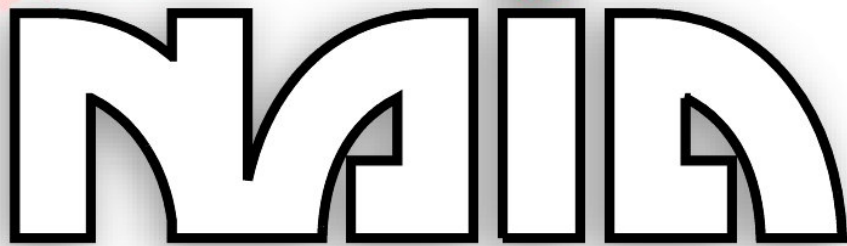


10th Anniversary



National Association of Independent Artists

2006—2008

Strategic Plan

National Association of Independent Artists
www.naia-artists.org

March 2006

March 2006

Dear Members,

On behalf of the Strategic Planning Committee, Board and staff of NAIA we are pleased to present our Strategic Plan for 2006 - 2008. This document will serve as a guide for our organization over the next three years.

Last year, we polled our membership in an attempt to determine the directions we need to head with respect to the most important issues which are likely to have an impact on our economic success on the show circuit. Many observations were made about our organization. The Strategic Plan as it evolved was guided by these various thoughts and perspectives. We want to thank all of our members who contributed to the formation of this plan. Without your time and effort this plan would not have been possible.

It is important to note that the Strategic Plan is a *living plan*. This means that the plan is not fixed in stone. It is organized in such a way as to allow for changes, based on the vagaries of the market place or, the population which it is intended for, our membership. The prerequisite concern of the NAIA is to become a viable and credible force on behalf of its members. This is why it is felt that a Strategic Plan is vital to the future success of our organization. The Strategic Plan is guided by the premise that what is most important is the promotion of the artistic, professional and economic well being of its members.

The plan was guided by the following **Five Key Results** NAIA desires for those it serves.

- Result #1: Viability of future and existing venues.
- Result #2: Improved overall show mechanics and environment.
- Result #3: Increased benefits for artist members
- Result #4: Artists have improved professional, business and marketing skills
- Result #5: Strong collective voice for art show artists

Input received from the membership was utilized to develop program goals and objectives focused on the Five Key Results. The Strategic Planning committee, board and staff developed **Implementation Action Plans** for each specific goal. The process concluded with the board formulating the more detailed **Action Plan for 2006**.

The strength of the Strategic Plan will lie in our ability to utilize it as a roadmap toward the long range goal of **NAIA** becoming **THE** resource for all things related to art show artists. We are confident this plan will serve to strengthen not only NAIA, but all art show artists, art shows and the communities that support art show events.

Sincerely,



Ardath Prendergast
Executive Director
NAIA



Michael Kopald
Chair
NAIA

National Association of Independent Artists 2006 – 2008 Strategic Plan

Approved by the NAIA Board of Directors, January 2006
Final Edits: March 2006

Introduction

Strategic Plan Overview

- Goal 1: Clarify & Implement Advocacies
- Goal 2: Increase NAIA Membership
- Goal 3: Acquire Additional Funds
- Goal 4: Create & Implement Outreach Campaign on NAIA to Potential Members
- Goal 5: Facilitate Directors Networking
- Goal 6: Establish Regular & Frequent Substantive Internal Communication
- Goal 7: Expand Benefits for Members
- Goal 8: Public Outreach to Communicate the Value of Art Shows
- Goal 9: Expand Artist's Professional Development
- Goal 10: Strengthen Logistics of Running NAIA

The Board of Directors of NAIA authorized the Strategic Planning Committee to work in partnership with Martha Talbott, a consultant from the Georgia Center for Non Profit, to develop a three-year Strategic Plan. With input gathered from NAIA members, contributors and art show artists around the country, the committee pinpointed **Five Key Results** NAIA wants to achieve for those it serves. The **Mission** and **Vision Statements** were formulated during the initial meetings. The more involved process of determining the **3 – 5 year Goals** and developing the **Implementation Action Plan and Strategies** necessary to achieve the goals evolved over the course of six planning sessions. Input was collected from the 2005 Artist Conference meeting in Maumee, Ohio; numerous surveys; e-mail dialogue on the Strategic Planning Forum; and recommendations from the board.

The Mission Statement answers the big questions about why the organization exists and how it seeks to benefit artists.

NAIA Mission Statement:

The mission of the NAIA is to strengthen, improve and promote the artistic, professional and economic success of artists who exhibit in art shows. We are committed to integrity, creativity, and the pursuit of excellence as we advocate for the highest ideals and practices within all aspects of the art show environment.

The Vision Statement details the organization's desired future.

NAIA 10-15 Year Vision Statement:

NAIA is THE resource for all things related to artists who show at art shows. It is the nationally respected organization with professional staff that represents and is governed by artists and networks with show directors and communities that support art show events.

Defining **Key Results**, determining **Goals & Strategies** and formulating **Implementation Steps** are the heart of the Strategic Plan. The Implementation Steps are the plan of action for the organization over the next three years. These steps will serve as a useful guide for operational planning as well as a roadmap to achieving those goals.

The **Key Results NAIA wants for those it serves** were determined early in the process and used as a constant focus to develop goals and objectives. The following Key Results were used throughout the planning process to shape the plan:

- Result #1: Increased viability of future and existing venues.
- Result #2: Improved overall show mechanics and environment.
- Result #3: Increased benefits for artist members
- Result #4: Artists have improved professional, business and marketing skills
- Result #5: Increased collective voice for art show artists

Goals and Strategies

Goals were developed from the Key Results, although each Goal does not necessarily include all five Results. However, the plan as a whole reflects a balanced attention to all the Results. The findings of the surveys conducted by the committee support these areas of focus. As Goals were identified the Planning Committee, Executive Director and Board developed the more detailed Strategies necessary to accomplish the goals.

The plan is defined by the following ten Goals:

Clarify and Implement Advocacies
Increase NAIA Membership
Acquire Additional Funds
Create and Implement Outreach Campaign on NAIA to Potential Members
Facilitate Directors Networking
Establish Regular and Frequent Substantive Internal Communication
Expand Benefits for Members
Public Outreach to Communicate the Value of Art Shows
Expand Artist's Professional Development
Strengthen Logistics of Running NAIA.

Implementation Steps

The Executive Director, Planning Committee and Board defined and documented individual Implementation Steps to complete each identified Strategy. These steps are necessarily skeletal. Some will require additional planning as specifics are determined. As unknowns are further identified and clarified, the planning chart will be revised to reflect the action steps that need to be taken.

Action Plan for 2006

Using the Implementation Steps as a guide, a more detailed Action Plan for 2006 was developed by the board. This plan lists specific actions for 2006 to be undertaken by the Executive Director, Board, Staff and volunteers. The Action Plan includes a time line for accomplishing these actions.

Funding: Required, Budgeted, What is Needed

This planning category works to keep the plan realistic. Most Implementation Steps will need further research before specific costs can be determined. Funding amounts included in this plan are only gross ballpark estimates, but are included to acknowledge that there are real costs associated with implementation of plans. Certainly, it is anticipated that revenue will be generated as a result of the various Implementation Steps, but since in most cases, funds must first be expended before the revenue is generated, the funding estimates in the plan reflect outflow only. The appointed committees should begin their work by assessing the current use of budgeted funds, reflecting on the estimates, and negotiating through the budgeting process for desired future support for their priority.

Implementation Timeline

A timeframe for implementing the action steps was projected. It divides in half each of the three years of the plan. The timeframe will be updated during the course of the Strategic Planning Implementation to reflect current status of the various action steps. Three colors are used in the timeline: Yellow means moving along. Green means action step is accomplished. Red means the action step needs support because it has either fallen behind or is in danger of doing so. A frame around a red cell indicates that other activities are connected to this action step and are about to be, or are currently being, negatively impacted. When the steps are moved into Green, it also helps to identify when it is time to celebrate because the job is done!

Who is Responsible

The current shape of the plan gives responsibility for the work to organizational groups: Executive Director, Board, Staff, Committees and Volunteers . This promotes realism in assessing workloads. There are only so many things that the Board, ED and Staff can take on at one time. As the plan unfolds, names of individuals who have committed to an action step will be inserted into this category. This both recognizes the commitment and is a springboard for supportive accountability. If work is not being accomplished in a timely manner, either the individual(s) may need assistance, the task may need to be re-designed (new action steps) or additional resources/time may be needed. This category helps to track commitments and can promote communication in a timely manner.

Goal 1: Clarify and Implement Advocacies

The Strategic Planning process brought to light the need to review and update the list of NAIA Initiatives. While certain initiatives were current, it became clear that others should not be included among NAIA advocacies. Additionally, as time and technology have changed, the need arose to address things like digital image formats. It was decided to change the heading "Initiatives and Goals" to "Advocacies". The Advocacies will be grouped into categories that align with the show process: Application, Operational and Procedural.

Key Results: Viability of venues, improved show mechanics & environment, improved business skills, strong collective voice.

Implementation Steps:

1. Select Key Advocacies
 - Written statement for each advocacy
 - Prioritize advocacies
 - Review & re-evaluate
2. Write Position Papers
 - Papers written
 - Review & re-evaluate
3. Develop Strategy for Shows to adopt strategies
 - Communicate advocacies to shows
 - Continue to follow through with strategy; evaluate success of system
4. Develop system to measure success
 - Develop & implement system
5. Communicate value of advocacies to members
 - Communicate advocacy plan to members
 - Gather data & quantify values of advocacies

Funding Required: \$5,000 - \$7,000 over 3 years

Implementation Timeline: All implementation steps will be accomplished during 2006. Review and re-evaluating will be ongoing in years 2007 and 2008

Who is Responsible: Board, ED, Staff and Committees/Volunteers

Goal 2: Increase NAIA Membership by 20% Net Annually & Retain Current Membership

The viability and financial well being of NAIA is dependent on the ability to grow the membership. Operating expenses are derived from membership dues. Growing the membership base will enable NAIA to expand the voice of art show artists as well as successfully increase member benefits. The Membership Committee constructed the following plan to focus on increasing the ranks of NAIA.

Key Results: Increased benefits, strong collective voice.

Implementation Steps:

1. Targeted distribution of Membership brochure to potential new members.
 - Identify methods and opportunities to distribute membership brochure, establish schedule & implement plan
 - Continue plan to distribute membership brochure
2. Identify Volunteer members to deliver message and materials to potential new artist and contributor members.
 - Find volunteer members to assist Membership workgroup in acquiring new artist & contributor members
 - Continue to grow volunteer workgroup and system
3. Target “members only” programs and methods to encourage member renewal.
 - Identify programs, benefits and strategy to retain members
4. Welcome new members
 - Develop & implement program to welcome new members
 - Continue program to welcome new members

Funding Required: \$2,000 - \$3,000 per year

Implementation Timeline: All implementation steps will be accomplished during 2006. Review and re-evaluating will occur during 2007 & 2008.

Who is Responsible: Membership Committee and Volunteers

Goal 3: Acquire Additional Funds

Over the next three years, NAIA will focus on developing additional resources to meet the program undertakings. A Fundraising think tank consisting of volunteers, board and staff will be developed and focus on creating additional earned income sources.

Key Results: Strong collective voice and increased benefits

Implementation Steps:

Create Earned Income Sources

- Create Fundraising Think Tank
- Increase advertising revenue
- Publish Artist Survival Guide
- Create and Publish Calendar
- Explore and develop different auction avenues
- Create Artist Cookbook

Funding Required: TBD (directly related to income generated)

Implementation Timeline: Implementation steps and planning will begin during 2006. Review and re-evaluating will occur during 2007 & 2008

Who is responsible: Finance Committee, Treasurer, Board members and Volunteers

Goal 4: Create & Implement Outreach Campaign on NAIA to Potential Members

Expanding the Newspaper and redeveloping the Website will increase the visibility of NAIA. The Newspaper and Website will become communication vehicles enabling NAIA to better connect with all art show artists, show directors and communities that support art show events.

Key Results: Viability of venues, improved show mechanics and environment, increased benefits, improved business skills and strong collective voice.

Implementation Steps:

1. Develop Independent Artist Newspaper
 - Expand staff, plan production & distribution
 - Double circulation (10,000)
 - Increase publication staff compensation
 - Produce 2 editions annually

2. Redevelop Website
 - Create Design Team
 - Analyze cost and content; develop budget
 - Acquire funds
 - Implement new website design
 - Advertise finished product

Funding Required: \$6,000 - \$10,000 over 3 years

Implementation Timeline: Planning and Implementation steps will begin early 2006. Implementation steps will continue in 2007 & 2008

Who is responsible: ED, Communications Director, Outreach and Communication Committee and Volunteers.

Goal 5: Facilitate Directors Networking

NAIA is dedicated to open dialogue among show directors and artists in order that both may work together to keep improving art shows. The NAIA sponsored Director Conferences continue to connect artists and show directors. These events enable show directors to network with each other and artists. The seventh NAIA Director Conference is scheduled for March 20 – 21, 2006 in Winter Park, Florida following the Winter Park Art Festival. Hosting these conferences will continue to be a significant focus for NAIA.

Show directors and artists understand the importance of working together to strengthen our industry. NAIA values the support and input the organization has received from show directors who have graciously supported NAIA as Contributing Members over the years. A number of show directors have expressed a desire to form a Show Director Advisory Board under the NAIA umbrella. This committee will be developed by a group of show directors and the NAIA ED

Key Results: Viability of venues, improved show mechanics and environment, improved business skills and strong collective voice.

Implementation Steps:

1. Director Conference
 - Hold Conference
 - Schedule future events

2. Develop Show Director Advisory Board
 - ED & Directors develop group
 - Established and continue to develop

Funding Required: \$5,000, - \$8,000 per year

Implementation Timeline: Director Conference scheduled for March 2006. Advisory Board planning will begin 2006.

Who is responsible: ED, Art Show Directors, Director Conference Committee and Volunteers?

Goal 6: Establish Regular & Frequent Substantive Internal Communication

The NAIA recognizes that an informed membership is the key to supporting and furthering the goals of the organization. By establishing regular and frequent substantive internal communication with its membership, members are encouraged to become involved in the organization, share constructive ideas and feedback, and be ambassadors of the mission and goals of NAIA.

Key Results: Viability of venues, improved show mechanics and environment, increased benefits, improved business skills and strong collective voice.

Implementation Steps:

1. Inform members about board actions & ED work
 - Report board meeting synopsis
 - Quarterly reports on NAIA activity
 - Phase newsletter into short e-communiqués and reports
 - Schedule Town Hall Meetings at art shows
 - Open board meetings for observations by the general membership
2. Receive feedback from membership
 - Improve system for receiving and addressing member feedback

Funding Required: Minimal

Implementation Timeline: Initial implementation steps will be achieved during 2006. Implementation step will continue during 2007 & 2008

Planning work will begin early 2006

Who is responsible: Board Chair, ED, Input and Survey Committee and Volunteers.

Goal 7: Expand Benefits for Members

Association in NAIA serves members by maintaining a continuous and cooperative dialog with shows and their representatives. Members have the opportunity to voice concerns, offer solutions and be a part of a collective voice. Membership also includes a variety of benefits and discounts. Over the next three years the Executive Director, Board and staff will expand member benefits and further develop many of the existing programs.

Key Results: Viability of venues, improved show mechanics and environment, improved business skills and strong collective voice.

Implementation Steps:

1. Utilize the Website for the monetary benefit of members
 - Explore and plan an option for every member to have a webpage on NAIA site
 - Marketing “online art show” on website
2. Develop money-saving benefits & perks for members
 - Continue existing program
3. Develop Member Support and Advocacy “Hotline”
 - Develop & Implement
 - Evaluate Success

Funding Required: \$2,000 - \$3,000 per year

Implementation Timeline: Implementation steps will begin during 2006. Implementation steps will continue during 2007 & 2008

Who is responsible: Webmaster, Member Benefits Chair, Board, ED & Volunteers

Goal 8: Public Outreach to Communicate the Value of Art Shows

The NAIA recognizes that the ultimate factor in the success of artists and the art show environment is the patrons that attend art shows. The NAIA can have a fundamental role in developing art show patrons by working collaboratively with art shows to communicate the value of art shows to the public, and assisting its members to continually present a professional and knowledgeable countenance to the patron.

Key Results: Viability of venues, improved show mechanics and environment, increased benefits, improved business skills and strong collective voice.

Implementation Steps:

1. Develop a collaborative marketing effort between NAIA and art shows to increase patrons at art shows.
 - Develop think tank of directors and artists to develop project
 - Engage marketing professional to help implement project
 - Research interactive “virtual art show” to cross-promote artists and shows

Funding Required: Minimal for 2006 TBD for 2007 - 2008

Implementation Timeline: Planning work will begin 2007

Who is responsible: To be determined

Goal 9: Expand Artist's Professional Development

The NAIA acknowledges that the art show environment has changed since many artists first started exhibiting in shows. The NAIA understands that it can play a significant role in assisting artists to adapt to and take advantage of changes, and provide artists with the tools to be more successful within the art show environment.

In 2003, the NAIA instituted the Artist Conference as an educational program to further develop artist professional and business skills. Two subsequent conferences followed in 2004 and 2005. Although artists who attended the conferences evaluated them positively, the logistics of holding conferences at times and in locations where substantial numbers of artists can attend them has proven to be a challenge. While the NAIA remains committed to the concept of the Artist Conference, it will explore new means reach members with opportunities for professional development.

Key Results: Viability of venues, improved show mechanics and environment, improved business skills and strong collective voice.

Implementation Steps:

1. Develop NAIA Code of Professional Conduct
 - Workgroup to develop NAIA Code of Professional Conduct
2. Offer Professional Developmental Events & Publication
 - Revamp Artist Conference through the use of technology (interactive video streaming) to make event more accessible to those unable to attend in person
 - Create web-based Directory of Business & Educational publications, websites & art resources
 - Conduct Educational Presentations
 - DVD instruction on Digital Application Process

Funding Required: Minimal for 2006; TBD for 2007 & 2008

Implementation Timeline: Planning work will begin 2008

Who is responsible: To be determined

Goal 10: Strengthen Logistics of Running NAIA

At present, NAIA programs and activities are conducted with a part-time paid ED, staff, board members and volunteers. The ability of NAIA to move forward with the specific goals outlined in the Strategic Plan necessitates either an increased level of volunteer participation, or an increase in paid staff.

Key Results: Viability of venues, improved show mechanics and environment, increased benefits, improved business skills and strong collective voice.

Implementation Steps:

1. Increase Volunteer Participation
 - Determine immediate and specific needs
 - Establish volunteer committee
2. Increase Staff
 - As needed and contingent upon funding
3. Develop Physical Office
4. Adopt new technologies to assist administrative logistics

Funding Required: Minimal for 2006; TBD for 2007 & 2008

Implementation Timeline: Planning work will begin during first half of 2006

Who is responsible: ED and others to be determined

NAIA Strategic Plan, 2006 PLANNING LOG

Strategies to Reach Goals	Results					Implementation Steps	Implementation Timeline						Who's Responsible			
	1	2	3	4	5		2006		2007		2008		Board	ED	Staff	Committee/Volunteer
							Jan	July	Jan	July	Jan	July				
1. Clarify & Implement Advocacies																
	X	X	X		X	Select Key Advocacies										
						Written statement for each advocacy							X	X		X
						Review & re-evaluate										
	X	X	X		X	Write Position Papers										
						Papers written							X	X		X
						Review & re-evaluate							X	X		X
	X	X	X		X	Develop Strategy for Adoption (shows)										
						Communicate advocacies to shows							X	X		X
						Continue to follow through with strategy; evaluate success of system							X	X		X
	X	X	X		X	Develop System to Measure Success										
						Develop & implement system							X	X		X
	X	X	X		X	Communicate value of advocacies to members										
						Communicate advocacy plan to members							X	X		
						Gather data & quantify values of advocacies							X	X		X
2. Increase NAIA Membership by 20% Net Annually & Retain Current Membership																
					X	Targeted distribution of membership brochure to potential new artist members										
						Identify methods & opportunities to distribute membership brochure; establish schedule & implement plan										
						Continue plan to distribute membership brochure										
					X	Targeted distribution of membership brochure/letter to potential new contributor members										
						Identify methods & opportunities to distribute membership brochure/letter; establish schedule & implement plan										
						Continue plan to distribute membership brochure										
					X	Identify Volunteer members to deliver message & materials to potential new artist & contributor members										
						Find volunteers to assist membership committee in acquiring new artist & contributor members										
						Continue to grow committee & system										
					X	Target "Members Only" programs & methods to encourage membership renewals										

NAIA Strategic Plan, 2006 PLANNING LOG

Strategies to Reach Goals	Results					Implementation Steps	Implementation Timeline						Who's Responsible						
	1	2	3	4	5		2006		2007		2008		Board	ED	Staff	Committee/Volunteer			
							Jan	July	Jan	July	Jan	July							
						Identify programs, benefits, strategy to retain members											Membership Committee		
						Continue system											Membership Committee		
			X			Welcome new members													
			X			Develop & implement program to welcome new members											Membership Committee		
			X			Continue program to welcome new members											Membership Committee		
3. Acquire Additional Funds						X Create earned income sources													
						Fundraising Think Tank											X		
						Increase advertising revenue											X		
						Publish Artist Survival Guide											Cynthia, Bonnie & Sara		
						Create and Publish Calendar											X		
						Explore & develop different auction avenues											X		
						Create Artist Cookbook											X		
4. Create & Implement Outreach Campaign On NAIA to Potential Members																			
			X	X	X	X	Develop Independent Artist Newspaper												
							Expand staff, plan production, distribution										X	Communications Director	
							Double Circulation (10,000)										X	Communications Director	
							Increase staff salary										X	Communications Director	
							2 editions annually										X	Communications Director	
			X	X	X	X	Redevelop Website												
							Create Design Team										X	Webmaster	
							Analyze cost & content; develop budget										X	Webmaster	
							Acquire funds										X	Webmaster	
							Implement new website design										X	Webmaster	
							Advertise finished product										X	Webmaster	
5. Facilitate Directors Networking																			
			X	X		X	Director Conference												
							Hold conference; schedule 2007 event										X	X	
			X	X		X	Develop Show Director Advisory Board												
							ED & Directors develop committee										X	X	
							Established and continue to develop										X	X	
6. Establish Regular & Frequent Substantive Internal Communications																			
						X	Communicate to members Board actions and ED work												
							Report board meeting synopsis										Chair & Vice C.	X	Board Input & Survey
							Quarterly reports on NAIA activity										Chair & Vice C.	X	Board Input & Survey
							Phase newsletter into short ecommuniques and reports										Chair & Vice C.	X	Board Input & Survey

NAIA Strategic Plan, 2006 PLANNING LOG

Strategies to Reach Goals	Results					Implementation Steps	Implementation Timeline						Who's Responsible			
	1	2	3	4	5		2006		2007		2008		Board	ED	Staff	Committee/Volunteer
							Jan	July	Jan	July	Jan	July				
						Schedule open board meetings for the general membership							Chair & Vice C.	X		Board Input & Survey
	X	X	X	X	X	Receive feedback from members										
						Improve system for receiving and addressing member feedback							Chair & Vice C.	X		Board Input & Survey
7. Expand Benefits for Members																
			X	X	X	Utilize the website for the monetary benefit of members										
						Explore & plan for every members to have a webpage on NAIA site included in the price of membership									Webmaster	M Kopald
						Marketing online art show on website										
						Explore and plan project									Webmaster	M Kopald
			X		X	Develop money saving benefits & perks for members										
						Continue existing program								X		Member Benefits Chair
	X	X		X	X	Implement Member Hotline										
						Formalize and implement program							Board member	X		X
						Evaluate success										
8. Public Outreach to Communicate the Value of Art Shows																
	X	X	X	X	X	Develop a collaborative marketing effort between NAIA and art shows to increase patrons at shows										
						Develop think tank of Directors and artists to develop project									board members	
						Research Rack Card Campaign										
						Engage marketing professional to help implement project										
9. Expand Artist's Professional Development																
	X	X		X	X	Develop NAIA Code of Standards										
						Committee to develop NAIA Code of Standards										
	X	X	X	X	X	Offer professional developmental events & publications										
						Revamp AC. Use technology (interactive video streaming) to make event more accessible to those unable to attend in person										
						Create web-based directory of business & educational publications, websites & art resources										
						Conduct educational presentations										
						DVD Digital Application Process										
10. Strengthen Logistics of Running NAIA.																
	X	X	X	X	X	Increase volunteer participation										

NAIA Strategic Plan, 2006 PLANNING LOG

Strategies to Reach Goals	Results					Implementation Steps	Implementation Timeline						Who's Responsible			
	1	2	3	4	5		2006		2007		2008		Board	ED	Staff	Committee/Volunteer
							Jan	July	Jan	July	Jan	July				
						Determine immediate and specific needs							X	X		
						Grow volunteer committee										
						Increase Staff										
						<i>(as needed -if possible)</i>										
						Develop physical office										
						Adopt new technologies to assist administrative logistics										