

**2022
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Strategic Plan FY 2023-2025

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 and contemporary fine craft in the State of Tennessee.
- **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. In addition, we maintain organizational high quality, best practices and controls.
- **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 and of all backgrounds and diversity 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 today to continue, but also create, tradition.

Updated April 12, 2022

GOAL 1: Strengthen and Expand the Network and Mission Opportunities and Programming	
OBJECTIVES	Expected Key Outcomes
<p>1.1 Expand program opportunities to artists, as relevant, with a focus on the deep gaps faced by artists in various stages of their craft art careers and geographic service areas.</p> <p>Key Activities:</p> <ol style="list-style-type: none"> Perform a study of current needs vs. current state organization programming of artists who are in different stages of their craft art careers, including development of a trajectory flow diagram. To determine the value of our programming. Collaborate with a representative from the Community Engagement Committee, who will join the project team. Identify any potential overall programming gaps within the craft ecosystem. Analyze and document current programming objectives and standards; focusing on program mission, audience, and participant inclusivity and current relevance to meet mission. Based on findings of forementioned (a-c), draft model(s) to curate and offer diverse programming to accommodate artists who are in different stages in their craft art careers including identification of participation of and growth opportunities to all artists. Include in forementioned (e) - Develop a plan(s) and proforma(s), as needed to execute as viable, within annual scheduling, and budget feasible. <p><u>Completed FY22</u> Addition to Scholarship Program: New offering of a Craft Artists from Underrepresented Populations Scholarship.</p>	<p>Deadline – (a-c): February 2023.</p> <p>Begin analysis: July 2023.</p> <p>Deadline – (d-f): Implement by Summer 2024.</p>
<p>1.2 Build and balance medium inclusivity within programming.</p> <p>Key Activities:</p> <ol style="list-style-type: none"> Continue work with the Fair Committee for a heightened craft medium balance of those invited to exhibit with a research focus on expectations and interest of fair attendees/patrons. Identify throughout all other current programming opportunities, involving pertinent committees. <p><u>Completed FY22</u> Revitalized Fair Committee.</p>	<p>Completed August 2024.</p>

<p>1.3 On-going updated, comprehensive portfolio of all programming, state administered and chapters.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Update program portfolio. Determine viability for: requests and other development efforts, promotional and marketing and program evaluation. Inclusion of testimonials, storytelling. Identification of potential advocacy initiatives. b. Document portfolio procedure for regular updating and review. c. Chapters advise the State office of relevant events and participation #s in their chapter's geographic area, monthly. d. Ensure use of portfolio by chapter leadership, Governing Board, board committees and other ambassadors of Tennessee Craft as pertinent. <p><u>Completed FY22</u> Created shared program overview and results including evaluation data, funding, and compliance requirements.</p>	<p>Complete structure by February 2023.</p> <p>Complete content and full procedural execution by September 2023.</p>
<p>1.4 Assess and hone all modality instruments used by the organization.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Identify purposes and needed information for each program's modality instruments (what we need to know now), including survey execution timelines. Explore single topic questionnaire/polls. b. Assess, and implement, upon assessment, the convening of an ad hoc workgroup of staff and board members to study in-use surveys and questionnaires and recommend refinements or revisions to increase and improve the quality of user responses. c. Need separate surveys for artists and donors/collectors. Explore feasibility for reach through groups including BFA students, partnering with other offerings. d. Synthesize all survey/questionnaire result information from varied sources (state office, Community Engagement Committee, programs including membership) in an annual report to the Board. Determine which will also need other reporting at the committee(s)' meetings, and with membership and when. e. Assess and develop an actionable plan to reach non-members for feedback, to contextualize relevance and response to craft artist needs of current program offerings. f. Assess with marketing & communications staff the systems and schedules for analytical web and survey data collection, analysis, and reporting for CQI, and program evaluation and measurement analysis. 	<p>Membership Survey: Annually every June. Report results from Marketing & Communication every August.</p> <p>Annual report – due by August of each year, with financial numbers after audit closes Sept-October. Have Annual Report to Executive Committee then Board prior to August Board Meeting.</p>

<p>1.5 Expand formal and execute informal apprenticeships and mentorship programs and expand program evaluation for these programs.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Collaborate development efforts strategically for expansion of current apprenticeship program model (Master Artist Apprentice Program - MAAP) through securing joint funding support and partnership. b. Develop and execute a follow-up data component for the legacy Master Artist Apprentice Program (MAAP). c. Create plan/budget for a Master Artist Apprentice (MAAP) legacy exhibition to honor and elevate all past master mentors and apprentices featuring their art and their craft art journey. d. Work collectively with chapter leadership and members on the execution of informal mentorships that could overcome geographic barriers and have expanded inclusivity. Key, but not exclusive use of video-conferencing platforms, coach virtual and in-person mentorships. 	<p>(a-c). June 2025.</p> <p>(d) New informal mentorship program model and funding by FY24 programming plan and budget.</p>
<p>1.6 Professional Artist Development.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Conduct discovery, gathering data on chapter membership's need and interest; strategizing ways to foster the long-term utilization of video meeting software, social media and live streaming to continue and deepen the online programming that has begun at the chapter and state organization. Consider the geographic dynamic of state-wide organization. b. Assess providing toolkit of videos, YouTube channel trainings, and other platforms of filmed information made available, but not created nor directly hosted by state organization for reference and accessibility by artists and chapter members. workshops. <p><u>Completed FY22</u></p> <p>Assess artist need and interest for future virtual state organization-hosted professional development training comparable to current saturation of available offerings of other options to artists seeking outside online trainings, webinars.</p> <p>Lunch & Learn presented in February of 2022 - each Thursday.</p>	<p>June 2023.</p>

<p>1.7 Launch and evaluate the new online craft artist retail and patron/collector engagement initiative, Shop Tennessee Craft (STC).</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Artist Call, Jury, and Launch. b. Public Launch. c. Evaluate and develop customer perception, interests, and continual attraction. d. Develop procedures for securing and analyzing program analytics. e. Regularly evaluate the social enterprise program. f. Hire a Marketing Contractor/Consultant (scope to include additional focus than STC). 	<p>Site on Live Server from Staging Server - April 2022</p> <ul style="list-style-type: none"> a) Summer 2022 b) Summer 2022 (c-e) Fall 2022, ongoing (f) May-June 2022
<p>1.8 Investigate and report on the possibility of hosting an 'indoor retail event'.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Explore, through an ad-hoc workgroup, assessment of space, logistics, artist recruitment, marketing, other factors, and business model for possible launch as organizational stability occurs after the Covid threat subsides. 	<p>Initiate workgroup by June 2022.</p> <p>Written report of findings/conclusions with recommendations to the Governing Board by June 2024.</p>
<p>1.9 Expand artist accessibility at fairs.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Explore, through the Fair Committee, artist interest, logistics, representation factors and viability of an exhibiting artist group Legacy Tent. Consider adding a mentorship component within the fair. <p><u>Completed 2022</u></p> <p>Revitalization of Fair Committee.</p> <p>Explore on-going viability and art enthusiasts' and exhibiting artists' interest in virtual fairs. Focus on saturation of virtual fairs and possible de-embracing once in-person fairs, galleries and other craft retail opportunities are again widely engaged.</p>	<p>Legacy fair programming evaluated / presented, incorporating Fair Committee by Spring 2024.</p> <p>Further Fair Committee discussion of craft medium balance analysis, final recommendations September 2023.</p>
<p>1.10 Reestablish inactive chapters, seeking for full chapter representation across all regions of Tennessee.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Identify barriers in regions with current inactive chapter(s)/regions. b. Identify and consult with artists and current members of other chapters who reside in non-active chapter regions toward successful formulation and growth of chapter leadership and members in those regions. 	<p>By June 2025.</p>

<p>1.11 Build further collaboration between chapters with a focus on interconnections for career growth of state-wide members.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Perform discovery with all chapters to determine their unique needs and barrier, and offerings, with a focus on synergy and cross-connection between chapters. b. Create a Chapter member/president “focus group” to ask them what would help them be more successful. The outcome being to encourage chapter participation, chapter development. Make the chapters stronger & healthier. c. Investigate grant or other funding opportunities that would include joint state and chapter participation. Budget to include funding for chapters and state organization with chapters d. Members are funded to create content. Develop program models collectively with chapter leadership. 	<p>Discovery: Begin November 2023.</p>
<p>1.12 Continue to provide quality support services including promotion of chapter member artists, non-artist members and arts and other member organizations/partners.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue to maintain and update a comprehensive member database and report analytics to chapter leadership. b. Continue to maintain a Member Artist Gallery at the state level and promote. c. Identify and assess new ways to strengthen chapters toward successful growth of chapter leadership and members in those regions. d. Strengthen connections between chapters and state organizations. Attend and present at chapter meetings. e. Reestablish a Membership Committee. f. Analyze membership renewals period, and “Membership Year”, considering organizational reporting, measurement analysis, member renewal benefits (partial year?), renewal ease for members. Review and evaluate current non-profit membership level benefits and structure. 	<p>Increase paid memberships each membership year (MY: Nov-Oct) by 5%.</p> <p>Membership renewals in MY at 50% or more.</p> <p>Deadline: June 2025.</p> <ul style="list-style-type: none"> a) On-going b) On-going (c & e) November 2023 (d) ED to attend at least one meeting of each chapter every two years. (f) Recommendations reported by February 2024.
<p>1.13 Continue to seek and form mutually beneficial craft arts programming partnerships statewide.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue to maintain and update an online accessible Buy Local reference and promote. b. Cultivate and engage new partnerships across the state’s regions. Collaborate with chapter leadership. 	<p>ED or staff attend a minimum of 4 events twice a year that build or maintain an affiliation with relevant professional associations and local events beneficial to successful operations of the organization.</p> <ul style="list-style-type: none"> a) Monthly. Promote (marketing). <p>Complete evaluation of non-profit membership program and analysis of options January 2024.</p>

GOAL 2: Ensure Equity, Diversity and Inclusion in Who We Are and What We Do	
OBJECTIVES	Expected Key Outcomes
<p>2.1 Define diversity, equity and inclusion in context of the mission of Tennessee Craft.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Obtain demographic information on the diverse and underserved populations of Tennessee including but not limited to Black, Latino, Indigenous and Native American persons, Asian Americans, Pacific Islanders and other persons of color; immigrants and resettled refugees; religious minorities; LGBTQ+ persons; people with disabilities; persons who live in rural areas; and persons otherwise affected by persistent poverty or inequality. b. Develop methodology to collect organizational demographic data. c. Obtain organizational demographic information on the diverse and underserved populations served by Tennessee Craft including but not limited to Black, Latino, Indigenous and Native American persons, Asian Americans, Pacific Islanders and other persons of color; immigrants and resettled refugees; religious minorities; LGBTQ+ persons; people with disabilities; persons who live in rural areas; and persons otherwise affected by persistent poverty or inequality. d. Conduct self-assessment to determine priority gaps in access, inclusion and equity to prioritize outreach and target populations. e. Develop a Community Engagement Plan to include creation of a DEI statement and community engagement committee. <p>Completed FY21-22</p> <p>Methodology to collect data completed in August 2021.</p> <p>Target populations identified in November 2021.</p> <p>Community Engagement Plan completed February 2022, including DEI statement and reengaged Community Engagement Committee and Teams to address specific objectives of Goal 2 (History, Marketing, Programming, Outreach). Committee and Teams meet monthly and implement objectives of the plan.</p>	<p>Methodology to collect data completed in August 2021. Expanded implementation in FY23.</p> <p>Reassess target populations annually and identify in November for the upcoming year.</p>

<p>2.2 Ensure greater diversity, equity, and inclusion at Tennessee Craft as an organization in terms of staff, board, chapter leadership and volunteers.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue measurement of staff, board, chapter leadership, and volunteer demographics against state demographics. b. Conduct self-assessment to determine priority gaps in access, inclusion and equity to prioritize outreach and target populations. c. Continue providing diverse, equitable and inclusive opportunities for constituents in all areas of leadership and policy-making, increasing accessibility, engagement, and equity. d. Recruit staff, board, chapter leadership, and volunteers from underrepresented target populations to better reflect state and regional demographics. e. Annual assessment and report with recommendations for action steps to address gaps. f. Maintain Title VI program compliance. 	<p>Increase proportion of individuals from targeted populations in all areas of leadership and policy-making within organization.</p> <p>Demographics of leadership and chapter-level leadership assessed with data from membership form by November 2022 and findings reported.</p> <p>Demographics of volunteers assessed with data from volunteer forms by November 2022 and findings reported.</p> <p>Rural/urban membership assessed at chapter level by November 2022.</p> <p>Zero substantiated formal discrimination complaints.</p>
<p>2.3 Ensure greater diversity, equity, and inclusion at Tennessee Craft as an organization in terms of general membership.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Measure and report membership demographics annually by comparison to regional demographics. b. Conduct self-assessment to determine priority gaps in access, inclusion and equity to prioritize outreach and target populations. c. Provide diverse, equitable and inclusive membership benefits. d. Recruit members from underrepresented target populations to better reflect regional demographics. e. Diversify locations, participants and content of member-based opportunities and events to reach target populations. 	<p>Demographics of membership assessed with data from membership form by November 2022 and findings reported.</p> <p>5% increase each year in membership diversity based on 2019 baseline data (excluding 2020), reported annually in November.</p> <p>Membership survey annually reviewed/updated in June, survey data reviewed in August, and program updates made by November 1.</p> <p>Increased proportion of individuals from targeted populations who join the organization.</p> <p>Increased proportion of individuals from targeted populations who receive member-exclusive benefits.</p>

<p>2.4 Reach and attract audiences, artists, and art enthusiasts from all communities through branding that is welcoming, relevant, engaging, and accessible.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Conduct assessment of branding by target populations. b. Audit brand map to ensure branding is welcoming, relevant, engaging, and accessible. c. Audit representative imagery and review annually. d. Evaluate internal and external language across all platforms to better acknowledge and represent all communities. e. Assess organization's artistic standards and craft categories with target populations to see if they reflect bias. f. Routinely communicate with targeted populations in welcoming, relevant, engaging, and accessible ways. g. Create plan(s) with benchmarks and standards to regularly audit branding, imagery, and language. <p><u>Completed FY22</u></p> <p>Brand map audit developed and reviewed in October 2021, with recommendations in process.</p>	<p>Brand map audit completed in October 2021; implementation of recommendations approved by leadership by August 2022.</p> <p>Audit imagery and language and provide information to marketing by August 2022.</p> <p>Recommendations from imagery and language audit are implemented, once approved, by August 2022.</p> <p>Annual audit of brand map, imagery, language, and artistic standards in June.</p> <p>Artistic standards and craft categories recommended, endorsed by targeted populations and Community Engagement Committee are adopted and approved, as warranted, through collaboration with others annually by November.</p> <p>Increased engagement with communications among targeted populations.</p> <p>Plan(s) that audit branding, imagery and language developed by June 2023.</p> <p>CE Marketing Team reports activities at Community Engagement Committee meetings.</p>
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<p>2.5 Regularly evaluate and adjust current programming to ensure equitable programming.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Assess the needs of target populations and adapt programs to meet needs (survey, market research, informal conversations). b. Evaluate and improve the accessibility of current programs. c. Continue and/or increase virtual programming. d. Compile database of professionals in the craft field from targeted populations. e. Identify and recruit jurors who reflect targeted populations. f. Adapt content distribution strategy to reach targeted audiences. g. Encourage and promote the use of businesses owned by individuals from targeted populations during vendor selection. 	<p>Program assessment tool created by August 2022. Assessment of programs by June 2023.</p> <p>One accessible virtual programming event each year at state level.</p> <p>Database of craft professionals from targeted populations by June 2023.</p> <p>Database of jurors from targeted populations by June 2023, to implement in July 2023.</p> <p>Introduction to craft professional and juror databases at Chapter Leadership retreat January 2023 and 2024.</p> <p>RFP and referral database created in FY22 utilized to recruit minority owned businesses.</p> <p>Targeted communication to collect referrals in databases.</p> <p>CE Programming Team reports activities at Community Engagement Committee meetings.</p>
<p>2.6 Cultivate relationships with organizations serving underrepresented communities to learn about their needs and collaborate on initiatives.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Collaborate with educational institutions working with students from underrepresented communities to introduce and encourage exploration of the craft field. b. Participate as an exhibitor, sponsor, or partner in diverse community events. c. Conduct engagement activities in underrepresented communities. d. Cultivate relationships with non-art organizations that serve targeted populations. e. Develop formal partnerships from cultivated relationships to provide mutual benefits. f. Train leaders and volunteers to engage underrepresented community groups. 	<p>Implement Intro to Craft Careers program at one new university each year, for a total of three by FY25. (Demonstrators/Artists funded FY23 and FY24).</p> <p>Increased participation in diverse community events by state and chapters – annually one by chapters, at least four by state. Four events per FY - (Funded FY23 and FY24).</p> <p>Offer craft-based educational engagement activity in underrepresented communities at least twice per year by state.</p> <p>Recruit new organizations serving our target populations to participate in Kids' Tent.</p> <p>Participate monthly in community activities hosted</p>

	<p>by non-art organizations serving target populations.</p> <p>One new partnership each year.</p> <p>Identify and engage a DEI specialist to facilitate, design and/or offer resources for leadership and volunteer training by November 2022.</p> <p>Training provided at board orientation, chapter leadership retreat beginning January 2023.</p> <p>DEI statement added to volunteer training materials by August 2022. DEI training document added to volunteer resources by February 2023.</p> <p>Increased participation of organizations serving targeted populations.</p> <p>Increased participation of targeted populations in programs.</p> <p>CE Outreach Team reports activities at Community Engagement Committee meetings.</p>
<p>2.7 Tell the complete history of craft in Tennessee - be diverse, equitable, and inclusive.</p> <p>Key Activities:</p> <ol style="list-style-type: none"> Research the continuance and transfer of craft traditions among African Americans over the course of Tennessee's history to inform future public programming. Research the continuance and transfer of craft traditions among Native Americans over the course of Tennessee's history to inform future public programming. Develop a plan to share historical findings publicly. Provide historical context and evolution of Tennessee Craft organization. Implement Heritage grant award to present public exhibition. Identify areas for further research and share diverse histories as we learn them. Ensure participation from underrepresented populations in direction of historical research projects; use lessons to develop models for future projects. 	<p><u>Activity (a):</u> Researcher/Historian contracted by September 2022 through a selection panel (both funded). Curatorial work and research conducted in FY23-FY24 (contracted Researcher/Historian funded FY23-FY24). Total project with public presentation plan to be accomplished by end of FY24. Additional funding/support to be secured for public presentation in FY24.</p> <p><u>Activity (b):</u> Culture bearers identified by the end of FY23, grant application in FY23, research conducted during FY24-FY25, total project to be accomplished by end of FY25.</p> <p>Plan to share historical findings publicly developed by the end of FY24.</p> <p><u>Activity (d):</u> Update online organizational history</p>

	<p>accomplished by the end of FY23.</p> <p>Heritage action plan created by November 2022. Heritage opportunity extended by the end of FY23. Heritage grant exhibition scheduled by end of FY24.</p> <p>Increased communications telling diverse (hi)stories of craft in Tennessee.</p> <p>Document participation by underrepresented populations in Activity (a). Develop a model for future historical projects by the end of FY24.</p> <p>CE History Team reports activities at Community Engagement Committee meetings.</p>
<p>2.8 Create opportunities for emerging artists from marginalized communities to explore and develop thriving craft careers.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Learn about our barriers to participation (survey, market research, informal conversation). b. Create or modify programs to remove barriers to developing thriving craft careers. c. Offer paid opportunities to artists that reflect diversity goals (contractors, demonstrators, speakers, jurors, etc.). d. Create opportunities to provide financial assistance to access our programs. e. Use scholarships to address economic inequities in access to training. f. Develop scholarships specifically targeting underrepresented groups. g. Encourage chapters to collaborate to provide opportunities to engage and serve artists from marginalized communities throughout the state. <p><u>Completed FY22</u></p> <p>New Underrepresented Population Scholarship created and implemented in February 2022.</p>	<p>Conduct focus group(s) to document barriers to participation by June 2023.</p> <p>Annual accessibility assessment with recommendations for changes to address any existing barriers.</p> <p>Increased representation of artists from targeted populations receiving paid opportunities.</p> <p>Continued discounts or subsidies for workshop and membership fees to increase participation by marginalized communities. Consider free workshops to align with funding. Collaborate with the Fair Committee to explore financial assistance for fair exhibitors from marginalized communities.</p> <p>Financial need outlined and considered on scholarship applications by November 2022.</p> <p>Continue to invest in and offer Underrepresented Population Scholarships.</p>

2.9 Contract an Outreach Coordinator. <u>Key Activities:</u> <ul style="list-style-type: none">a. Develop program and implement Arts In the Schools, elementary school level, rural.b. Assist and participate in varying outreach initiatives/events state-wide.	Funded in FY23 & FY24.
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GOAL 3: Market Tennessee Craft and Craft Artists	
OBJECTIVES	Expected Key Outcomes
3.1 Maintain and update Communications & Marketing Plan to strengthen the public image of Tennessee Craft. Completed FY22 Updated plan April 2022	Ongoing.
3.2 Reevaluation of messaging and prioritization of messaging platforms. Key Activities: <ul style="list-style-type: none"> a. Continue to engage committees, the arts community and other stakeholders to provide guidance for marketing and branding efforts. b. Evaluate current marketing language to reflect organizational purpose, research, initiatives, programming, and information from (Objective 2.4). c. Refresh marketing language. d. Update marketing collateral, online presence, portfolio (Objective 1.3). Completed FY22 Review began FY22.	Ongoing.
3.3 Reevaluation, refreshment of branding. Key Activities: <ul style="list-style-type: none"> a. Evaluate and refresh positioning statement, visioning statement, core values/brand pillars in line with mission and vision. b. Update visual assets of brand. c. Audit imagery to provide inclusive representation of constituents. d. Create templates and toolkits for organization-wide marketing. e. Include in scope of work for marketing consultant/contractor. 	Deadline – End of FY24. Ongoing.
3.4 Continue promotion of craft artists. Key Activities: <ul style="list-style-type: none"> a. Provide membership value by promoting members. b. Promote artists in relation to programs and initiatives. 	Ongoing. Weekly task. Assessment annually in member surveys and following fairs.
3.5 Increase public perception and understanding of craft art. Key Activities: <ul style="list-style-type: none"> a. Educate public on the value of craft art through regular communications. b. Advocacy with local, regional and state leaders. c. Offer presentations to the public on craft. d. Utilize relationships with partners to augment public perception of craft by mutually 	Advocacy: minimum of four contacts per month. Attend a minimum of two events per month to maintain and build relationships. Two presentations annually.

<p>sharing information and opportunities.</p> <p>Completed FY22 One presentation in FY22. And BoTC21 (2021-2022) offered expansive craft art education to the public and museum venue staff, management, commissioners and beneficiaries.</p>	
<p>3.6 Improve programming and communications through use of analytics.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Examine Google and social media analytics and insights to determine impact of campaigns and inform marketing decisions. b. Implement adjustments based upon audience data obtained through various program evaluation modalities. <p>Completed FY21-22 The CE committee worked on readjusting language on surveys/applications to gather more population information.</p>	<p>Annual: Reprioritize communications platforms based upon audience data.</p>
<p>3.7 Promote Shop Tennessee Craft.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Conduct market analysis and research specific to e-commerce marketplace. b. Identify, implement, hone tools for effective retail promotion per budget. c. Design and implement specific Shop launch plan and campaign. d. Establish metrics to determine effectiveness of retail marketing. 	<p>Public Launch anticipated for mid-2022.</p> <p>In the seventh month post-launch, evaluate ROI on retail marketing tools.</p>
<p>3.8 Redesign Tennessee Craft website.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Evaluate current site design and functionality and comparable organizational websites. b. Assess unmet needs of various constituents to guide design of new website. c. Consolidate research and discovery into RFP. 	<p>Deadline – Launch by end of FY25, include SEO and management, and change in hosting.</p>
<p>3.9 Secure a Marketing Consultant/Contractor.</p>	<p>By August 2022.</p>

GOAL 4: Ensure Financial Stability	
OBJECTIVES	Expected Key Outcomes
4.1 Continual Update of Development Plan with an Action Plan and Schedule. Completed FY21-22 Development Plan created and utilized.	Ongoing. Develop organizational and program case statements by June 2023.
4.2 Nurture and retain current donors. <u>Key Activities:</u> <ol style="list-style-type: none"> Offer education in craft art to cultivate current donors. Plan and execute a special fundraising event. Create and distribute Annual Report to recognize donors and share outcomes. Customize donor experience by offering a variety of options. Continue honing giving level cohorts and formalize language and engagement levels. Engage chapters, providing materials and development education, support them in their reach, nurturing and retaining donors and artists in their regions, as they have greater accessibility and relationships in their communities. Work with Board Chapter Reps. Completed FY22 Giving level cohorts, formalized language and engagement levels developed and in use. Special fundraising event was postponed mid-planning due to COVID. Scheduled for summer 2022. Development and advancement materials, including a professional Annual Report was developed. Implemented a new system to encourage and track Board thank-you acknowledgements to donors.	Hold at least one fundraising event per FY that generates 1% or more of annual revenue. Maintain consistent donor retention rate as number of donors rises. Increase in total giving 5% annually, FY. Increase donor revenue each FY from major donors (giving \$1k+) by 1%.
4.3 Expand the number of individual donors. <u>Key Activities:</u> <ol style="list-style-type: none"> Offer education in craft art to cultivate current donors. Increase Board member referrals for Annual Giving Campaign, and other financial giving. 	Increase individual donation revenue each FY from major donors by 2 individuals a year. Increase new donors by 8 each CY who have potential of major giving \$1K or more. Increase the number of new non-member donors by 2. Average 5 individual donor referrals in CY given by board members.

<p>4.4 Plan, stage special fundraising events.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Budget, plan and execute a net positive special fundraising event. 	<p>Hold at least one fundraising event per FY that generates 1% or more of annual revenue.</p>
<p>4.5 Continue achieving 100% board giving.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Retain board commitment form annually with financial and in-kind pledges. b. Continue to track and measure board volunteer commitments. c. Identify opportunities and further equip board members to serve as ambassadors. <p>Completed FY22 Created and implemented updated Board Commitment Form. Process implemented to track and measure board volunteer commitments.</p>	<p>100% of board members donate to operating funds each CY.</p> <p>100% of board members serve on committee and volunteer for organization.</p> <p>100% of board members serve as ambassadors to the public each CY.</p>
<p>4.6 Consolidate grants management procedures into integrated Grants Management Tools and Records.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continual analysis of grant requirements in line with program evaluation analytics and operating vs. strategic program/project requirements. b. Continual tracking and assurance of compliance with grant expectations and alignment and execution of activities with contracts. c. Maintain updated grants management records. <p>Completed FY22 Created Grant Plans: Rolling 2-year Grants Schedule. Grants Choreography Schedule.</p>	<p>Grants Schedule distributed to Finance Committee monthly, and to Board quarterly.</p> <p>Measurement by the board - Continual awards from major grantors, typically for operating funding, and typically government funding.</p>
<p>4.7 Increase diversification of grant funders and funded awards.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continual ED assessment and implementation of grant proposals based on efficiency, measuring competitiveness of each proposal, and potential award vs. labor cost. 	<p>Increase foundation or other grant source support each FY by 1% \$.</p> <p>Increase foundation support each CY of 1-2 new foundations, or other grant sources.</p>
<p>4.8 Broaden our corporate sponsorships, developing sustaining partners.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Analyze and enhance benefits in sponsorship packages with sponsor feedback. b. Create sponsorship opportunities through special events and higher visibility programs. c. Create and distribute Annual Report to recognize donors, share outcomes. 	<p>Increase corporate sponsorship revenue each FY by 1%.</p> <p>Increase the number of new corporate sponsors each CY through cultivation of 2-4 new sponsors.</p> <p>Create a timeline for Annual Report, shared annually with the Board. Board to review non-financial content by August each year.</p>

<p>4.9 Prepare and approve the annual fiscal budget.</p>	<p>Commence budget preparation annually in April and board approval each June.</p>
<p>4.10 Improve accountancy effectiveness and efficiency.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue internal review of financial processes and controls semi-annually. b. Continue to conduct an annual independent financial audit. c. Conduct evaluation of accountancy services and engage in an RFP process. d. Implement new accountancy services and processes. <p><u>Completed FY22</u> Restructured financial reporting; reports package and refined class structures; increased relevancy and evaluation. Implemented monthly GL review process. Updated deferred revenue process.</p>	<p>Audit Management report with no reversible findings, annually.</p> <p>Internal financial review, semi-monthly.</p> <p>Decrease accountancy professional fees by 20%. Implementation FYE24..</p> <p>Implement organizational access to real-time financial systems by FYE24.</p>
<p>4.11 Increase working capital, with annual review of feasibility for deposits into reserves.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Finance Committee annual review and decision. Annual investments presentation to the board by the Board Treasurer. b. Finance Committee investments review at committee meeting. <p><u>Completed FY22</u> Investment Fund Analysis, resulting in an update to fund mix with opportunity for growth. Investments Review by Finance Committee.</p>	<p>(a) Annually and approval at August board meeting.</p> <p>(b) Finance Committee quarterly review upon receipt of investment statements.</p>

GOAL 5: Build Organizational Capacity	
OBJECTIVES	Expected Key Outcomes
<p>5.1 Continue broadening Board community representation including but not exclusive to connections, professional experience, geography, skills, resources. financial support and referral capability.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Recruitment led through the Nominating Committee. b. Identify and recruit candidates throughout the year. c. Engage current board members. d. In April, conduct an assessment of the next calendar board. e. Reach out to organizations, companies and firms who offer funding and other support to organizations where they have representation on board. f. Revisit and update Board Leadership Manual. <p>Completed FY22 Further honed Board Orientation that was developed in FY21. Engaged in Board Orientation for new members in FY21 and FY22. Implemented honed thank you process by board members to donors. Further honed Board Commitment form and process. Created Board Directory.</p>	<p>As board seats open, increase representation among board members.</p> <p>Nominating Committee to meet in April each year, to plan and begin the process. Nominations to Executive Committee and then to Board at November board meeting.</p> <p>Throughout the year, identify and begin discussion with potential board members' as to their interest. Communicate to the Nominating Committee Chair through documentation.</p> <p>Updated Board Leadership Manual by end of each November.</p>
<p>5.2 Strengthen volunteer and internship recruitment, cultivation, retention and management plan and execution.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Develop new or expanded roles for interns and volunteers. b. Increase community partnerships with volunteer cohorts and outreach programs. c. Enhance volunteer recognition. d. Participate in volunteer/intern community fairs. <p>Completed FY22 Expanded relationship and active participation with HCA community involvement groups. Belmont volunteer/intern fair participation. Further electronic integration of volunteer data, and electronic capture of volunteer forms. Expanded relationship and presence through Hands On Nashville.</p>	<p>One intern is engaged by the end of FY23.</p> <p>Increase volunteer hours 10% by end of FY23, end of FY24, end of FY25.</p>
<p>5.3 Evaluate current facilities.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> a. Assess cost-effective and feasible office facility options in the community and conduct a needs analysis of organization. 	<p>Documented options by end of FY23.</p>

<p>5.4 Conduct annual organizational, board and staff Policies.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Develop a Disaster Preparedness and Business Continuity Plan, integrating existing emergency management, disaster, and recovery plans into a comprehensive organizational plan. b. Update board and organizational policies to include, but not inclusive, staff and board Conflict of Interest, Records Retention, potential board member meeting attendance policy. c. Evaluate policies, in concert with the communications plan, as pertinent. 	<p>Policies Review and Update Process - Begin July 1, 2020 to complete by August 2022. Board approval November 2022.</p>
<p>5.5 Enhance human resources benefits package as fiscally feasible.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Research, and implement if feasible and approved, offerings of employer-paid benefits to employees which may include 403B, medical, vision, dental, HSA. b. Audit employee retention, satisfaction, recruitment annually. c. Provide budget and time allotment for staff professional development. <p><u>Complete in FY22</u></p> <p>Research the need for health insurance among current staff. No need currently. Researched health benefit plans with two broker agencies, >=2 employees must be on the plan. Quotes extended when 2 employees are identified. Nominal cost amount available to staff for professional development in FY22 budget.</p>	<p>Reassess staff need and interest for March 2023, to be included in the budget, if viable.</p> <p>FY23 budget: Include costs for staff professional development, if fiscally possible.</p> <p>FY24 budget: Include costs for staff professional development, if fiscally possible.</p> <p>FY25 budget: Include costs for staff professional development, if fiscally possible.</p>
<p>5.6 Recruit and Onboard Staff - Human Resources</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Recruit and fill vacant positions. Assess organizational staff capacity and accountabilities with the Board, and enhance position structures per budget and workforce requirements. 	<p>By July 2022.</p>