



Strategic Plan: 2015/16 – 2017/18  
Updated August 5, 2017 for FY 2017/18

**MISSION:** To continue and create Tennessee’s fine craft tradition.

**CORE VALUES:**

**Community** - Tennessee Craft connects makers to a community of appreciative patrons, potential buyers and supportive partners, rallying everyone to a common purpose: to celebrate the tradition of fine craft in our state.

**High Quality** - When constantly surrounded by the best examples of Tennessee Craft, our organization strives to exemplify, embody and employ excellence in every aspect of our work. Through juried events and exhibitions, we aim to set a high bar, recognizing merit and encouraging makers and members of all skill levels to grow in their discipline.

**Connecting** - Tennessee Craft is the premiere statewide resource for artists, businesses and the public to connect, form lasting relationships, and identify opportunities to best deliver Tennessee Craft from a maker’s hands to a patron’s home.

**Supportive** - Tennessee Craft leverages organizational resources and donations to invest in artists – elevating craftsmanship, developing professionalism, and increasing the visibility of handmade craft across the state.

**Inviting** - Tennessee Craft welcomes artists and audiences of all levels through accessible events, educational opportunities and resources available in-person and online.

**Tradition** - Built on tradition, Tennessee Craft honors the people and practices that have formed today’s craft marketplace. It is our mission to continue and create Tennessee’s fine craft tradition.

**THREE YEAR STRATEGIC GOALS**

- I. **STRENGTHEN AND DIVERSIFY THE NETWORK:** Increase the number and diversity of artists and other stakeholders actively engaged with Tennessee Craft.
- II. **MARKET FINE CRAFT:** Continue to brand and increase visibility of Tennessee Craft as the statewide resource in connecting makers with the public, and advocating for fine craft.
- III. **DIVERSIFY REVENUE:** Increase and diversify our sources of revenue to grow and sustain our impact.
- IV. **BUILD ORGANIZATIONAL CAPACITY:** Increase capacity to support our growing role in connecting artists and the public with opportunities to continue the fine craft movement.

## Goals and Strategies

- I. **STRENGTHEN AND DIVERSIFY THE NETWORK:** Increase the number and diversity of artists and other stakeholders actively engaged with Tennessee Craft.

### Strategies

- *Reach out to new artists to engage them early in their career*
- *Conduct outreach to engage and welcome artists and others from diverse communities*
- *Highlight professional development opportunities throughout the state*
- *Expand use of social media to connect, communicate and promote members and events*
- *Conduct annual survey to learn about member needs and interests*
- *Encourage and support chapters in presenting networking events with partners*
- *Continue to engage chapters for feedback and ideas about how to strengthen the statewide network*
- *Maintain an updated member directory online*

- II. **MARKET FINE CRAFT:** Continue to brand and increase visibility of Tennessee Craft as the statewide resource in connecting makers with the public, and advocating for fine craft.

### Strategies

- *Continue to engage the Marketing Committee to provide guidance for marketing and branding efforts*
- *Leverage the Fairs to market art, and artists and enhance education and appreciation of craft*
- *Expand TN Craft Week to achieve increased visibility through state/local partnerships*
- *Increase opportunities for interactive experience for the public at large*
- *Promote and increase number of visits to artist links on our website*

- III. **DIVERSIFY REVENUE:** Increase and diversify our sources of revenue to grow and sustain our impact.

### Strategies

- *Nurture and retain current donors*
- *Expand the number of individual donors*
- *Achieve and maintain 100% board giving*
- *Increase support from State agencies for TN Craft in areas of the arts, tourism and economic development*
- *Broaden our corporate sponsorships and develop sustaining partners*

- IV. **BUILD ORGANIZATIONAL CAPACITY:** Increase capacity to support our growing role in connecting artists and the public with opportunities to continue the fine craft movement.

### Strategies

- *Broaden community representation and diversify board membership*
- *Monitor staffing roles to align resources with strategic goals*
- *Develop new roles volunteers can take on and recruit people to fill them*
- *Continue to use our partnership guidelines to seek and form mutually beneficial partnerships*
- *Maximize use of Salesforce for greatest benefit*
- *Pursue opportunities to meet short and long-term facility needs*

## Fiscal Year 2017-18 Objectives

### **STRENGTHEN AND DIVERSIFY THE NETWORK:**

1. Spotlight Emerging Makers Tent as a way to attract new and emerging artists
2. Continue to reach out and build relationships with representatives of culturally diverse communities.
3. The Diversity Committee will develop a promotion sheet featuring images of diverse artists and communities to use in outreach activities.
4. Conduct the annual membership survey.
5. Provide an incentive for at least one chapter to host a networking event with a public partner as a model for other chapters.

### **MARKET FINE CRAFT:**

1. Refresh the brand message to position Tennessee Craft as the premier statewide resource and advocate for craft in Tennessee.
2. Create organization-wide marketing plan that will increase visibility to each stakeholder audience.
3. Evaluate and continue to increase artist satisfaction with craft fair experience.
4. Increase use of social media at state and chapter level to link TN Craft brand to chapter activities.
5. Attract broader media attention, broaden digital reach and increase number of new artists participating in Tennessee Craft Week.
6. Build relationships with those who care about craft statewide (CVBs, university art departments, etc.) and can help promote Tennessee Craft and our mission.
7. Encourage paid public demonstrations and interactive gatherings at events with crafts to increase public understanding and appreciation.
8. Use website analytics and media hits as tool for securing sponsorships.

### **DIVERSIFY REVENUE:**

9. Work with Executive Committee to cultivate and engage 5 – 10 donors for increased giving.
10. Continue to develop and expand partnerships with state agencies to broaden their financial support.
11. Increase number and amount of sponsorships through identification of their ROI.
12. Develop a case for investing in capital and new programming opportunities tied to a longer-term vision for Tennessee Craft.
13. Evaluate our readiness and identify strategies for a Major Gifts campaign and/or a Planned Giving Program.

### **BUILD ORGANIZATIONAL CAPACITY:**

14. Enhance board role in fundraising through recruitment and education.
15. Define short-term and long-term facility needs; and identify multiple options to secure space through partnerships, ownership, leasing, etc.
16. Develop and document an annual calendar of activities.
17. Continue to evaluate staffing roles and tasks, and implement changes as needed.