

January 2021

# Doing a thing well for its own sake

**Strategic Plan  
2020-2030**



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## Executive Summary

We are proud to launch Artisan Lab through which we will empower and support a local and global community of aspiring and professional craftswomen and men. Our goal is to ensure that the power and vitality of artisan handcraft continues to spread roots and modern manifestations across the world. Our organization addresses three fundamental drivers for the loss of vocational craftspeople in society today: lack of resources, lack of community, and unequal opportunity.

Artisan Lab will be a creative collaborative community that mentors tangible imagination. We will accomplish this by: understanding and dynamically supporting the dreams, aspirations, intrinsic aptitude and genius of individuals; and creating a space for direct experience in handcraft to engender self-esteem, perseverance, and a practiced, rather than professed integrity.

Our journey to accomplish our goal begins with a strong foundation: Maine Kiln Works (MKW), Gouldsboro, ME ceramics business which has sustained 49 years of continuously creating functionally beautiful porcelain and stoneware. Artisan Lab is designed as an integrated set of programs which leverages the expertise and physical resources of MKW to provide the opportunity for artisans of all backgrounds, races, cultures, and genders to train and function as professional craftswomen and craftsmen.

Artisan Lab is an oasis of 10 Finger Thinking—which encourages craftswomen & men “to do a job well for its own sake.”<sup>1</sup> Artisan Lab propagates the view that thinking and tangible engagement are the foundation of making. This Artisan Engineering develops and nurtures the composite steps of the design process (the causes which create the result). Simple efficient steps creates results which are quiet, comfortable and visually & functionally intelligent.

Our goal is not to teach in the conventional sense but to support, encourage, challenge and mentor individuals’ creative aspirations. This strategic plan lays out a ten-year road map to grow Artisan Lab into an organization with the educational, material, and financial resources to achieve our goals.

We hope you will join us to create a vital community which celebrates the courage to build life transforming skills, which explore inspiration and imagination, and encourages everyone to invent and realize their best purpose.

Dan Weaver  
Founding Partner, Artisan Lab



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<sup>1</sup>Richard Sennett – The Craftsman

## Artisan Allegory

A very long time ago on the dark to us but sunny side of their moon—lived a world of beings who practiced expressing themselves by helping others.

Following a life time of self-interested play a 'one eyed donkey' living on a brook between pond and sea decided he would invent a way to help others understand themselves by making things that were usefully beautiful. Sitting by the fire he went to sleep wondering how he would ever manage to do that.

The very next morning a beautiful Princess with silky auburn hair, braided over her shoulder, poked her smiling face through the shop window and asked if she might sleep in one of the empty chairs by the fire and teach him how to make others happy. Poor 'one eyed donkey' thought he surely must be dreaming but decided pretending he was awake could do no harm. Both feeling exhausted they curled in chairs by the fire to sleep and awakened to find flowers of all colors and kinds blossoming in the most peculiar places throughout the shops. The astounded 'one eyed donkey' pretended this was perfectly normal and thought it would do no harm to continue to imagine he was awake.

All day long a constant stream of happy children ran through the shops with every footstep sprouting a completely new flower of colors never before seen. At weeks end the children picked the flowers to take home because they prevented the doors and windows from being closed against the night chill.

The 'one eyed donkey' and the beautiful Princess took to sharing their meals, sitting with feet to the fire, sleeping in their chairs until morning when the children returned and raced happily around the shop with flowers sprouting in their footsteps. The flowers grew and grew and grew and gradually over the years the 'one eyed donkey' grew another eye so he could see 'exactly' how the beautiful Princess was able to make all the children happy.

The village gossips could never understand how the formerly 'one eyed donkey' and beautiful Princess got along so well and stayed warm and happy through the long cold nights. The multi-colored flowers were never revealed as the source of their warmth and happiness.

*Dan Weaver*

*Founding Partner, Artisan Lab*



# Glossary

## 10 Finger Thinking

10 Finger Thinking propagates the view that thinking and tangible engagement are the foundation of making. That Artisan Engineering develops and nurtures the composite steps of the design process (the causes which create the result). Simple efficient steps creates results which are quiet, comfortable and visually intelligent.

## Artisan Engineering

If an artisan knows what she wants to make, she has to decide how to go about making it — forming a plan, testing materials and options, progressing with sequenced steps characterized by problem solving — problem finding — problem solving — et cetera — until stasis is found.

## Craftsperson

Since Homo sapiens have gender differences, using the gender specific word Craftsman is as peculiar as it is common. Originating in the middle ages the word Craftsman was meant to be gender biased and continues to be so today through habit driven repetition which reinforces this counterproductive bias.

## Makeshops

Artisan Lab offers intensive / immersive / interactive process design programs which most would conventionally call Workshops. Since our exploratory programs are characterized by creative fun rather than work—calling them Makeshops is more accurately descriptive of our short term programs.

## Mediashops

A large portion of Artisan Lab's 8000 square feet is divided into Mediashop spaces configured to support design and fabrication of ceramics, metal and wood. Our Mediashops are not called Workshops because the activities engaged in are exploratory dance and play which has nothing to do with work.

## Modelshops

Artisan Lab supports tool, model and mold design, development and fabrication blending traditional moldshop methods with digital CAD, CAM and CNC mold and model development. Our Modelshop creates ram-press models & dies sets, slip casting models & molds and press formed models and molds.

## Process Design

Visualizing and applying ways and means for development and fabrication; which via cause and effect creates results which are frequently not anticipated or expected. An intelligent trial and error narrative unfolds, with skillful choices made or adjusted as each step spirals toward completion.

**“The desire to do a thing well for its own sake”** — Describing why we make things and why it matters, Richard Sennett names craftsmanship as an enduring basic human impulse in his book [The Craftsman](#) which states “we can learn about ourselves through the labor of making physical things”.

# Core Ideology: Mission, Vision and Core Values

## Mission Statement

To ensure that the power and vitality of handcraft continues to spread roots and modern manifestations across the world, our organization addresses three fundamental drivers for the loss of opportunity in this profession in society today: lack of resources, lack of community, and unequal opportunity.

## Vision Statement

Artisan Lab is driven by a healthy obsession to grow and sustain the heritage of professional artisans because making a living as a professional craftsman has become increasingly difficult. We envision a creative collaborative community that mentors tangible imagination by first understanding and then dynamically supporting the dreams, aspirations, intrinsic aptitude and genius of individuals. We offer you space and permission to explore your handcraft aspirations.

## Our Values

### 10 Finger Thinking

Thinking and tangible engagement informs the process of making. We call this 10 Finger Thinking, which is embodied in everything we do. Our organization mentors and facilitates collaborative, hands-on thinking in design and production of ceramics to offer participants an opportunity to develop adaptive skills that allow them to be sustained by their craft. 10 Finger Thinking encompasses the continual invention and innovation of process of making ceramics. We enjoy making our tools, mixing our own clay, and building our own kilns because this hands-on approach facilitates limitless creativity and finer control of our craft.

It's harder today than ever to make a living from hand skills. This has led to diminished opportunity for young people to pursue the fulfilling life of a craftsman, to engage in the enduring and basic human impulse, “the desire to do a job well for its own sake”. Artisan Lab encourages and facilitates 10 Finger Thinking to ensure that the power and vitality of handcraft continues to spread roots and modern manifestations across the world.

## Process Engineering

Process engineering is the notion that we design the process of making products; we don't just design the forms themselves. At Artisan Lab, the design process is therefore infinitely adaptable, and the choices made at every step matter in the quality and production efficiency of our work.

Additionally, ceramics design process engineering at Artisan Lab is circular, allowing for continual refinement. First, artisans have a design concept; then, they develop a prototype; this prototype is tested and improved; the result of that process is produced for sale; feedback is gathered from use of the product. Engagement with each step leads to inspiration; ultimately, a new design concept is born and the cycle starts again. Closing this loop is essential for artisans to learn how to produce efficient forms that have value for users: the core components of a successful professional practice.

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<sup>2</sup>Richard Sennett – The Craftsman

# Strategic Context

This strategic plan lays out a ten-year plan to grow an organization that has the educational, material, and financial resources to train and support aspiring and professional craftswomen and craftsmen of all backgrounds, races, cultures, and genders.

## Where We Are Starting

### Parent Organization — From Acorn to Oak

Artisan Lab is a transformation of Maine Kiln Works (MKW), a professional ceramics production facility and shop that has been owned and operated by founder Dan Weaver for 50 years.

Dan practices attention to detail and design by process. During his time as a graduate student at the New York State College of Ceramics at Alfred University, he developed a simple and efficient working style. One example was continuing to develop his kiln design and building experience. After completing his MFA at Alfred, he was asked by the faculty to design all of kilns for a new ceramics facility.

Maine Kiln Works is founded on Artisan Engineering ethos. Dan's dedication to creative expression and production efficiency empowered a self-sustaining professional practice. Through gradual development and expansion, MKW grew in capacity via the application of Artisan Engineering. While he is known for functional stoneware and porcelain forms, the processes and equipment designed and built by Dan apply innovative and unique solutions to traditional fabrication.

This capacity for fabrication innovation is the foundational motivation to launch Artisan Lab, a place where aspiring, developing, and professional artisans may develop and strengthen unique skills to make a life with their hands. Our unique facilities and attention to Process Design allow participants to move abstract design concepts to the Makeshop facilities where ideas become tangible.

Artisan Lab is located in a place of stunning natural beauty, situated on a year-round brook linking a 460 acre freshwater pond and tidal saltwater cove a short drive from Acadia National Park. Everyone who comes through the door, whether they are professionals that form our artisan collaborative, or visitors to our shop and café, will enjoy the peaceful landscape and inspiration that comes from “doing something well for its own sake”.

## External Trends & Inspiration

### External Trends

Opportunities for individuals to pursue lives as professional artisans has diminished. Artisan Lab addresses three fundamental drivers for the progressive loss of craftwork in society:

1. **Lack of resources** – Any individual seeking skill development or facilities to create a profession from their craft is likely to face a huge investment of time and money just to get started. Artisan Lab provides financial support, mentorship, equipment, and space to artisans with the passion, will and personal courage to forge a way to make a living by expressing heartfelt artisan hand skills.
2. **Lack of community** – Vocationally skilled craftspeople are in continuous decline with the resultant loss of a community of practitioners to mentor and inspire one other. The Artisan Lab community ethos is a cooperative collaboration dedicated to building and sharing the skills and creative inspiration to succeed as an independent craftsperson.
3. **Unequal opportunity** – Creative expression through self-employment is challenged worldwide due to societal inequality relating to financial status, race, gender and cultural background. Artisan Lab encourages US and international aspiring and professional artisans to support our 10 Finger Thinking oasis where direct experience builds a balanced, and versatile mind.

## Inspiration

We are inspired by historical and contemporary individuals and organizations demonstrating commitment to help developing artisans expand their creative vocational capacity. Each of these precedents inspires elements of what Artisan Lab seeks to create through the implementation of this Strategic Plan.

1. **North Bennet Street School; Boston, MA**  
This first US vocational school founded in 1881, North Bennet Street School's (NBSS) Mission is to train students for careers in traditional trades. Artisan Lab program offerings are inspired by the NBSS programs for those seeking intensive, career-oriented study, and continuing education classes for those seeking to learn a new skill or perfect an existing practice.
2. **The Archie Bray Foundation for the Ceramic Arts; Helena, MT**  
The Archie Bray Foundation for the Ceramic Arts is a public, nonprofit, educational institution founded in 1951 by brick maker Archie Bray, to support ceramic artists developing their craft. Artisan Lab's structure of residential immersion for crafts training is modeled on The Archie Bray Foundation.
3. **The Apprenticeshop; Rockland, ME**  
The Apprenticeshop (inspired by Kurt Hahn and created by Lance Lee at the Bath Marine Museum in 1972) is an educational nonprofit dedicated to inspiring personal growth through craftsmanship, community, and traditions of the sea. Artisan Lab's founder Dan Weaver draws fearless inspiration from Lance's incandescent mentorship model where students work and grow alongside master builders.

## Organizational Strengths and Vulnerabilities

1. Artisan Lab's strength lies in its transition from Maine Kiln Works. We are setting out to build a collaborative, creative community with significant and meaningful assets: the mentorship of the CEO and Founder, Dan Weaver; the extensive ceramics, wood and metal design and fabrication resources currently established at the physical plant in West Gouldsboro, ME; and the on-site retail shop that will support our professional artisan collaborative through product sales.
2. The Maine Kiln Works (MKW) metamorphosis into Artisan Lab is a strategic challenge. In order to build the program objectives outlined in this strategic plan, MKW operations will necessarily diminish over time, eventually coming to a close completely. There is inherent risk in undergoing this conversion. The key to an effective transition that will deliver a vital organization are:
  - a. Personnel to operate organization, including development of programs, student outreach and talent acquisition;
  - b. Securement of Dan Weaver as founding Artisan Partner;
  - c. Acquisition of Maine Kiln Works physical plant assets by Artisan Lab non-profit organization.
3. Like any organization, Artisan Lab has vulnerabilities – issues that could become barriers to achieving our goals. We recognize that our vulnerabilities include significant and costly facility upgrades needed to develop our residential artisan programs; personnel needed to begin and sustain the organization; and commitment from key investors to both establish and sustain the long-term financial viability of our enterprise.

# Strategic Road Map

This Strategic Plan is a road map to achieve our Mission and Vision.

1. **We** outline our programs and the actions required to develop them. Our programs will be progressively launched over the coming decade and fully implemented to accomplish our **Mission** by 2030.
2. **We** map a progression plan to realize our Vision.
3. **We** describe the internal building blocks that will provide the inspiration and resources to achieve our progressive goals.

## Artisan Lab Programs

Mentored artisan craft programs, varied and adaptable to individual visions, are the Pillars of Artisan Lab. Whether professional artisans, developing artisans, or maker enthusiasts, our programs offer individuals an opportunity to focus on creative development, explore personal aspirations and techniques, and push exploration and experience to new levels.

### Artisan Partner

Artisan Partners will form a cooperative whose members both mentor developing artisans and work as professional craftspeople. By collaboration, the creative capacity of their mentorship is demonstrated and enhanced. Partners will have access to all shop facilities, receive discounts on supplies and exercise full choice and control over their work.

Artisan Partners may offer products for sale in the gallery store. Revenue produced from sales will allow Partners to maintain financial independence as they efficiently promote their craft through joint marketing.

An Artisan Partner is professional artisan whose creative process incorporates 10 Finger Thinking and Process Design. The ideal candidates would have extensive experience in ceramics, wood and metal as well as broad design, fabrication, and marketing skills. This is the profile of an exceptionally skilled and focused individual with passion to make the world a better place by mentoring developing craftspeople.

Artisan Partners will need to apply for tenure at Artisan Lab, and will be accepted on a trial basis before full commitment to the cooperative collaborative. This program is intended for individuals who will be resident on site or commute locally.

### Artisan Resident

An Artisan Resident is a developing artisan who wants to refine their craft through immersion in a hands-on, experiential learning environment. Residents can elect terms ranging from one month to one year, during which time they may be developing a portfolio for graduate school, or transitioning from school to establish their own studio. Our residency program is designed to jumpstart artisan craft based vocational careers.

Artisan Residents will participate in our creative community in and out of the studio. They will collaborate in Process Engineering and 10 Finger Thinking with other artisans in the Mediashops as well as share meals in the kitchen, help the garden, and support Artisan Lab Makeshop programs. This program is intended for individuals who will be resident on site or commute locally.

Artisan Lab is committed to providing equal opportunity to potential Artisan Residents. Scholarship will be available through an application process and awarded based on demonstrated financial need.

## Makeshops

Makeshops offer the opportunity for maker enthusiasts to create unique projects which hone artisan skills in a supportive environment. Artisan Partners and Artisan Residents will develop and lead multi-day explorations supporting the vocational aspirations of Makeshop participants rubbing elbows with practicing professionals.

Artisan Lab Makeshops explore traditional and mixed media projects in immersive, multi-day programs.

Participants will explore material strengths and limitations and expand their tool choice and use capabilities as their craft skills advance.

Scholarship will be offered and awarded based on documented financial need.

### Example Makeshops

#### *Crystalline Photography*

Taking high temperature photographs of fluid ceramic glazes during the kiln firing allows artisans to monitor crystalline glaze development. Seeing molten glaze surfaces in real time enables crystal growth control that is typically unseen. This reducing time to refine crystalline glaze result. On the final day students will program & fire digitally controlled kilns, hot-photograph the crystalline growth progression and unload and examine the rapidly cooled & frequently astonishing results of their creative endeavor.

#### *Five Easy Pieces*

Over 5 immersive days, participants will directly experience — step by step Process Design results. This Makeshop provides hands-on experience with porcelain and stoneware. From absurd simplicity to mind numbing complexity: participants will hand form their own designs, power extrude and manipulate forms, slip-cast porcelain vessels and make friends with clay on the potter's wheel. On the final day, they fire their Artisan Engineered results which demonstrate the power and flexibility of Process Design.

## Community Partnerships

We consider our community partnerships essential to our success. They will take a variety of forms to achieve the goals outlined in our plan.

1. Parallel Organizations – We have identified organizations across the country that offer compatible artisan programs. We will build collaborative exchange programs with sympathetic enterprises to support satellite programs to build depth through cooperative diversity.
  - a. North Bennet Street School (Boston, MA)
  - b. Archie Bray Foundation (Helena, MT)
  - c. Penland School of Crafts (Bakersville, NC)
  - d. Haystack School of Crafts (Deer Isle, ME)
2. Higher Education – Artisan Lab is well suited to offer hands-on education in partnership with university credit-granting institutions. Students concentrating their studies in visual arts and design or seeking an immersive, hands-on experience will feel at home at Artisan Lab.
  - a. College of the Atlantic is an undergraduate academic institution situated in our local community. Artisan Lab will offer programs supporting COA students, who have the opportunities to design Independent Studies and Residencies in fields not offered by the college, or study requiring facilities off campus.
3. Local Community of Makers and Doers – Acknowledging the rich tradition of hand work Downeast Maine, we have identified several community partners with whom we will develop joint initiatives for mentorship of maker enthusiasts. These include:
  - a. Mandala Farm & Farm Tomorrow – Gouldsboro, ME
  - b. Schoodic Institute – Winter Harbor, ME
  - c. Eagle Hill Institute – Steuben, ME
  - d. Maine Community Foundation – Ellsworth, ME
  - e. Schoodic Community Fund – Gouldsboro, ME
  - f. Nibezun – Passadumkeag, ME
  - g. Waterfall Arts – Belfast, ME
  - h. Watershed Arts – Newcastle, ME
  - i. Schoodic Arts for All – Winter Harbor, ME

## Café ALab

Creating a café in the Artisan Lab shop gallery will promote Artisan Partners' work and build communication supporting Artisan Lab development. Entering the café, patrons will see artisans busy in the ceramics and media facilities with the fruits of their creative effort displayed for sale in the gallery.

The ethos of Artisan Lab will be demonstrated in the plates, bowl and mugs used for serving and the artisan hand crafts offered for sale. Café patrons will enjoy high quality food and drink made from local organic food supplied by neighbor collaborator Mandala Farm. Our specialty will be custom roasted coffee — supported by an award winning Boston enterprise, Gracenote Coffee. Mentoring our passion for making, we will offer opportunities for visitors to roast their own premium coffee.

We envision a relaxed community space that is welcoming for our neighbors and long-distance visitors alike — a small village hub to share and build enthusiasm for 10 finger thinking. The goal of the café is to bring artisans and the public together in a way that leads to spontaneous creative combustion through communication.







## Growth Plan

### Year 1 (2020) — FUNDING & DEVELOPMENT

#### Capacity Building

Artisan Lab will build a Philanthropic Donor Base and secure Grant Funding to build the capacity to empower development needs.

1. Fund Campaign Plan — Development
  - a. Penny Harris ACC Renewable Philanthropy LLC — will support Kelsey George and Dan Weaver to create our Funding Campaign Plan.
  - b. Our Belvedere Capacity Building award will find Penny Harris' facilitation.
2. Develop Artisan Lab website and direct mail communication
  - a. Funded with our Belvedere Capacity Building award.
3. Fund Campaign — Implementation
  - a. Kelsey George and Dan Weaver will organize, begin and successfully complete donor solicitations throughout 2020.
4. Submit grant applications to support 2020 organization development costs.
  - a. Maine Community Fund Belvedere Program Development Grant application for 10K June 1, 2020. Use to fund 2021 Makeshop overhead costs.
  - b. Submit Perloff Family Foundation Grant application for February 1, 2020 (May 31 award date.) Use to fund June to December 2020 development costs.
  - c. Submit Stone Foundation Grant application for 30K February 1, 2020 (May 31 award date.) Use to fund June to December 2020 development costs
5. Belvedere Handcraft Grant actions will be completed, funds expended and evaluation report submitted to Maine Community Foundation by August 2020.
6. The development staff and philanthropic and Grant funding to employ the staff will be detailed in the Personnel Plan below.

#### Program Development

1. Host our first Crystalline Glaze Makeshop to model this important program trial.
  - a. Philanthropic funding for Makeshop overhead costs is a prerequisite.
2. Develop role description and recruit Artisan Partner
  - a. Advertise role in industry publications and through target partner organizations such as:
    - i. North Bennet Street School
    - ii. Archie Bray Foundation
    - iii. Penland School
    - iv. NYSU College of Ceramic at @ Alfred University
    - v. Rhode Island School of Design

### Year 2 (2021) — PROGRAMS BEGIN

In our second year, we will host a series of Makeshops, designed to build support in the artisan community and establish our Artisan Partner and Artisan Resident programs. Beginning residency programs with one Partner and one Resident will allow us to build the pillars of the organization incrementally, tuning the structure as needed to achieve our long-term goal of having multiple partners.

We will undergo a progressive space planning exercise and accessibility upgrade to prepare for the full facility retrofit to accommodate our residential programs that is planned for 2025. Café ALab will open to the public for year-round operation and we will install solar panels to visually demonstrate our mission for sustainable operation.

### Year 5 (2025) — PROGRAM EXPANSION

In the fifth year, Artisan Lab will continue to expand our programs and facilities. We will expand our collaborative with 2-3 Artisan Partners and expand to support 4-6 Artisan Residents. We will increase our Makeshop offering to occur bi-monthly, developing new content within our resident Artisan community. In 2025, the planned facility expansion will be completed—to support year-round residential space for a maximum of 12 people.

### Year 10 (2030) — FULL IMPLEMENTATION

In ten years, we will achieve our Vision of a residential, immersive, collaborative, artisan maker community. Artisan Partners will lead participant makeshops, simultaneously developing their own work and mentoring Artisan Residents to realize individual projects during their tenure at ALab. We will continually host Makeshops, deriving new offerings via collaboration with our community of artisans.

Café ALab operation, will become a hub for our larger community with evening and weekend programming and food service.

# Personnel Plan

This plan outlines staff added during each benchmark year.

## Year 1 (2020) — FUNDING & DEVELOPMENT

### Management Staff

- Director | CEO

### Contract Support Services

- Fund Campaign facilitator
- Website developer
- Bookkeeper
- NPO—CPA | Tax Manager

## Year 2 (2021) — PROGRAMS BEGIN

### Management Staff

- Director | CEO
- Fund Campaign Officer
- Finance Officer
- Program Director
- Communication Director
- Admissions Director

## Year 5 (2025) — PROGRAM EXPANSION

### Facilities Director

## Year 10 (2030) — FULL IMPLEMENTATION

Administrative staff as necessary.

# Investment Plan

This plan outlines organizational and facility investments to be undertaken in each benchmark year.

## Year 1 (2020) — FUNDING & DEVELOPMENT

### Transfer assets from Maine Kiln Works to Artisan Lab

- Physical Assets
  - Lease (short term)
    - » Real Estate
    - » Equipment
    - » Supplies
  - Purchase (long term)
    - » Real Estate
    - » Equipment
    - » Supplies

### Development and Implementation Services (transitional decade)

- Artisan Partner
  - Enterprise Development / Management
  - Program Design / Testing
  - Program Mentoring
  - Website development

## Year 2 (2021) — PROGRAMS BEGIN

- Accessibility and code required upgrades to facility
- Solar photovoltaic installation
- Facility expansion design study

## Year 5 (2025) — PROGRAM EXPANSION

### Facility upgrade

- Dorm expansion
- Studio expansion

## Year 10 (2030) — FULL IMPLEMENTATION

Facilities maintenance and upgrade as necessary

## Internal Building Blocks

### Artisan Lab Leadership - 501(c)(3) Board

#### Dan Weaver: Founding Artisan Partner

Dan Weaver is the owner and founder of Maine Kiln Works, an artisan ceramics production facility and gallery store in West Gouldsboro, ME. As the founding Artisan Partner, Dan brings fifty years of professional ceramics experience to Artisan Lab. Dan has developed a broad range of traditional and innovative craft production skills, including kiln design and fabrication, high temperature crystalline glaze photography and tool and process design and fabrication in metal, wood and composites.

#### Sarah Widing: Secretary - Treasurer

Sarah Widing is professional water resources engineer registered in Massachusetts, Maine, and Ontario. In her current position at Inter-Fluve in Cambridge, MA, Sarah specializes in dam removal and waterway restoration. She brings twenty years of expertise in team leadership and project management to Artisan Lab.

#### Claire McKenna: Architect

Claire McKenna is Senior Associate researcher at Rocky Mountain Institute in Boulder, CO. She is a leader in sustainable building in the US, and offers Artisan Lab ten years of professional experience designing commercial and institutional buildings across the country. She leads Artisan Lab efforts to manage our facility and plan the expansion.

#### Eugenio Bertin: Community Development

Eugenio Bertin is the Co-Founder of Mandala Farm & Farm Tomorrow 501(c)(3) in West Gouldsboro, ME. Mandala Farm cultivates organic produce, raises animals for fiber and meat, and hosts an apprentice program where participants can learn every aspect of a working organic farm. Eugenio supports the Artisan Lab visioning and growth strategy with his experience building a mission-driven organization in our local community.

#### Rick Barter: Technology Development

Rick Barter, a retired educator, most recently held a teaching position leading the technology department at Connors Emerson Elementary School, Bar Harbor, ME. Rick brings insight into Artisan Lab program formation to have the greatest impact on students — expanding their creative capacity and building skills.

## Environmental Sustainability

Planning for environmental sustainability is essential to our strategic growth plan. As residents of coastal Maine, we understand and take responsibility for the toll that climate change has taken on our coastal community, from changing ocean ecology to increasing temperatures and worsening storms.

We plan to mitigate the impact of our operations through the following initiatives:

1. Operational Greenhouse Gas Emissions Reduction Strategies
  - a. On-site renewable energy: solar photovoltaic system, micro hydro generation in boundary brook, rooftop wind generator.
  - b. Kiln waste heat energy capture for use in heating system;
  - c. Reuse and recycling all trash;
  - d. Composting of kitchen waste;
  - e. Composting sanitary and gray water systems.
2. Grow and Eat locally
  - a. Greenhouse Project – Construct and maintain a greenhouse for residents to grow their own food between spring and fall.
  - b. Artisan Lab residents can participate in farm shares to support the local economy and eat healthful food.



## Ceramics Design and Production Facility

Artisan Lab is founded on the significant facility and equipment resources of Maine Kiln Works, which functions today as a ceramics fabrication workshop with a retail shop and gallery in West Gouldsboro, ME.

We support the design & production of custom ceramic forms with either traditional hand processes or studio adaptations of industrial production methods which may leverage slip casting, pug mill extrusion and hydraulic pressing processes.

The following is a summary of the fabrication and design facilities that serve as the foundation of our vision for Artisan Lab:

### Process Development

Once you know what you want to make, you have to decide how to go about making it. Process development comprises the decisions that arise – forming a plan, testing out options, moving forward with discrete steps. Our facilities are designed to enable and encourage process development through clay processing, tool making, mold and model making, glaze design, and kiln design and fabrication.

### Clay Processing

The Artisan Lab facilities support development and testing of clay body recipes with our extensive clay processing facilities. Artisans can develop recipes fit for specific applications and projects as well as fine tune their clay body recipes for work in production.

### Tool Making

When we make our own tools, the creative process is not limited by the tools and implements that commercially marketed. Artisan Lab's comprehensive wood and metal fabrication shops allow participants to devise and make tools and equipment to serve precise purposes — such as custom shaped dies and die holders for extrusion forming unique cross sections from shop designed and fabricated pug mill extruders. Artisan Lab participants could in fact design and produce custom tooling for sale to other artisans who lack the motivation, tooling or experience to make their own.

### Model and Mold Making

Ceramics model and mold making are essential to the Artisan Engineering experience. Our facilities include the capacity for development of slip mold models, jigger formed models, lathe turned models in plaster, wood and composite materials and model model development via CAD and CNC.

## Strength & Diversity of Revenue

Our mission at Artisan Lab is to facilitate creative capacity growth in a collaborative setting. Supporting and serving people from all socioeconomic and geographical backgrounds is central to our objective of empowering cultural development and diversity. Therefore, we have planned a diverse range of funding streams that demonstrate potential to increase funding over the next ten years as we progress towards manifesting our vision.

1. Individual Philanthropic Donor Investment – The key to the success of our enterprise is raising the initial capital needed to convert Maine Kiln Works into Artisan Lab. Artisan Lab will target an incrementally increasing contribution of unrestricted dollars available to expansion of the organization. Our 2020 philanthropic target is \$500,000.
  - a. Guided by nonprofit project manager Kathleen Kelley — Dan Weaver will develop a comprehensive funding campaign capable of supporting this Strategic Plan
  - b. With the understanding that 70% of our operating funds will flow from philanthropic donors.
  - c. We will develop a coherent time and funding path for Dan Weaver & Kathleen Kelley to implement the funding campaign.
  - d. Family Foundation Campaign
    - i. Stone Foundation
    - ii. Sharpe Family Foundation
    - iii. Chafee Family Foundation
2. Foundational Support and Investment - In the first 1-3 years, Artisan Lab will also be targeting funding through arts and community organizations and foundations throughout Maine. Our 2021 grant funding target is \$50,000

We have identified the following organizations to apply for funds:

- a. Maine Community Foundation
- b. Grindstone Community Fund
- c. Schoodic Community Fund
- d. Sharpe Family Foundation
- e. Chafee Family Foundation
- f. Huber Family Foundation
- g. Hurricane Island Foundation
- h. Island Institute

3. Program Tuition - Our Artisan Resident and Artisan Makeshop programs will require tuition from participants. This tuition is intended to cover the cost of the program overhead, include personnel, facility, and material costs. Scholarships will be available based on circumstance.
4. Artisan Lab Gallery and Shop
  - a. Retail sales — The Artisan Lab gallery and shop will host products produced by the craftspeople at Artisan Lab. This will create an income stream for Artisan Lab and Artisan Partners while simultaneously establishing a communication interface. The gallery and shop will be located where the Maine Kiln Works shop is located today, leveraging 48 years of exposure in the community.
  - b. Café Alab – Adding a café to our retail store will increase foot traffic, allowing customers to examine at a greater depth the pieces produced for sale at Artisan Lab. There is a phased plan for introducing the café: conduct modest facility update and open seasonally in the first year, and expand the café operating hours and capacity in subsequent years according to demand.
5. Modelshop – Pilot Project  
Artisan Lab has extensive design and fabrication resources not typically found at the precedent and partner craft organization we have identified in this strategic plan. This presents an opportunity to create a revenue stream for the organization by providing contract fabrication services to support makers and professional artisans across the country and the world. Some examples include
  - a. Ceramics Model Making – Including slip mold models, jigger formed models, lathe turned models in plaster, wood and composite materials and model development via CAD and CNC.



## Appendix A – Philosophical Precedents | References

Progressive innovations which directly influences our alternative education philosophy of what it takes to preserve and support a response artisan community.

### **Bauhaus (1919-1933)**

The Bauhaus was a German school of art and architecture in the early 20th century. In addition its prodigious influence on modern design, the Bauhaus is known as an innovator of art education for its hand-on approach. Students and teachers lived and worked in a community of artists working together. Artisan Lab seeks to evoke this inspirational environment to the train the next generation of artisans in that tradition.

### **Black Mountain College (1933-1957)**

The founders of Black Mountain College believed that the expression or application of human creative skill and imagination were indispensable aspects of a student's general liberal arts education. It was owned and operated by the faculty and was committed to democratic governance and to the idea that the arts are central to the experience of learning. All members of the college community participated in its operation, including farm work, construction projects, and kitchen duty. Artisan Lab takes inspiration from this ownership structure and seeks to infuse its democratic principles into our organization.

### **Outward Bound (1941-today)**

Outward Bound founder Kurt Hahn revolutionized experiential education. He developed a curriculum that placed equal emphasis on development of character, leadership and a sense of service with intellectual studies. This distinction of “training through rather than for” is at the essence of the Outward Bound dynamic. The educational ethos of Artisan Lab is influenced by Hahn's immersive experience through which the individual builds his sense of self-worth. At Outward Bound, the group comes to a heightened awareness of human interdependence, and all grow supporting one another.

### **The Apprenticeshop — (1972-today)**

Lance founded The Apprenticeshop in 1972 and spent a large part of his career focused on experiential education. He co-founded Atlantic Challenge, the international sea competition, in 1984, The Apprenticeshop in Russia and Atlantic Challenge Russia, as well as the East River Apprenticeshop. He was editor of The Apprentice, a maritime folklife journal published by The Apprenticeshop from 1981 to 1989; co-wrote Twice Round the Loggerhead in 1999; wrote numerous monographs including Norse Boatbuilding in North America; and co-authored Barns, Beams and Boats. He is currently working on an international project entitled The Tremolino Project and is researching and writing a book on Kurt Hahn's legacy.

### **The Craftsman — Richard Sennett**

Richard Sennett's “guiding intuition” is that “making is thinking”— that craftsmanship names a basic human impulse: the desire to do a job well for its own sake. Sennett expands notions of crafts and craftsmen and apprises us of the surprising extent to which we can learn about ourselves through the labor of making physical things. Although the word may suggest a way of life that waned with the advent of industrial society, Sennett argues that the craftsman's realm is far broader than skilled manual labor; the computer programmer, the doctor, the parent, and the citizen need to learn the values of craftsmanship today.



# Appendix B – Media | Processes | Tools | Capacities

- a. Porcelain and Stoneware Materials Inventory
  - i. Stoneware Cone 9 > 12 - Gas & Electric Kilns, Reduction & Oxidation
  - ii. Porcelain Cone 9 > 12 - Gas & Electric Kilns, Reduction & Oxidation
  - iii. Red Stoneware Cone 9 > 12 - Gas & Electric Kilns, Reduction & Oxidation
  - iv. Stoneware Cone 6 - Electric Kilns / Oxidation
  - v. Porcelain Cone 6 - Electric Kilns / Oxidation
- b. Complete inventory of clay and glaze raw materials and supplies, including glaze style support
- c. Kiln Equipment – Six differently sized electric and LPG fuel kilns provide the capability to test fire either one piece at a time or to prototype production runs with as many as 1000 pieces per firing. Ceramics from a single piece of jewelry to a sculptural maximum size of 30 x 56 x 56 inches can be fired in one of our 7 shop kilns. All kilns have accurate type S thermocouples and reduction kilns have oxygen sensors to monitor reduction levels.
- d. Ceramic Forming and Processing Equipment
- e. Complete Mold and Die Shop

## 1. Metal Craft

- a. Metal Lathe
- b. Milling Machine
- c. Drill Press (2)
- d. Horizontal Metal Band Saw
- e. Vertical Metal Band Saw
- f. Chop Saw
- g. Belt Grinder
- h. TIG / MIG / Stick / Welder (water cooled)
- i. Heat Treat Furnace
- j. TIG Tungsten Grinder
- k. Arbor Press

## 2. Wood Craft

- a. Wood Planer x 2
- b. Wood Jointer x 2
- c. Wood lathes x 2
- d. Wood Band saw
- e. Table saw
- f. Chop saw
- g. Scroll saw
- h. Mortising Machine
- i. Drill Press x 2
- j. Exhaust System
- k. Lamello System — Zeta P2

## 3. Computer Aided Design (CAD)

## 4. Computer Aided Manufacture (CAM) with CNC Router

## 5. Full Communication / Marketing Capacity

## 6. Marketing Gallery / Café Gallery (Museum Shop model)

- a. Professional Photographic Lighting / Light Box Imaging Space







A photograph of a sunset over a calm lake. The sun is low on the horizon, creating a bright orange and yellow glow that reflects on the water. The sky is filled with dark, silhouetted clouds. The entire image is framed by a thick white border.

**Community  
makes it happen.**

**Artisan LAB**  
ten finger thinking 

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