



Strategic Plan

Creative Solutions for Nonprofits



Table of Contents

03 Introduction and Purpose	14-29 Appendices
04-05 Mission, Vision, and Values	A: Board of Directors List
06-07 Organizational Overview	B: Staff List
08-09 Strategic Priorities and Goals	C: SWOT Analysis
10-11 Implementation and Performance Management	D: SWOT Analysis Summary
12 Conclusion	E: Enhancing the SWOT
13 Index	F: Visioning Summary
	G: Current Organizational Priorities & Key Insights
	H: Future Strategic Priority: Programs, Interpretation & Public Engagement



Planning Process: Developed through board retreats, staff input sessions, stakeholder discussions, and analysis of current Museum operations.





Message from Mary Ellen Rigby, Board Chair

It is with great pleasure that I present the Enfield Shaker Museum's Strategic Plan, our framework for strengthening this historic site and expanding its impact in the years ahead. This plan was shaped with deep gratitude for the donors, members, volunteers, and community partners whose support sustains our mission and keeps the Shaker legacy alive for future generations.

Our Vision and Strategic Pillars

Stewardship of the Historic Campus: We are committed to preserving the Museum's irreplaceable buildings, landscapes, and collections through thoughtful restoration, facilities planning, and long-term preservation.

Financial Sustainability & Community Engagement: Our future relies on a resilient funding model and meaningful community relationships. We will strengthen membership, deepen donor stewardship, expand revenue, and build partnerships that support long-term sustainability.

Organizational Capacity & Staff Development: To fulfill our mission, we must invest in the people who advance our work. Expanding internal capacity—including Fund Development, Marketing, and Buildings & Grounds—is essential to extending our reach and caring for our campus with excellence.

This Strategic Plan is a living document. It will evolve as conditions change, opportunities arise, and the needs of our community and campus become clearer. Regular review and refinement will ensure it remains relevant, responsive, and aligned with both our mission and capacity, serving not as a static roadmap, but as a flexible guide for thoughtful decision-making and long-term sustainability.

These pillars reflect our dedication to responsible stewardship today and planning for tomorrow. I am deeply grateful to every individual and organization whose support brought us to this moment. Your belief in the Enfield Shaker Museum helps safeguard an extraordinary cultural treasure and welcomes visitors of all ages to learn from the Shaker tradition of innovation, craftsmanship, and community.

We look forward to working with you as we bring this Strategic Plan to life. Thank you for helping shape a strong, enduring, and inspiring future for the Enfield Shaker Museum.

Mary Ellen Rigby, Board Chair,
Enfield Shaker Museum

Mission, Vision, & Values

Mission

The mission of the Enfield Shaker Museum, an educational institution, is to preserve and share its historical structures, landscape, and Shaker cultural heritage with our multi-generational visitors, members, and the global community.

We fulfill this mission by:

- Educating our audiences about the history and lived experiences of the Enfield Shakers
- Preserving and expanding the spiritual and cultural legacy of the site
- Supporting activities that foster community connection and improve quality of life
- Deepening engagement through hands-on learning and participation
- Incorporating Shaker ideals of order, organization, frugality, simplicity, community, and diversity into daily practice
- Collaborating with Shaker sites and partner organizations to ensure best practices in stewardship, education, and care

Vision

We envision the Enfield Shaker Museum as a vibrant, accessible, and community-centered cultural resource where:

- The extraordinary history of the Enfield Shakers is preserved, interpreted, and shared with clarity, curiosity, and care
- Visitors of all ages can learn, explore, and participate meaningfully in programs, experiences, and stewardship efforts
- Shaker values continue to inspire contemporary life, creativity, sustainability, and community belonging
- Strategic partnerships strengthen our mission, deepen impact, and ensure organizational sustainability
- The physical site remains protected, restored, and maintained so future generations may learn from, reflect on, and draw inspiration from “Chosen Vale”



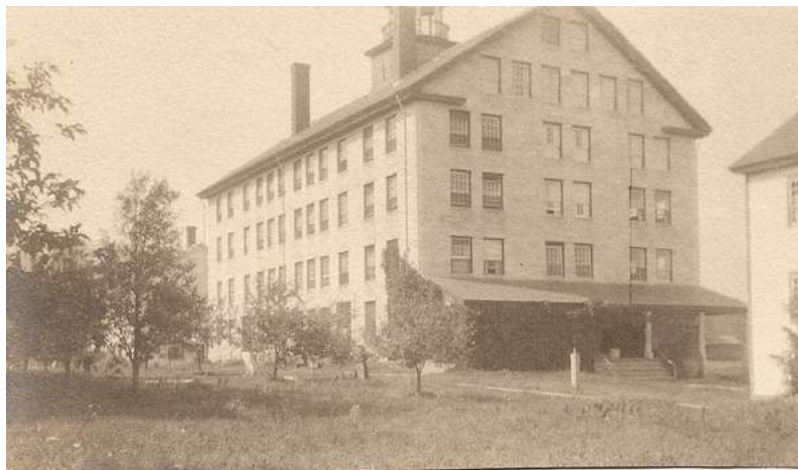
Mission, Vision, & Values



Core Values

These values reflect the heritage of the Enfield Shaker community and guide our decisions, relationships, and stewardship practices:

- **Stewardship & Preservation:** We honor this historic village by caring for its land, buildings, artifacts, and stories with intention, expertise, and accountability.
- **Simplicity & Purposefulness:** We prioritize what is essential and meaningful, reflecting the Shaker commitment to thoughtful living and purposeful work.
- **Community & Belonging:** We welcome all people. We embrace diversity and strive to create an environment that is inclusive, equitable, and respectful.
- **Education & Participation:** Learning happens when people engage. We create hands-on experiences that invite participation, curiosity, and deeper connection.
- **Craftsmanship & Innovation:** Inspired by Shaker ingenuity, we value quality, creativity, practicality, and the ongoing search for better ways to do meaningful work.
- **Collaboration & Shared Responsibility:** We grow stronger through partnerships — with members, volunteers, neighbors, other Shaker sites, and our wider community.



A Note on Identity & Continuity

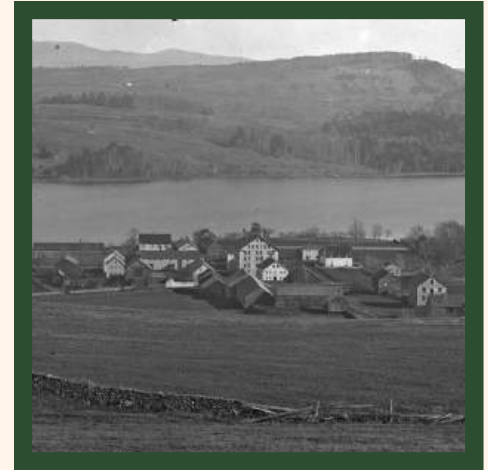
Enfield Shaker Museum exists in a landscape shaped by over two centuries of communal life — from the Shaker community (1793–1923), to the Missionaries of Our Lady of La Salette (1927–2023), to today’s member-governed nonprofit organization. This history of shared labor, shared purpose, and shared stewardship continues to inform how the Museum engages the public, protects the land, and prepares the site for generations to come.



Organizational Overview

Who We Are

Enfield Shaker Museum stewards and interprets the historic village known to the Enfield Shakers as “Chosen Vale.” The site includes historic Shaker buildings, agricultural landscapes, conservation woodlands, and cultural artifacts representing over two centuries of communal, spiritual, and innovative Shaker lifeways.



The Museum is governed by a member-elected Board of Trustees and supported by professional staff and dedicated volunteers.

Founded in 1986 as a nonprofit educational institution (with site history dating to the Enfield Shaker community established in 1793)

The Museum serves:

Local and regional residents across New Hampshire and the Upper Valley

Visitors, researchers, artists, students, and Shaker scholars from across the U.S. and abroad

Multi-generational families, school groups, and heritage tourism audiences

Organizational Snapshot

Founded: 1986

Historic Buildings: 17

Acreage: 60 acres of historically significant land

Visitors: Thousands annually from the Upper Valley, New England, and beyond

Enfield Shaker Museum

447 NH Route 4 A, Enfield, NH 03748 603.632.4346 shakermuseum.org



Organizational Overview

Key Accomplishments

In the past several years, the Museum has:

Expanded stewardship of the historic campus, including the 2023 acquisition of the 30-acre North Family, reuniting major components of the original Shaker village.

Protected over 5,200 acres of surrounding conservation land in partnership with the State of New Hampshire and conservation organizations, ensuring public access and ecological preservation.

Strengthened educational engagement, offering hands-on historical interpretation, school partnerships, and volunteer-supported learning opportunities.

Increased public programming and seasonal events, enhancing community presence and broadening multigenerational involvement.

Continued restoration and maintenance of historic structures, including progress on the Great Stone Dwelling, Brethren's Shops, and associated buildings.



"It is not the spurt at the start, but the continued, unhasting advance that wins the day."

— Eldress Rosetta Cummings



Strategic Priorities & Goals

The Enfield Shaker Museum’s Strategic Plan is anchored in three interdependent pillars—Buildings & Grounds, Financial Planning, and Staff Capacity Building—each designed to preserve the Museum’s historic legacy while advancing long-term sustainability, community engagement, and operational excellence.



Three Core Pillars

1. Buildings & Grounds

Preservation and stewardship of the Museum’s physical environment are central to its mission. This pillar focuses on restoring and maintaining historic structures—including the Great Stone Dwelling, Stone Mill, West Brethren House, and related outbuildings—while improving accessibility, safety, and the overall visitor experience.

Key efforts include phased restoration projects; energy, safety, HVAC, and sprinkler system upgrades; and landscape and trail enhancements informed by historic precedent. Guided by professional assessments and state preservation standards, the Museum is committed to sustaining the integrity of the site through responsible planning, sustainable practices, and a long-term stewardship approach.

2. Financial Planning

Financial stability is essential to fulfilling the Museum’s mission and sustaining operations over time. This pillar outlines strategies to diversify revenue, strengthen philanthropic support, and expand earned income while maintaining clear, transparent, and mission-aligned budgeting practices.

Key approaches include membership growth, donor stewardship, grant development, corporate partnerships, and strengthened revenue from programs, events, facility rentals, and the Museum Store. Over the next three years, the Museum aims to build reserves, reduce financial vulnerability, and align financial resources with strategic priorities through improved forecasting and financial management systems.

3. Staff Capacity Building

The Museum’s ability to preserve, interpret, and activate this historic site depends on having the right people, skills, and leadership structures in place. This pillar prioritizes staff stability, competitive compensation, role clarity, and effective governance.

Focus areas include evaluating wages and benefits; hiring a Fund Development and Marketing Director and a full-time Facilities Manager; preparing for the next Executive Director transition; and expanding the Board, committees, and volunteer corps. By strengthening leadership continuity, staff development, and governance systems, the Museum builds a resilient organizational culture aligned with Shaker values of community, purpose, and shared stewardship.



Strategic Priorities & Goals

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Overview

Strategic Pillar	Goal	Key Actions (2025-2028)	Intended Outcomes
Building & Grounds	Preserve and maintain historic structures while improving site accessibility, safety, and sustainability.	<ul style="list-style-type: none"> Complete renovations to the Performance Center Restore West Brethren Shop exterior Complete Great Stone Dwelling interior upgrades Implement campus-wide site work: landscaping, fencing, signage, lighting, and ADA improvements 	Improved building integrity, visitor experience, accessibility, and long-term preservation readiness.
Financial Planning	Achieve long-term financial sustainability through diversified revenue and disciplined financial management.	<ul style="list-style-type: none"> Grow membership and donor base Increase foundation and corporate grant support Expand earned revenue through rentals, programs, and events Align budgets with strategic priorities 	Increased reserves, diversified income streams, stronger fiscal reporting, and reduced operational vulnerability.
Staff Capacity Building	Ensure the Museum has the board, staff, and volunteer capacity required to deliver its mission.	<ul style="list-style-type: none"> Assess staff compensation and benefits Hire Fund Development & Marketing Director Hire full-time Facilities Manager Recruit next Executive Director Strengthen board and volunteer pipelines 	Improved staff retention and satisfaction; increased revenue and engagement; measurable progress in maintenance, operations, and code compliance.



Implementation and Performance Management

The Enfield Shaker Museum’s Strategic Plan is a true, living document. The work plans aligned with each of the three strategic pillars will serve as the Museum’s system for tracking priorities, action steps, timelines, and outcomes. Staff and Board members will review these work plans quarterly to monitor progress, make adjustments as needed, and ensure that goals remain on track. This approach keeps the Strategic Plan active, practical, and responsive as the Museum moves forward. The following table outlines the parties responsible and their responsibilities. Any changes will be documented and reviewed to ensure alignment with mission and values.

Each year during the budget cycle:

1. The Executive Director and Leadership Team will translate strategic priorities into annual work plans.	2. These work plans will include timelines, funding considerations, and staffing needs.	3. Work plans will be reviewed and approved by the Board of Directors.
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The following section outlines the responsible parties and their associated roles.

Responsible Party & Primary Responsibilities

Executive Director (or Interim Leadership during transition)

Oversees strategic plan execution; ensures day-to-day operations align with strategic priorities; reports progress to the Board.

Leadership Team / Department Leads

Develop annual work plans based on strategic priorities; manage timelines, resources, and task coordination.

Board of Trustees

Provides governance oversight; monitors progress; ensures alignment with mission, values, and sustainability priorities.

Committees (Buildings & Grounds, Finance, Governance, etc.)

Conduct focused review and support tasks connected to their assigned pillar areas.

Volunteers & Community Partners

Support staff in program implementation, preservation activities, outreach efforts, and community engagement.



**“A Gift from Mother Ann for the Elder Sisters at the City of Union”
-Polly Collins, Hancock, 1854**



Implementation and Performance Management

The section below outlines the progress tracking schedule and the responsible parties for each review activity.

Progress Tracking & Reporting: To maintain momentum, the Museum will adopt the following review schedule:

Frequency	Activity	Responsible Party
Monthly	Staff/Leadership task check-in aligned with work plans	Executive Director & Leadership Team
Quarterly	Board review of progress on each Strategic Pillar using dashboard indicators	Executive Director & Board
Annually	Strategic Plan reflection and adjustments based on progress, funding, and capacity	Board of Directors

A simple Progress Dashboard will be used to track:

- Restoration milestones
- Revenue and fundraising targets
- Staffing and volunteer capacity benchmarks
- ADA and accessibility improvements
- Board and governance objectives

Measurements & Outcomes

To ensure the Strategic Plan drives meaningful progress, the Enfield Shaker Museum will monitor a set of key performance indicators connected to each strategic pillar. These measures will include facility and preservation benchmarks, financial and fundraising metrics, membership and program participation trends, volunteer and staff capacity indicators, and community engagement outcomes. The Museum will conduct quarterly and annual assessments to evaluate achievements, identify areas for improvement, and adapt strategies to emerging needs. These ongoing evaluations will inform leadership and strengthen long-term sustainability.



Conclusion

This Strategic Plan affirms the Museum’s commitment to protecting the legacy of the Enfield Shakers through thoughtful stewardship, collaborative leadership, and purposeful action. As a living document, it provides guidance while allowing flexibility—ensuring that priorities evolve in response to new opportunities, shifting conditions, and the needs of our community. The successful implementation of this plan relies on shared responsibility. Staff, Board members, volunteers, and partners will work together to uphold the Museum’s mission, strengthen its financial and operational foundation, and protect this historic village for generations to come.

Rooted in Shaker principles of simplicity, order, innovation, and community, this plan reflects both who we are today and who we aspire to become. With a collective commitment to progress and preservation, the Enfield Shaker Museum is poised for a strong, sustainable, and inspiring future.



Enfield Shaker Museum

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Index

1. Introduction and Purpose, Page 3
 2. Mission, Vision, and Values, Pages 4–5
 3. Organizational Overview, Pages 6–7
 - Who We Are
 - The Museum Serves
 - Organizational Snapshot
 - Key Accomplishments
 4. Strategic Priorities and Goals, Pages 8–9
 - Three Core Pillars
 - Buildings & Grounds
 - Financial Planning
 - Staff Capacity Building
 - Strategic Pillar Goals & Key Actions
 5. Implementation and Performance Management, Pages 10–11
 - Annual Work Plan Process
 - Responsible Parties & Roles
 - Progress Tracking & Reporting Schedule
 - Measurements & Outcomes
 6. Conclusion, Page 12
-



Appendices

Appendix A: Board of Trustees, Pages 15-16

Appendix B: Staff List, Page 17

Appendix C: SWOT Analysis, Page 18-20

Appendix D: SWOT Analysis Summary, Pages 21-23

Appendix E: Enhancing the SWOT, Page 24

Appendix F: Visioning Summary, Page 25

Appendix G: Current Organizational Priorities & Key Insights, Page 26

Appendix H: Future Strategic Priority: Programs, Interpretation & Public Engagement,
Pages 27-29

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Oct. 2025– Sept. 2026

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SWOT Analysis (page 1)

Strengths

Historic Site & Physical Assets

- Nationally significant Shaker village and landmark property
- Unique overnight accommodations in the Great Stone Dwelling
- Beautiful rural setting with historic buildings, open landscape, artifacts, and trails
- Strong record of preservation and restoration
- Gardens and agricultural landscape as assets supporting education, events, and interpretation

Educational & Program Offerings

- Diverse programming for youth and adults (crafts, gardens, workshops, tours, lectures, exhibitions)
- “History Alive” and other curriculum-aligned school programs
- Ability to connect Shaker story to contemporary values
- Performance Center positioned as a future hub for cultural programs, partnerships, and rentals

Community & Cultural Reputation

- Long-time members, donors, and volunteers with deep attachment to the Museum
- Respect within Shaker scholarly and heritage communities
- Strong festival and event traditions that engage the region
- Opportunities to collaborate with Canterbury Shaker Village and other cultural partners

Collections & Scholarship

- Expanding artifact, document, music, and photography collections
- Hosts forums, research gatherings, and scholarly engagement

Weaknesses

Staffing Capacity

- Too few staff to meet operational demands
- Vacancies in key roles (Executive Director, Education, Development, Administration)
- Volunteer coordination and knowledge transfer not structured
- Risk of burnout due to limited capacity
- Changing volunteer dynamics—preference for shorter, one-off commitments
- Timing of volunteer opportunities may not align with availability of younger adults

Funding & Financial Resources

- Revenue insufficient to match needs of restoration and operations
- Limited corporate and foundation funding
- No endowment; donor base skews older
- Grant-writing capacity limited by staffing
- Need to prioritize private funding vs. federal/state to align with capacity
- Need for stronger earned income streams; questions about feasibility of fee-for-service models
- Underdeveloped planned giving program
- Need for better alignment between financial needs and campus expansion

SWOT Analysis (page 2)

Marketing & Visibility

- Limited advertising and outreach capacity
- Low awareness outside core audiences due to off-route location
- Digital/social engagement underutilized
- Need for stronger messaging and communications strategy
- Lack of targeted engagement for 20–40-year-olds

Maintenance & Facilities Needs

- Multiple buildings in need of restoration and code compliance upgrades
- Deferred maintenance backlog
- Campus-wide needs for improved safety, lighting, signage, and accessibility
- Need to determine which projects to postpone or phase given expanded campus

Operational & Administrative Systems

- Need for better use of donor database (Little Green Light)
- Food service capacity limited; affects visitor experience and revenue
- Limited event infrastructure and donor cultivation systems

Opportunities

Site & Program Expansion

- North Family acquisition opens space for new interpretation, lodging, and hospitality uses
- Vision for Shaker Nature Sanctuary across the street
- Performance Center as a revenue generator for rentals, partnerships, youth and adult programming
- Potential new revenue from GSD rooms, food service, campus-based businesses, and enhanced Museum Store

Education, Interpretation & Digital Engagement

- Expand partnerships with schools, colleges, and adult learning institutions
- Develop immersive, hands-on learning experiences
- Use technology for interactive interpretation and virtual outreach
- Grow programming targeted to 20–40-year-old audiences

Community Partnerships

- Collaboration with local governments, conservation organizations, libraries, museums, recreation groups, and cultural organizations
- Joint initiatives with Canterbury Shaker Village and NH cultural institutions
- Increased local pride and resident engagement

SWOT Analysis (page 3)

Fundraising & Development

- Opportunity to prioritize private grants with higher fit and lower administrative burden
- Better use of donor database for segmentation, cultivation, and stewardship
- Ability to host donor events, cultivation gatherings, and planned giving workshops
- Expanded grant portfolio from diversified foundation and corporate funders

Marketing & Outreach

- Strong potential to increase visibility through improved messaging, branding, and social media
- Opportunities to expand tourism reach through regional partnerships
- Promotion of lodging, rentals, gardens, and seasonal experiences

Threats

Financial & Operational Risk

- Rising costs of restoration, labor, and materials
- Loss of aging donor base
- Insufficient revenue to sustain long-term operations
- Expansion of campus increases financial and maintenance burden

Staffing & Leadership Vulnerability

- Loss of institutional knowledge if long-time staff/volunteers leave
- Difficulty recruiting/retaining staff in competitive nonprofit/heritage sectors
- Limited staffing to support expanded programming, rentals, and campus operations

Demographic & Cultural Shifts

- Aging volunteer and donor base
- National decline in museum attendance
- Younger generations engage differently—less likely to commit long-term

Regulatory & Compliance Risks

- ADA and safety compliance backlog
- Potential zoning, taxation, or permitting challenges
- Liability risks inherent in a large public-access campus

SWOT Analysis Summary (page 1)

Part One:			
Question One:		Question Two:	
<i>What is most important for our future?</i>	Ranking	<i>Opportunities, what can we build on?</i>	Ranking
Historic Buildings and Grounds	8	North Family Buildings reuse	6
Artifact Collections and Preservation	5	Chapel Renovation (Performance Space)	5
Overnight Accommodations	3	Expanded School and Youth Programming	2
Shaker Programing and Education	8	Digital Media and Technology	2
Dedicated Staff and Volunteers	7	Partnerships with Other Organizations	2
Community and Donor Support	2	Food Service/Café Possibilities	2
Festival and Event Engagement	5	Winter Programs	3
Curatorial Expertise	2	Interactive, Immersive Exhibits	2
		Marking and Boost Visitors and Rentals	7
		Senior and Local Resident Engagement	0
		Other:	
		Improve hotel rooms, bathrooms	
		Complete renovation of the Church Family	
		F/D for Capital Campaign	
		Planned Giving	

SWOT Analysis Summary (page 2)

Question Three:		Question Four:	
<i>Weaknesses- where do we need to improve?</i>	Ranking	<i>Threats- what could hurt us if unaddressed?</i>	Ranking
Staffing (Executive Director, Admin, Development)	6	Loss of Key Personnel or Donors	7
Financial Stability and Diverse Funding	5	Unforeseen Infrastructure Costs	3
Building Maintenance and Preservation Calendar	4	ADA Compliant and Legal Issues	2
Strategic Planning and Governance	2	Burnout/Donor Fatigue	5
Accessibility and Campus Signage	5	Competition for Funding	5
Volunteer Recruitment and Training	0	Limited Youth and Family Engagement	1
Modern Museum Practices	4	Aging Donor Base	7
Market and Public Awareness	8	Seasonal Inconsistency	3
Other:		Other:	
Increase Occupancy Rate at GSD		All above are important	
Exterior Walks, Lighting, Fence, Signage		Poor occupancy rate	
		Aging Volunteer pool	
Part Two:		Part Two:	
Physical Assets-How should we use our space?		Physical Assets-How should we use our space?	
Question One:		Question Two:	
<i>What building or outdoor space should our top priority?</i>		<i>What space is currently underused but has strong potential?</i>	
Responses:		Responses:	
Complete Outdoor Plan		Chosen Vale Performing Arts Center	
Fence and Pathways		Brethren's West and East	
GSD-Rooms and Bathrooms		Ministry House	
North Family		1854 Building	
Retail/Welcome Center		Stone Mill Building	
Woodhouse		Machine Shop	

SWOT Analysis Summary (page 3)

Question Three:		Part Three:	
<i>What capital improvements is most urgently needed?</i>		Priority Area (most urgent to least urgent)	Ranking
Responses:		Fundraising and Financial Development	1
Safety and Renovation		Facilities: Buildings and Grounds	2
Accessibility		Staff Capacity and Administration	3
GSD Bathrooms and Retiring Rooms		Marketing, Outreach and Communications	4
Complete Building Renovations		Programs, Education and Public Engagement	5
North Family for Income		Volunteer Engagement and Coordination	6
Need capital Improvement Plan		Governance and Leadership	7
Master Plan		Evaluation and Impact	8
Mary Keene Chapel			
Signage and Pathways			

Enhancing the SWOT

Fundraising & Revenue Development

- Greater emphasis on private grants over state/federal funding.
- Need for a planned giving program.
- Evaluation of existing revenue streams and exploration of new fee-for-service opportunities.
- Buildings and campus assets (e.g., Great Stone Dwelling rooms, gift shop, business opportunities) must generate future income.
- The Performance Center has potential as a significant revenue generator through partnerships and expanded youth/adult programs.
- Improved use of Little Green Light for donor cultivation.
- Planning intentional donor events.

Campus & Asset Utilization

- With an expanded campus, determine what projects should be prioritized or postponed.
- Identify long-term financial needs tied to buildings and maintenance.
- Develop a vision for the Shaker Nature Sanctuary (across the street).
- Recognize the gardens as a valuable asset for programming and engagement.

Community Engagement & Volunteer Dynamics

- Need to engage 20–40-year-olds with programming tailored to their interests.
- Volunteer expectations are shifting; younger volunteers prefer one-time opportunities.
- Adjust timing and structure of volunteer opportunities.
- Consider how the Museum can remain relevant in today's cultural and social landscape.

Communications & Visibility

- Strengthen messaging, branding, and marketing to improve public reach.

Partnerships & Collaboration

- Explore deeper cooperation with Canterbury Shaker Village and other Shaker sites.

Visitor Experience & Hospitality

- On-site food service is needed to enhance visitor engagement and support revenue.

ESM Strategic Planning Visioning Summary

Part One:			
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Curatorial Expertise	2	Interactive, Immersive Exhibits	2
		Marking and Boosting Visitors and Rentals	7
		Senior and Local Resident Engagement	0
		Other:	
		Improve hotel rooms and bathrooms	
		Complete renovation of the Church Family	
		F/D for Capital Campaign	
		Planned Giving	
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Strategic Planning and Governance	2	Burnout/Donor Fatigue	5
Accessibility and Campus Signage	5	Competition for Funding	5
Volunteer Recruitment and Training	0	Limited Youth and Family Engagement	1
Modern Museum Practices	4	Aging Donor Base	7
Market and Public Awareness	8	Seasonal Inconsistency	3
		Other:	
		All the above are important.	
		Poor occupancy rate	
		Aging Volunteer Pool	

Current Organizational Priorities & Key Insights

1. Increase Self-Sufficiency

- Complete major capital projects: West Brethren Shop and Performance Center (new carpet, movable seating, multi-purpose use; remove pews).
- Stage and sequence improvements: garden steps, ramp, east-side irrigation.
- Convert the Laundry/Dairy into a visible, free-standing Gift Shop.
- Determine which campus projects can begin incrementally.
- Improve lighting outdoors; complete this year's priority projects.
- Use all buildings to their full potential; work toward opening currently closed buildings.
- Build on facility use for retreats, groups, and outreach.
- Evaluate the Great Stone Dwelling: remove hospitality functions if they detract from visitor experience; increase room occupancy and quality; consider future potential (e.g., hotel or rental concepts).
- Integrate the North Family more fully into campus use and interpretation.
- Preserve flexibility for future decisions (e.g., whether the Chapel stays or goes) and commit to a timeline.

2. Broaden the Network & Expand Donor Focus

- Increase visibility, awareness, and broader external reach.
- Expand donor engagement: hold two donor events per year, including one for \$10K-level donors.
- Launch a Giving Program and initiate a Planned Giving Program.
- Improve donor experience; leverage East/West spaces as part of stewardship.
- Use the donor database (Little Green Light) more effectively.
- Convert visitors into donors; better utilize existing donor relationships.
- Increase income through fuller use of campus assets and a fully operational Performance Center.
- Ensure departments present 1–3 year budget needs to support strategic fundraising and planning.

3. Strengthen Marketing, Messaging & Visitor Experience

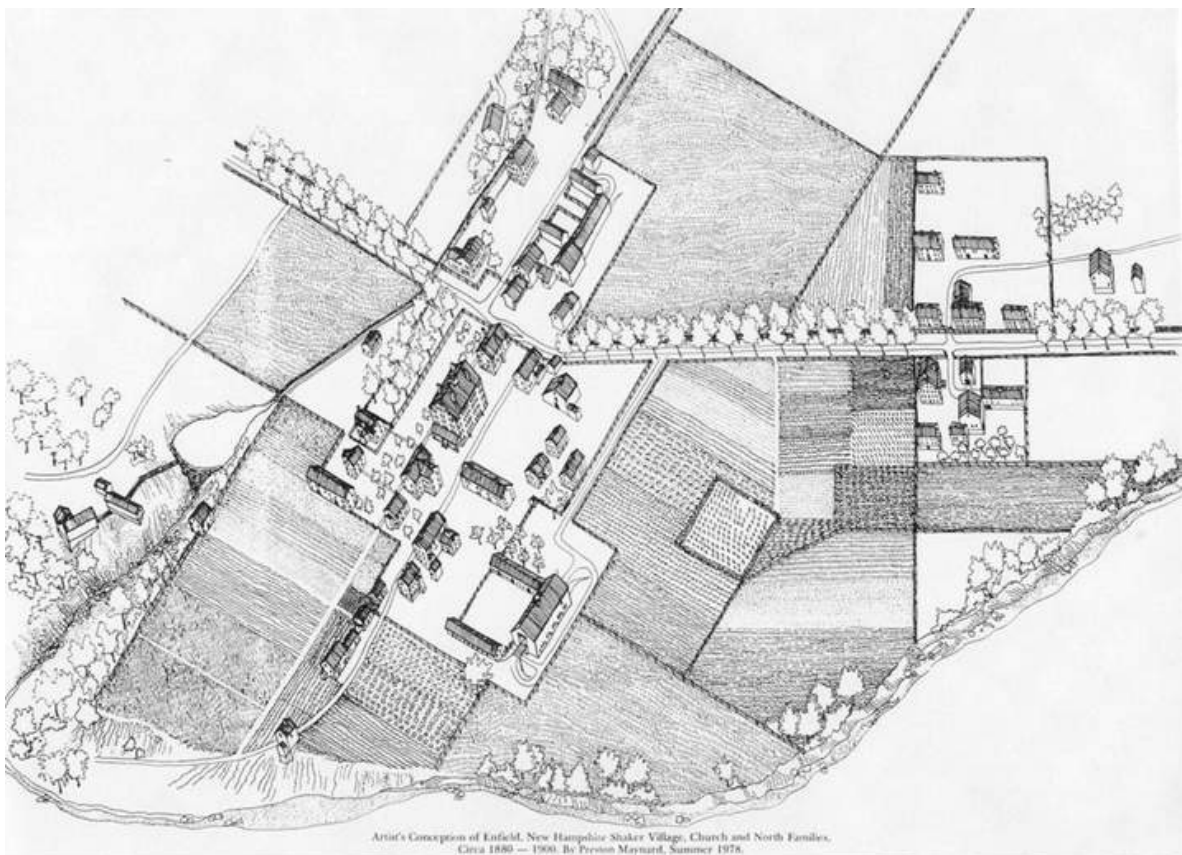
- Create and launch a comprehensive Marketing Plan with a dedicated budget.
- Increase awareness of the Museum and its offerings.
- Improve visitor experience across campus.
- Use QR-coded signage to guide visitors to an audio tour (with fee).
- Draw more people to the Museum while preserving the Shaker values of justice, spirit, and inclusivity.
- Highlight more artifacts and collections (similar to the State Library example).
- Address occupancy goals in both the main building and Performance Center.
- Promote what makes the Museum unique and special; enhance interpretation and storytelling.

Future Strategic Priorities

As the Museum strengthens its staffing, leadership, fundraising, and site stewardship capacity, the next strategic planning cycle will advance a broader set of institutional priorities.

These include elevating marketing, outreach, and communications to expand visibility and audience reach; deepening programs, education, and public engagement through more immersive, hands-on, and intergenerational learning experiences; and strengthening volunteer recruitment, training, and recognition to build a more resilient community of supporters. The Museum will also invest in governance and leadership development to ensure continuity, clarity of roles, and a strong pipeline of future board and staff leaders. Finally, expanded evaluation and impact-measurement systems will provide clearer data on program effectiveness, financial health, and visitor engagement, enabling continuous improvement and greater transparency.

Together, these future priorities will support the Museum's evolution and long-term sustainability once foundational staffing and operational capacity are fully established.

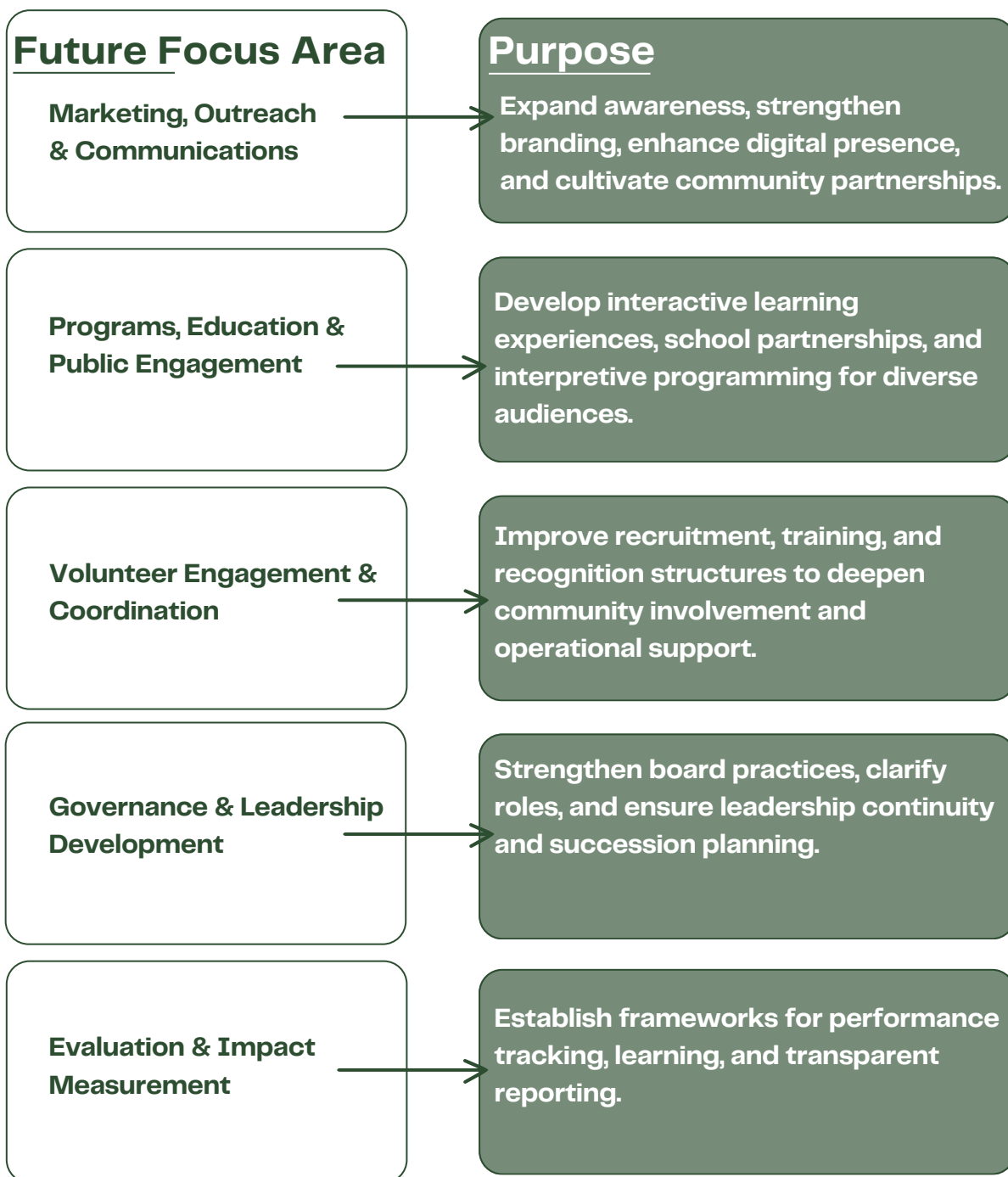


Enfield Shaker Museum

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Future Strategic Priorities

The section below outlines future strategic focus areas and their associated purposes.



Programs, Interpretation & Public Engagement

Enfield Shaker Museum offers a diverse range of cultural, educational, and hospitality experiences rooted in Shaker history, craftsmanship, and communal life. Current offerings include onsite and traveling exhibitions; curriculum-aligned school programs; hands-on workshops for youth and adults; concerts and seasonal festivals; overnight accommodations; and rental spaces for weddings, retreats, and community gatherings.

As capacity increases in staffing, interpretation, volunteer support, and marketing, the Museum will expand its ability to:

- Design and deliver integrated interpretive themes across exhibitions, tours, and programs
- Grow public participation through hands-on craft, gardening, music, and cultural workshops
- Strengthen school and academic partnerships for research, field study, and experiential learning
- Increase visibility of hospitality offerings, including overnight stays, the Supper Club, and event rentals
- Support artist and scholar residency programs in collaboration with community and regional partners
- Deepen community connections through concerts, festivals, shared meals, and cultural gatherings

These priorities will be developed into a full strategic pillar in the next planning cycle, once staffing, leadership transition, and core operational capacity have been strengthened.