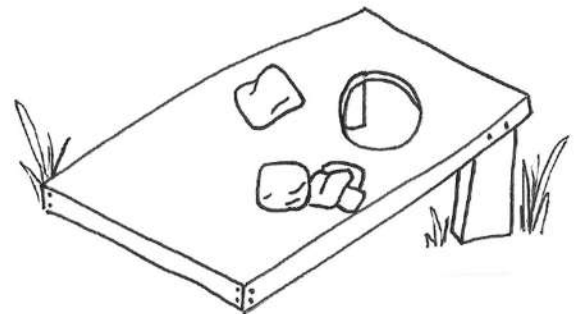
Kenneth Ebie | Ebie Strategies

Tom O'Connor | Tom O'Connor Consulting Group

June 2021

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LETTER FROM BOARD CHAIR

JANET OLSHANSKY

Dear Community,

It's my honor and great pleasure to introduce you to the 2021 Strategic Plan of SPACE on Ryder Farm that sets out the goals and strategies for this ground-breaking organization over the next five years and beyond.

The goals and strategic priorities described in the plan build on a robust history of dynamic leadership at SPACE. Crafted by passionate representatives of our core stakeholders including board, team and alumni, under the insightful guidance of our strategic consultants, Edie Demas, Ken Ebie and Tom O'Connor, the plan thoughtfully and systematically lays out how we will continue to nurture artists, farmers and innovators in our second decade.

This plan aspires to deepen the relationships of all constituents and to ensure that diversity of experience and perspective is represented and valued across the organization. Recognizing the need to decenter white supremacy culture in all of its manifestations, this plan was developed by continually probing for instances of white supremacy culture and finding antidotes to it.

Determined to foster a courageous culture that takes great care of all of its constituents, this plan also recognizes and celebrates the cyclical nature of programs, enabling them to germinate and to grow as circumstances allow. At the same time, the plan strives to ensure that SPACE has the leadership and governance structures, as well as the financial resources needed, to fulfill our mission and to thrive.

We are at an inflection point. Having envisioned this residency program for artists and innovators, Emily Simoness, the Co-Founder and Executive Director, is stepping down after eleven years to allow new leadership the opportunity to engage and nourish SPACE and the creative process it champions.

The new leadership will have this plan as their guidepost to ensure that SPACE will continue to flourish over the coming years and to ensure that all that we do is grounded in our commitment to equity, diversity, inclusion and justice.

The plan is a dynamic road map that will enable us to reflect on our progress in our journey to ensure that we continually self-reflect and hold ourselves accountable.

Thank you for your support of SPACE on Ryder Farm and for being a part of our journey.



Janet Olshansky
Board Chair



LETTER FROM CO-FOUNDER AND EXECUTIVE DIRECTOR EMILY SIMONESS

Dear Reader,

It is with great pride and much excitement that I share with you SPACE on Ryder Farm's Strategic Plan, a document that encompasses the next five years and will guide the organization into its second decade. All told, SPACE's strategic planning process has spanned nine months and involved over fifty community members.

The Plan arrives at a time of great transition for SPACE and for the world. As we begin to near the end of the COVID-19 pandemic, plan for my departure as the Founding Executive Director and recommit to the work of anti-racism, the Plan is a tool, a north star and a guide for the organization, shepherding us from where we are today to where we want to be.

SPACE firmly believes that **equity, inclusion, support** and **radical hospitality** are not only important to creating art, but are vital in creating dialogue that leads to lasting change. The organization holds that in all endeavors—from artistic creation, to agriculture, to democracy—what we create and grow is stronger when there are more and different perspectives at the table. It is because of these beliefs that our Strategic Plan is grounded in the tenets of Diversity, Equity and Inclusion.

Since early on in our history, SPACE has continuously evolved, actively identifying and confronting structural barriers that made our organization and its programs less accessible to the communities we serve:

- In 2015, SPACE launched the [Family Residency](#), one of the first artist residency programs in the country to provide childcare for parent-artists in residence. To date, SPACE's Family Residency has served fifty working parents and fifty-five children on the farm.
- In 2017, SPACE pledged to grant at least 50% of our residencies to people of color and other underrepresented voices. The 50% mandate has been an anchor for SPACE. As the organization has grown we have consciously applied this pledge across our programming. Also in 2017, SPACE fully-subsidized all individual and small group residencies.
- In 2019, SPACE addressed our use of unpaid Intern labor. That year we took the vital steps to convert all of our Internships into paid Fellowships, mandating that 50% of the Fellowships be granted to BIPOC applicants. In both 2020 and 2021, we made good on this pledge and we intend to continue this commitment indefinitely.
- In 2019, SPACE took over the farming operations at Ryder Farm and began a sliding-scale CSA (Community Supported Agriculture + Art) Program. Aware of the income disparities in the towns surrounding Ryder Farm, especially among the members of the Latinx and Hispanic communities, SPACE pledged that 20% of the farm's output of fresh produce would be fully subsidized for folks facing issues of food security. In March of 2020, SPACE met with community food banks and learned of the increasing need for access to fresh food during the pandemic. As a result, we committed to giving away 50% of our CSA shares at no cost to local families in need. That commitment has been renewed in 2021 with an increased number of families served.

Importantly, the events of this past summer underscored the urgency of all our work and crystallized our commitment to living out our stated values of support, equity, inclusion and radical hospitality. At the height of the Black Lives Matter protests surrounding systemic violence against Black bodies in the United States, SPACE published [*Black Lives Matter, SPACE Needs to Do Better \(June 2020\)*](#), articulating our 9-point plan to becoming an actively anti-racist institution. In the spirit of transparency and accountability, we followed up with [*Creating More Space \(October 2020\)*](#), a progress report detailing the status of concrete actions taken by SPACE to incorporate principles of DEI and anti-racism within our organization.

Finally, we arrived at the strategic planning process. In line with the first point of our 9-point anti-racism plan, SPACE has invested deeply in the work of operationalizing anti-racism within our organization. Since Fall 2020, SPACE has engaged social impact and public affairs firm [*Ebie Strategies*](#). Ebie Strategies has conducted a series of Listening Sessions with alumni artists, current and former staff and Board members. After gathering input from key stakeholders, the findings were then synthesized into an internal DEI assessment. Beginning in January 2021, SPACE began a strategic planning process, co-facilitated by Edie Demas ([*Edie Demas Group*](#)), Tom O'Connor ([*Tom O'Connor Consulting Group*](#)) and Ken Ebie, aimed at clarifying our organizational values, identifying desired outcomes and preparing a set of strategies and proposed tactics to get there. Our efforts over the past five months have had a particular focus on SPACE's programming, Board and staff composition and our physical space.

From our founding year of 2011 to our 50% residency pledge in 2017, SPACE has evolved into a more inclusive and equitable organization. Today, with a renewed sense of purpose, we continue along our path to create more SPACE for all members of our beloved community. We truly believe that the Plan will provide us with the roadmap for our continued evolution and hold us accountable to our ambitious and vital goals.

I'd be remiss if I didn't thank the three folks who facilitated this plan. Edie Demas, Ken Ebie and Tom O'Connor have been invaluable guides. Their combined curiosity, urging, kindness and commitment have led SPACE along the way and we have them to heartily thank for this to Plan.

I hope this Plan excites you as much as it does me. I've always seen SPACE as a place that envisions a different way of being - with ourselves and with each other. It's a place that asks what's possible on a daily basis. When the organization realizes the possibilities present in this Plan, it will be awe-inspiring.

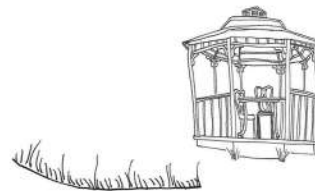


Sincerely,
Emily



SPACE on Ryder Farm TIMELINE

2009 - Emily Simoness visits
Ryder Farm for the first time.



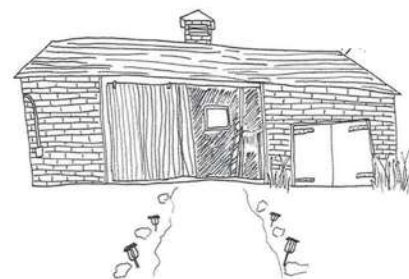
2010 - Artists on the Farm Collective is formed. This collective spends the summer rehabilitating the Sycamores (the original 1795 homestead on Ryder Farm) and working on their art in community. A handful of pilot residencies occur as well.



2011- SPACE obtains its
501(c)(3) nonprofit status and
hosts its inaugural season of
residencies.



2014 - SPACE inaugurates the
Creative Solutions Symposium,
supporting activists for the first time.



2015 - SPACE hires its first
full time employee.



2015 - SPACE launches the [Family Residency](#), one of the first artist residency programs in the country to provide childcare for parent-artists in residence.

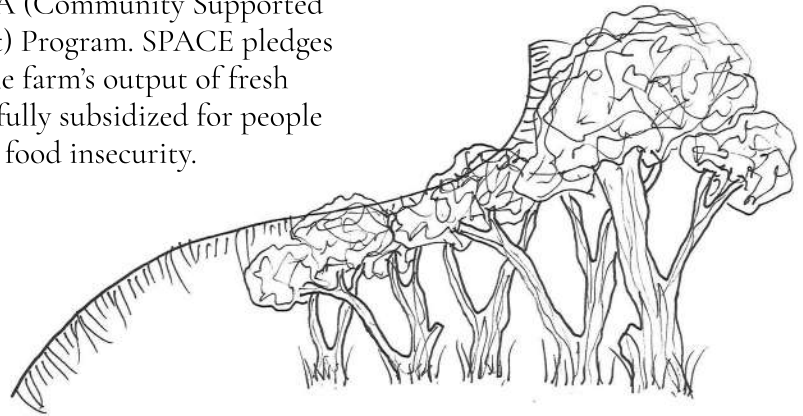
2017 - SPACE pledges to grant at least 50% of its residencies to people of color and other underrepresented voices. That same year, SPACE fully-subsidizes all individual and small group residencies - providing them at no cost to artists.



2019 - SPACE converts all of its internships into paid fellowships, mandating that 50% of the fellowships are granted to BIPOC applicants.

2019 - SPACE takes over the farming operations at Ryder Farm and begins a sliding-scale CSA (Community Supported Agriculture + Art) Program. SPACE pledges that 20% of the farm's output of fresh produce will be fully subsidized for people facing food insecurity.

2020 - Because of the increasing need for access to fresh food, SPACE commits to giving away 50% of CSA shares at no cost to local families in need. That commitment is renewed in 2021.



2020 - SPACE hits the milestone of supporting 1500 artists.



2021 - Emily Simoness announces her plan to depart the Executive Director role. A search commences for her successor.



LETTER FROM STRATEGIC PLAN FACILITATORS

Dear SPACE Community,

It is with great pride and a sense of honor that we share this plan—the product of a wide and wonderful collaboration between SPACE board members, staff and artist alumni. As the strategic planning facilitators, it has been our great privilege to collaborate with these prolific minds to articulate the way forward for SPACE over the next five years. In our roles as consultants working across a wide array of not-for-profit organizations, we also know that the type of brave and authentic collaboration underway at SPACE and manifested by this plan should not be taken for granted.

When we were initially approached and assembled as a trio by SPACE Executive Director Emily Simoness, we were galvanized by her vision to actively weave equity, diversity, inclusion and justice (EDIJ) and anti-racism principles through every aspect of the plan, rather than simply relegating them to a single strategy or set of tactics. This vision, in turn, inspired us to design a process that carried these principles throughout, and that built on Ken’s important earlier work conducting an EDIJ assessment for SPACE. Through a series of five sessions with a cross-sectional working group, including a combined session with another cross-sectional review panel, we experienced the generous and generative power of the SPACE community, all the while remaining mindful of the characteristics and antidotes of white supremacy culture—so that the plan might work to eliminate the former and summon the latter.

What results from this work is a plan that is gentle in its audacity, but is audacious no less. What is remarkable about SPACE is the genuine commitment to interrogation and transformation at all levels, and this was evident both in the process and product of strategic planning. The working group truly showed up to this work ready to engage, learn and challenge one another, and in so doing, fostered a shared language that inspired a transformation in individuals as well as interpersonal dynamics at several levels. Board members, staff and artists who had never shared a space such as this one (albeit virtual) walked away with a deeper understanding of each others' perspective and lived reality, and this provides great momentum to related aspirations contained in the final product.

The plan that follows is inspired by SPACE's dinner table, and so it is only fitting that we arrived at this concept as the perfect metaphor to serve as one of the plan's guiding principles. We certainly have been nourished and inspired by our time at the table over these recent months and have no doubt that SPACE will live out the aspirations of this plan as it embarks on a period of transition and evolution.

With gratitude and awe,



Edie Demas



Ken Ebie



Tom O'Connor



ACKNOWLEDGMENTS AND RESOURCES

In many ways as facilitators and consultants, we operate as foragers, pulling resources, inspirations, and often provocative materials, approaches and models together in pursuit of “aha!” moments and rich discussion. The following Working Group and Review Panel members from across the SPACE community have been invaluable contributors and sculptors of the contents of this plan:

WORKING GROUP

Allyson Davis
Madeleine George
Min Liao
Michael Liguori
Janet Olshansky
Deepa Purohit
Darren Robertson
Lee Seymour
Emily Simoness
Mfoniso Udofia

REVIEW PANEL

Rachel Bonds
Erin Courtney
Jazzy Davis
Gina Duncan
Kate Eminger
Adam Mahon
Hannah Myers
Julie Noble
Dylan Pickus
Keith Randolph Smith
Robby Stein
James Anthony Tyler
David Weber
Tamara White

In addition to the Strategic Plan Working Group and Review Panel, we would be remiss if we didn't acknowledge the thinkers and doers whose ideas led us down a path to this final document.

We are very grateful to the following individuals and organizations for providing such fertile ground from which to reflect. We are inspired by [SPACE's 2020 call to amplify Black voices](#) and organizations by urging its community to give generously to BIPOC-led causes and organizations. It is in a spirit of solidarity that we urge the readers of this plan to contribute to the work that so richly informed and shaped this plan. Where appropriate, we have provided information below in the hopes that you will make a contribution, in any amount, to the great work they are pursuing. Together we can make the change we seek. Thank you.

We gratefully acknowledge the following individuals and organizations who offered new ways of seeing and being as we considered how to co-construct a plan that would enable SPACE to live its best life, nourishing its many communities along the way.

Note – these resources are listed in the same sequence that they were offered to the Strategic Plan Working Group.

Arts Administrators of Color for introducing us to Tema Okun's *White Supremacy Culture* article during the summer of 2020's Accomplice Leadership workshop. The article is available here: www.dismantlingracism.org/white-supremacy-culture.html

Contributions to Arts Administrators of Color can be made here: www.paypal.com/us/fundraiser/charity/2812938

Federic Laloux for his illustrated edition of *Reinventing Organizations*, generously available in a “pay what feels right” model here: www.reinventingorganizations.com/pay-what-feels-right.html

What Is Nonprofit Board Governance? from www.boardable.com

Seth Godin's short and sweet *Why Even Bother to Think about Strategy?*
seths.blog/2018/04/why-even-bother-to-think-about-strategy/

BIPOC in Theatre for Young Audience's *Pathways to Anti-Racist and Anti-Oppressive Futures* from their Interactive Guide, published by Theater for Young Audiences / USA. The full guide is available here: www.tyausa.org/bipocintya/. Contributions to this grassroots group and their work may be made through TYA/USA here: www.tyausa.org/support/. Your donation can be earmarked to go towards this work in particular.

Aida Mariam Davis, Founder and CEO of Decolonize Design. *Diversity, Equity and Inclusion have failed. How about Belonging, Dignity and Justice instead?* World Economic Forum, here: www.weforum.org/agenda/2021/02/diversity-equity-inclusion-have-failed-belonging-dignity-justice/

Toya Lillard, Executive Director of viBe Theater Experience, *It's Time to Shift the Power Inequities Among Arts Nonprofits*: a calling-in to the philanthropic, nonprofit and education sectors to expand their circles of trust beyond white or white-adjacent executive leadership in order to water the roots. Hyperallergic, here: hyperallergic.com/622986/its-time-to-shift-the-power-inequities-among-arts-nonprofits/
Contributions to viBe Theater Experience may be made here: vibetheater.kindful.com.

KEY TERMINOLOGY

Radical Hospitality - can be defined as a practice of putting extraordinary effort and emphasis on making people feel welcome. This concept is often referred to as “radical welcome,” and focuses on breaking down barriers that prevent people from participating in an effort, campaign, or community. Overcoming these barriers means accommodating things like scheduling, transportation, and childcare needs, as well as addressing the verbal, environmental, or behavior actions that may result in participants with identities outside of the dominant culture of the effort feeling unwelcome.

- from [Practicing Radical Hospitality](#), by the Metro Council of the Twin Cities

Dinner Table Thinking – early on in this strategic planning process it became clear to a number of us that the shared meals, or the dinner table, enjoyed by so many artists and innovators, was also a central metaphor for SPACE’S aspirational organizational culture writ large. This “aha moment” quickly found its way into the plan’s guiding principles.

For SPACE, “dinner table thinking” extends and deepens the metaphor of equality arising out of the mythology of the “roundtable” to embody an active practice that creates space for range of identities, life experiences and opinions; extends open-mindedness and grace; provides sustenance of the mind and body; and inspires individual and collective imagining. Most critically this dinner table practice strives to create more space, holding a place for those who have yet to be seated.

DEIJ or JEDI from The Avarna Group

- **Diversity**: the differences between us based on experiences of systemic advantages or encounters of systemic barriers to opportunities.
- **Inclusion**: fostering a sense of belonging by centering, valuing, and amplifying the voices, perspectives and styles of those who experience more barriers based on their identities.
- **Equity**: allocating resources to ensure everyone has access to the same resources and opportunities. Equity recognizes that advantages and barriers—the ‘isms’—exist. Equity is the approach & equality is the outcome.
- **Justice**: Directly dismantling barriers to resources and opportunities in society so that all individuals in communities can live a full and dignified life. These barriers are essentially the “isms” in society: racism, classism, sexism, etc.

BDJ – from [*Diversity, Equity and Inclusion have failed. How about Belonging, Dignity and Justice instead?*](#) by Aida Mariam Davis

- **Belonging** is one’s physical, emotional and psychological safety; the indescribable feeling of being welcome.
- **Dignity** is one of the most universal concepts to describe the sacred nature of each individual’s personhood.
- **Justice** is the repairing and restoring of individuals.

Anti-Racist – *An anti-racist idea is any idea that suggests the racial groups are equals in their apparent differences—that there is nothing right or wrong with any racial group. Anti-racist ideas argue that racist policies are the cause of racial inequities.*

- From Ibram X. Kendi's [How to Be an Antiracist](#)

Anti-Oppression – *an active way to recognize the oppression that exists in our society and to mitigate its effects and to eventually equalize the power imbalance that exists in our communities.*

- From Simmons University by way of [BIPOC in TYA Interactive Guide](#)

SPACE Anti-Racism Plan

[Black Lives Matter, SPACE Needs to Do Better -- SPACE's Nine-Step Anti-Racism Plan \(June 2020\)](#)
[Creating More Space \(October 2020\)](#)

STRATEGIC PLAN COMPONENTS

The following pages detail the core components of the SPACE Strategic Plan. These components include:

Guiding Principles: the values infused into this work and this plan

Strategic Plan Pillars: areas of focus that the plan aims to address

Goals: desired outcomes for the next five years

Core Strategies: organizing ideas for future action

Tactics: individual actions and initiatives

Accountability Questions: a distilled set of questions to be used to evaluate future plans and to ensure they are living in accordance with the guiding principles of this plan



GUIDING PRINCIPLES FOR THE SPACE STRATEGIC PLAN

- 1) SPACE is committed to the continuous self-reflection and transformative work of anti-racism and anti-oppression. We strive to ensure that everything we do is grounded by an active practice of equity, diversity, inclusion, justice, accessibility and belonging for which we hold ourselves accountable.
- 2) SPACE is a dynamic organization that takes great care of all of its community members by meeting and responding to their changing needs.
- 3) SPACE nourishes its community through food, creative process and storytelling. We set an intentional, communal table that celebrates shared experiences, and actively seek to make more room for a diversity of generous world views.
- 4) SPACE values the natural work cycles of all that we do—from agriculture to the creative process. We strive to balance, protect and serve the work cycles of the individual as well as the collective. This intention of blending the private and the communal is inherent in our programs, organizational culture and seasonality.
- 5) SPACE is a place of clear communication and transparent decision-making processes. We strive to be a place where everyone (board & team) knows and understands their own roles and responsibilities therein. We highly value inclusive planning, responsiveness and preparedness with an emphasis on learning and growing as opposed to a culture of urgency and perfectionism.

- 6) SPACE is committed to ensuring it has the resources necessary not only to sustain itself, but to ensure that the organization and its community members can thrive.
- 7) SPACE works to embed the ritual of the dinner table into its organizational culture by championing nourishment, exchange, generosity, intentionality and collective dreaming.

STRATEGIC PLAN PILLARS



GOALS FOR THE SPACE STRATEGIC PLAN

Organizational Culture: To cultivate an authentic, nimble and curious culture of belonging where community members are seen and heard and where discovery, exchange and generosity are celebrated

Workplace Culture: To define and embrace radical hospitality as a framework that can meet the needs of both “host” and “guest”

Programs: To nourish our program participants and fully integrate the vital human sustenance provided by art and agriculture through the curation of innovative, future-facing and responsive programs

Governance/Leadership: To define a new model of governance and board/staff collaboration that champions the guiding principles of this plan

Resources: To ensure that SPACE has the resources—people, land/facilities, revenue, time—that it needs to fulfill its mission, live its values and flourish

CORE STRATEGIES

- 1) Center the care and nourishment of our team
- 2) Deepen relationships so that all stakeholders share a mutual understanding of one another's lived experiences in and out of SPACE
- 3) Break down the traditional nonprofit governance structure and find ways to implement transparency and a shared power model
- 4) Ensure that a diversity of experience, skills and representation is present, valued and included across the organization in its planning cycles and culture building
- 5) Plan effectively for sustainability, scale, and seasonality—particularly in acknowledging the lifecycle of programs
- 6) Determine the essential resources to deliver on SPACE's mission, implement this plan and allow SPACE to flourish long-term



INITIAL TACTICS



i) Center the care and nourishment of our team

TACTICS

Three Highest Priorities

- Pilot strategies to de-center leadership through actions such as agenda setting by turns and “round robin” meeting style, so that persons with positional power aren’t always running meetings, speaking first, etc. Fold team members into the de-centering process for feedback
- Create healthy, safe, confidential and/or anonymous feedback mechanisms, including a reporting protocol for incidents of racism and oppression
- Assess and address workforce gaps with particular attention to roles not re-hired due to COVID

ADDITIONAL TACTICS

- Annually update and further clarify all HR policies and documents, including employee review process and policies; annually review these policies as part of the budgeting cycle
 - * Emphasize within policies that rest and recharging is critical to providing radical hospitality to others
- Revise employee review process to embed anti-racism and anti-oppression as central elements, honor team members' experience levels, reflect their holistic contributions and chart the professional development opportunities they seek
- Ensure all team members (full-time, part-time, seasonal, fellows and contractors) are part of the same workforce culture of transparency, belonging, dignity and justice
- Articulate and share agreements for team and residents to adopt that names the inherent tension that exists between the needs of each group; in doing so, foster a culture that understands and works from that tension as a starting place
- Professional Development should be rooted in ongoing anti-racism and anti-oppression training that grows with the team member as they grow. EX: anti-racism training for leaders, anti-racism training for communications, anti-racism training for farming and growing practices, anti-racism training for board members, etc.
- Share *the characteristics and antidotes of white supremacy culture* as part of onboarding and welcome materials for all stakeholders
- Conduct a compensation audit on all current salaries/packages and assess whether SPACE is competitive and thoughtful in what each employee's compensation is
- Grow Director level team, ensuring a redundancy of core expertise across multiple roles



2) Deepen relationships so that all stakeholders share a mutual understanding of one another's lived experiences in and out of SPACE

TACTICS

Three Highest Priorities

- Outline a code of conduct in SPACE board and team handbooks, and in the resident packet where appropriate
- Actively share information and deadlines in a manner that is sensitive to the disparate work cycles and schedules of seasonal team and fellows; utilize a centralized project management software/system to execute this
- Plan “dinner table opportunities” for all team, board, alums and advisory council(s) to gather

ADDITIONAL TACTICS

- Institute team retreats to focus on reflection and renewal, planning, collaboration and connection; include the board at least once a year and use this time as an opportunity to refresh and revitalize SPACE's stated and lived values and hold each other accountable
- Consistently ensure that the SPACE advisory board is representative of alumni and farm team to support reflection, program evaluation and annual accountability
- Create guidelines around transparency of decision-making processes, including delegation based on collective understanding
- Fundraise accordingly so that various SPACE community members (as above) can participate in the Gala Dinner



Thoughts from the Working Group

“Being a part of the strategic planning process has been incredibly heartening to me and I am excited to take the same care and thoughtful attention to detail that was used to build the plan into operationalizing it. I can’t wait to see how the intentional and inspiring work is lifted off the page and helps set SPACE up for an exciting, equitable and sustainable future.”

Allyson Davis - SPACE Chief Operating Officer

“Having the courage to grow often means having the courage to let go. What is most exciting and meaningful about this plan is SPACE’s earnest efforts to shift from a scrappy start-up among friends to a mission-driven small business amongst dedicated employees from all walks of life. My hope is that this plan provides a strategic and philosophical blueprint as we continue to strengthen our operational systems and day-to-day details.”

Min Liao - SPACE Culinary Director



3) Break down the traditional nonprofit governance structure and find ways to implement transparency and a shared power model

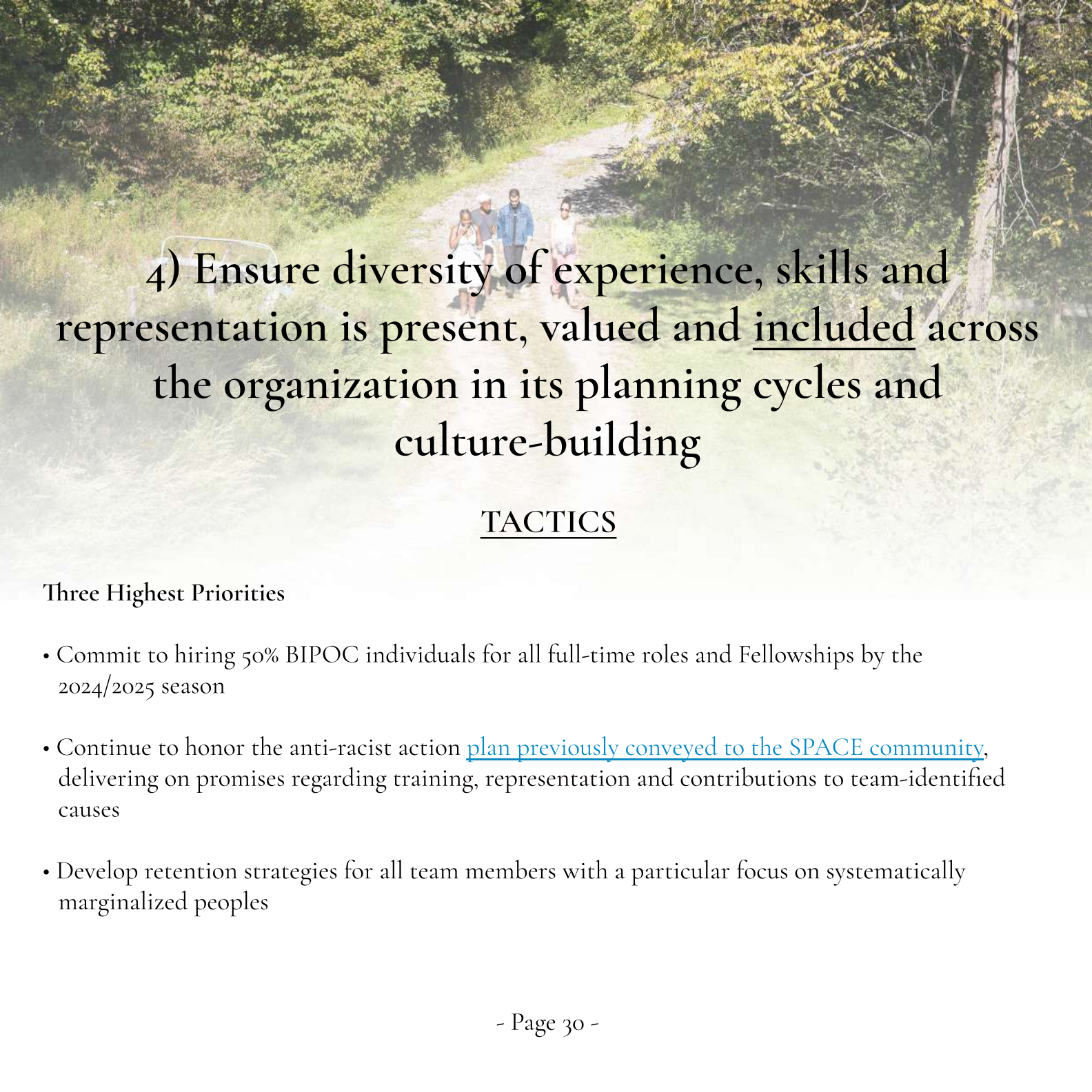
TACTICS

Three Highest Priorities

- Board Giving
 - * Ensure that board giving expectations are explicit and transparent and include multiple ways to give that are valued equally
 - * Reset the charge of the Board of Directors so that a) there is 100% board giving and b) a healthy majority of the board are committed to fundraising
- Redefine the board and Executive Director relationship with clearly articulated responsibilities that are reviewed annually
 - * Create, regularly update and annually conduct the Executive Director (ED) review process
 - * Include anti-racism and anti-oppression work as an essential element of the review
 - * Consider continuous review process with more frequent touchpoints during early transition years
- Fully align board composition and committee skill sets with the organizational needs in this Strategic Plan and in keeping with its Guiding Principles
 - * Implement a Board Score Card and annual self-evaluation
 - * Set term limits
 - * See to it that 50% of the board is BIPOC by 2024

ADDITIONAL TACTICS

- Implement shared power model and transparent board governance and leadership practices
- Define radical hospitality/dinner table practice for the board and include in board member cultivation and orientation
- Re-envision the committee structure so that it inspires a working committee model and decentralizes power and information while emphasizing transparency and clarity. Ask each committee to set annual goals
- Examine board and committee needs with regard to resource cultivation and actively seek new members to fill any gaps
- Utilize by-laws allowance of non-board, non-staff members as committee members for short-term expertise and long-term cultivation for the board
- Formalize Nominating Committee protocols to include:
 - * Multi-year pipeline building and cultivation plans
 - * Standard process for committee members to meet board candidates
 - * Guidelines on how to measure mission, vision and values alignment
 - * Annual new board member classes and on-boarding process
- Create pathways for board members, alums and team members to deepen relationships
- Develop policies with ED, Chief Development Officer and Development Committee around anonymous and corporate giving

A group of four people, two men and two women, are walking along a dirt path that winds through a lush, green forest. The path is made of light-colored gravel or dirt and is flanked by tall grasses and dense trees. The scene is bright and sunny, with dappled light filtering through the leaves.

4) Ensure diversity of experience, skills and representation is present, valued and included across the organization in its planning cycles and culture-building

TACTICS

Three Highest Priorities

- Commit to hiring 50% BIPOC individuals for all full-time roles and Fellowships by the 2024/2025 season
- Continue to honor the anti-racist action [plan previously conveyed to the SPACE community](#), delivering on promises regarding training, representation and contributions to team-identified causes
- Develop retention strategies for all team members with a particular focus on systematically marginalized peoples

ADDITIONAL TACTICS

- Recruit from different labor pools - enhancing and diversifying outreach when posting jobs and fellowships
- Identify and disrupt barriers to all application and cultivation processes for employment, fellowships, residencies, board, committee and advisory board service
- Identify and disrupt barriers to accepting a role within the SPACE community
- Continue to evolve and deepen the interview process to include interviewers from multiple SPACE stakeholder groups and identities to vet potential candidates
- Given the “place-based” nature of SPACE, explore the feasibility and impact of 50% of board and team members residing in the local community (i.e., within 40-mile radius)
- Mandate annual anti-racism training for board and team members



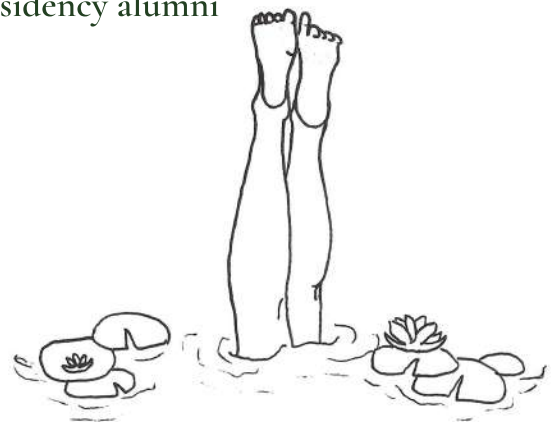
Thoughts from the Working Group

"Taking part in the Strategic Planning process was tremendously fulfilling. As a founding board member, I have seen the organization grow rapidly. This process allowed the group to really take stock of where SPACE is and allowed us to deepen our commitment to Diversity, Equity and Inclusion. What drew me to SPACE was the people. This group was no different - I had conversations I wouldn't have had and learned things I wouldn't have learned. I'm excited to see what the future holds."

Michael Liguori - SPACE Board Member

"My hope, as SPACE embarks on realizing this plan, is that the board, staff, farmers and artists communicate regularly and devise new and innovative ways to lead this change work together, interrogating definitions and assumptions along the way. May these moments of collective leadership actualize at the dinner table, always rooted in equity, and centered in a community steeped in compassion."

Deepa Purohit - writer and SPACE residency alumni



A group of children and an adult woman are standing in a field of tall grass and sunflowers. They are holding up sunflowers and baskets of flowers, smiling. The scene is bright and sunny.

5) Plan effectively for sustainability, scale and seasonality—particularly in acknowledging the lifecycle of programs

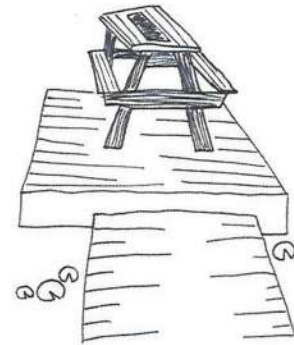
TACTICS

Three Highest Priorities

- Honor the entire lifecycle of programs and initiatives, including design, evaluation, change and (when appropriate) sunseting by creating standard planning and review processes
- Ensure resource support for all programmatic planning and commitments
- Embrace discussion and dialogue (“dinner table practice”) on key decisions; take the time to discuss, sit with possible paths and then move toward the goal (for example: passage of a budget)

ADDITIONAL TACTICS

- Build the relationships and systems needed in order to cultivate and nurture seasonal team applicants from within the communities served by SPACE's Harvest Club subsidy program
- Ensure sufficient time is held to honor the planning process and to avoid an ongoing sense of urgency
- Build in regular "gut checks" with members of board and team to slow the tide of scaling or expansion that can occur by default; acknowledge that bigger/more is not always better
- Design standard methodology for, and easy access to, program documentation, including history, participation and impact data





6) Determine the essential resources to deliver on SPACE's mission, implement this plan and allow SPACE to flourish long-term

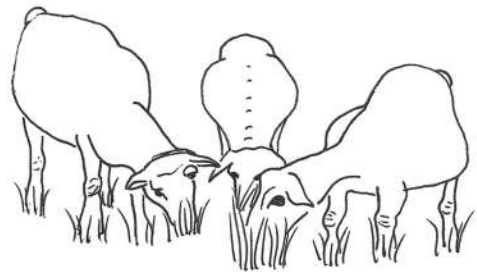
TACTICS

Three Highest Priorities

- Define and communicate the “Founder’s Fund” currently being pursued
- Audit and assess physical plant (including facilities and infrastructure) through the lens of this strategic plan and create a multi-year master plan to address the needs of the farm, residences, events, team housing and workplace to better ensure quality, safety, privacy and sanitation
- Utilize the physical plant assessment to create a set of “must haves” with respect to the physical location and determine which needs are being met and which aren’t and create a plan of action

ADDITIONAL TACTICS

- Diversify funding streams and expand donor base
 - * Build Foundation support
 - * De-centralize donor stewardship so that more than the ED is responsible for the majority of donor and Foundation portfolios
 - * Assess earned revenue generating potential (particularly within the agriculture offerings) and create a multi-year plan to increase earned revenue
- Establish an endowment for long-term dividends that can support annual operations
- Establish a reserve fund for discretionary resources to cover unanticipated operational budget shortfalls; also establish guidelines for how reserve funds can be accessed
- Explore investing in a PR strategist who can build a multi-year plan to raise SPACE's profile



Thoughts from the Working Group

“Less a track than a trellis, this strategic plan came about through an organic process and is designed to support SPACE as it grows organically over the years. To me the strongest elements of this document are its powerful guiding metaphors: the seasonal cycle, the dinner table. That the goals for the organization can be expressed in embodied, almost spiritual, images indicates that this is a vision-driven plan that SPACE can return to for sustenance, not just for benchmarks.”

Madeleine George - SPACE Board Member and residency alumni

“My hope is for this plan to be realized with the same deep care and thought that generated it. Transformation is adaptation, and I believe this plan has within it the seeds to grow strong, with the flexibility to maintain that growth as the world grows alongside it.”

Lee Seymour - SPACE Board Member

“The thought, the care and the rigor behind this year's strategic plan is inspiring and I am excited to have taken part in outlining how SPACE might grow. I hope that our plan will build a radically open and welcome SPACE for all-- a space that is supportive and nurturing, communicative and accountable, accessible and nimble. I am looking forward to putting in the work and I cannot wait for artists and the surrounding community to experience this expansive version of SPACE on Ryder Farm.”

Mfoniso Udofia - SPACE Board Member and residency alumni

ACCOUNTABILITY QUESTIONS

The following accountability questions provide a shorthand to answer: “How do we know if what we are doing in the future is in line with the intentions of this strategic plan?”

- Are we welcoming new perspectives and creating space for true belonging?
- Are our aspirations in line with our current capacity and resources? If not, is there a plan to acquire those resources?
- Does everyone involved know how decisions are being made and know their part in the work?
- Are we caring for everyone involved, and is anyone carrying a disproportionate burden?



Photos by Ben Allen
SPACE 2021 Photographer-in-Residence
www.hudvalleyphoto.com

Illustrations by Lily Hargis
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