



## Strategic Plan FY 2025-2027

	CORE VALUES
<p data-bbox="250 527 639 594"><b>2024 EXECUTIVE COMMITTEE</b></p> <p data-bbox="203 632 436 688"><b>PRESIDENT</b> <i>JOEL LOGIUDICE</i></p> <p data-bbox="203 726 506 814"><b>CO-VICE-PRESIDENTS</b> <i>AUDRY DEAL-MCEVER</i> <i>KELLY HIDER</i></p> <p data-bbox="203 852 490 909"><b>SECRETARY</b> <i>PAIGE WARD-MOORE</i></p> <p data-bbox="203 947 500 1003"><b>TREASURER</b> <i>RENEAU DUBBERLEY</i></p> <p data-bbox="203 1041 472 1098"><b>MEMBER-AT-LARGE</b> <i>SHAUN GILES</i></p>	<p data-bbox="716 537 1373 730"><b>Community</b> - 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.</p> <p data-bbox="716 768 1365 1108"><b>High Quality</b> - 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.</p> <p data-bbox="716 1146 1373 1308"><b>Connection</b> – 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.</p>
<p data-bbox="386 1266 505 1297"><b>STAFF</b></p> <p data-bbox="203 1308 423 1365"><i>Kim M. Waag</i> <i>Executive Director</i></p> <p data-bbox="203 1402 607 1459"><i>Todd M. Herzberg</i> <i>Director of Marketing &amp; Exhibitions</i></p> <p data-bbox="203 1497 490 1554"><i>Tabby G. Loyal</i> <i>Director of Development</i></p> <p data-bbox="203 1591 613 1675"><i>Trish Tallon-Blanchard</i> <i>Director of Programs &amp; Community Engagement</i></p>	<p data-bbox="716 1346 1360 1514"><b>Support</b> – 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.</p> <p data-bbox="716 1551 1377 1713"><b>Invitation</b> – 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.</p> <p data-bbox="716 1751 1370 1885"><b>Tradition</b> – 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.</p>

<b>GOAL 1: Strengthen and Expand the Network and Mission Opportunities and Programming</b>	
OBJECTIVES	Expected Key Outcomes
<p><b>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.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Perform a study of current needs vs. current state organization programming of artists who are in different stages of their craft art careers to determine the value of our programming.</li> <li>b. Collaborate with a representative from the Community Engagement Committee, who will join the project team.</li> <li>c. Identify any potential overall programming gaps faced by artists in various stages of their career.</li> <li>d. Analyze and document current programming objectives and standards; focusing on program mission, audience, and participant inclusivity and current relevance to meet mission.</li> <li>e. 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 and growth opportunities to all artists.</li> <li>f. Include in forementioned (e) - Develop a plan(s) and proforma(s), as needed to execute as viable, within annual scheduling, and budget feasible.</li> </ul> <p><u>Completed FY24</u> Key Activities (a-d) completed informally. A Final Report and Recommendation was completed by Membership Committee about member groups, what is offered to members, and membership enrollment structure.</p>	<p>Begin implementation of Key Activities (d-f): by summer 2025.</p> <p>Key Activities (a-d): Staff and Committees have already started, but Special Projects will complete this by February 2025.</p>
<p><b>1.2 Build and balance medium inclusivity within programming.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Continue monitoring to promote balance and medium inclusivity within Tennessee Craft programming, such as juried exhibits.</li> <li>b. Identify other current programming opportunities, involving pertinent committees.</li> </ul> <p><u>Completed FY24</u> Added photography category to the Best of Tennessee Craft and Member Exhibits.</p>	<p>Deadline: ongoing.</p>

**1.3 Assess and refine instruments used by the organization to assess programs.**

**Key Activities:**

- a. Identify purposes and needed information for each program's assessment instruments, including survey execution timelines.
- b. Upon assessment, convene 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. Explore single topic questionnaires/polls.
- d. Conduct separate surveys for artists and donors/collectors.
- e. 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.
- f. 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.
- g. 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.

**Completed FY23**

Explore feasibility for reach through groups including BFA students, partnering with other offerings. Started the pilot/model program at TSU but hope to expand to other universities per budget and venues.

Membership Survey: Annually every June. Report results from Marketing & Communication every August.

Annual report – due by August of each year, with financial numbers added after audit closes Sept-October. Have Annual Report to Executive Committee then Board prior to August Board Meeting.

Membership Committee started Key Activities (c & g), but they need to be completed by February 2025.

<p><b>1.4 Expand formal and execute informal apprenticeships and mentorship programs and expand program evaluation for these programs.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Collaborate development efforts strategically for expansion of current apprenticeship program model (Master Artist Apprentice Program - MAAP) through securing joint funding support and partnership.</li> <li>b. Develop and execute a follow-up data component for the legacy Master Artist Apprentice Program (MAAP).</li> <li>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.</li> <li>d. Work collectively with chapter leadership and members on the execution of informal mentorships that could overcome geographic barriers and have expanded inclusivity.</li> </ul>	<p>(a-c). completed by June 2026 in collaboration with TAC.</p> <p>(d) New chapter mentorship program model designed and by FY25 by Tennessee Craft Staff and Chapter Reps, and funding strategies identified.</p>
<p><b>1.5 Professional Artist Development.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Conduct discovery, gathering data on chapter membership's and non-member participant's needs and interests; 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.</li> <li>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.</li> <li>c. Reinvigorate in-person professional development programs and events.</li> </ul> <p><b><u>Completed FY23</u></b> Continuation of the Lunch &amp; Learn Program annually, and the recordings are available to members.</p>	<p>(a &amp; b) June 2025.</p> <p>(c) An attempt was made, and an in-person Branding Workshop was scheduled in January 2024, but had to be canceled due to inclement weather. To be rescheduled in 2024.</p>

<p><b>1.6 Launch and evaluate the new online craft artist retail and patron/collector engagement initiative, Shop Tennessee Craft (STC).</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Evaluate and develop customer perception, interests, and continual attraction.</li> <li>b. Develop procedures for securing and analyzing program analytics.</li> <li>c. Artist Call, Jury, and Launch.</li> <li>d. Public Launch.</li> <li>e. Regularly evaluate the social enterprise program.</li> </ul> <p><u>Completed in 2023</u></p> <p>Marketing contractor/consultant hired through work done with Muletown.</p>	<p>By the end of 2024.</p>
<p><b>1.7 Investigate and report on the possibility of hosting an ‘indoor retail event’.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Explore, through the Indoor Fair Ad Hoc Committee, assessment of space, logistics, artist recruitment, marketing, other factors, and business model for possible launch.</li> </ul> <p><u>Completed end of 2023:</u> Initial work group.</p>	<p>Written report of findings/conclusions with recommendations to the Governing Board by December 2024.</p>
<p><b>1.8 Expand artist accessibility at fairs.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Explore, through the Fair Committee, artist interest, logistics, representation factors and viability of an opportunity for Legacy artist demographic.</li> <li>b. Research interest and feasibility of implementing a Chapter Tent.</li> </ul> <p><u>Completed FY 2023</u></p> <p>Data collection and research was continued to increase mentorship in the Emerging Makers Tent.</p>	<p>Recommendation deadline: December 2024.</p>

<p><b>1.9 Reestablish inactive chapters, seeking for full chapter representation across all regions of Tennessee.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Identify barriers in regions with current inactive chapter(s)/regions.</li> <li>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.</li> <li>c. Continue to explore collaborative activities with other organizations in active chapter regions.</li> <li>d. Develop a retention/support plan to make sure any dormant chapters become active again and are able to thrive.</li> </ul>	<p>By June 2025.</p>
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<p><b>1.10 Build further collaboration between chapters with a focus on interconnections for career growth of state-wide members.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Survey all chapters to determine their unique needs, their barriers, and their offerings, with a focus on synergy and cross-connection between chapters.</li> <li>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, and chapter development to make the chapters stronger &amp; healthier.</li> <li>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.</li> <li>d. Develop program models collectively with chapter leadership to provide opportunities for chapters to create and share content.</li> </ul>	<p>Begin 1.11 only after 1.10 is completed. Deadline: End of 2026</p>
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<p><b>1.11 Continue to provide quality support services including promotion of chapter member artists, non-artist members and arts/other member organizations/partners.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Continue to maintain and update a comprehensive member database and report analytics to chapter leadership.</li> <li>b. Implement recommendations made by Membership Committee with regard to membership listing.</li> <li>c. Identify and assess new ways to strengthen chapters toward successful growth of chapter leadership and members in those regions through communication, the website, and social media.</li> <li>d. Strengthen connections between chapters and state organizations. Attend and present at chapter meetings.</li> <li>e. Implementation of Membership Committee Recommendations.</li> </ul> <p><b><u>Completed End of 2023</u></b></p> <p>Membership analyzed membership renewal period (“Membership Year”) along with organizational reporting, membership analysis, member renewal benefits, and renewal ease for members. Committee also reviewed and evaluated current non-profit membership level benefits and structure. Recommendations submitted to the board.</p>	<p>Increase membership to exceed 700 members by the end of 2025.</p> <ul style="list-style-type: none"> <li>a) On-going</li> <li>b) End of 2024</li> <li>(c) FY25</li> <li>(d) ED or staff member to attend at least one meeting or chapter event of each chapter every year.</li> <li>(e) FY25</li> </ul>
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<p><b>1.12 Continue to seek and form mutually beneficial craft arts programming partnerships statewide.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Continue to maintain and update an online accessible Buy Local reference and promote.</li> <li>b. Cultivate and engage new partnerships across the state's regions.</li> <li>c. Collaborate with chapter leadership.</li> <li>d. Support and highlight businesses and non-profit members through the recommendations made by Membership Committee.</li> </ul> <p><b>Completed End of 2023:</b> Complete evaluation of non-profit membership program and analysis of options.</p>	<p>(a-c) ongoing.</p> <p>ED or staff member attend a minimum of 8 events per year that build or maintain an affiliation with relevant professional associations and regional events beneficial to successful operations of the organization.</p> <p>(d) Deadline FY24</p>
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**GOAL 2: Ensure Equity, Diversity and Inclusion in Who We Are and What We Do**

OBJECTIVES	Expected Key Outcomes
<p><b>2.1 Define diversity, equity and inclusion in context of the mission of Tennessee Craft.</b></p> <p><b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>a. Obtain demographic information on the diverse and underserved populations of Tennessee including but not limited to Black/African American, Hispanic/Latino, Indigenous 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.</li> <li>b. Develop methodology to collect organizational demographic data.</li> <li>c. Obtain organizational demographic information on the diverse and underserved populations served by Tennessee Craft including but not limited to Black/African American, Hispanic/Latino, Indigenous 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.</li> <li>d. Conduct self-assessment to determine priority gaps in access, inclusion and equity to prioritize outreach and target populations.</li> <li>e. Maintain awareness of intersectionality of individual identities and self-identification of individuals and groups, using language and status employed by engaged constituents to identify themselves.</li> <li>f. Utilize Goal 2 as Community Engagement Plan to include implementation of a DEI statement, annual action/project calendar and community engagement committee.</li> </ul> <p><b>Completed FY21-23</b></p> <p>Methodology to collect initial data completed in August 2021. Target populations identified in November 2021 and November 2022.</p> <p>Community Engagement Plan established as implementation of Goal 2 in 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>Reassess target populations annually and identify in November for the upcoming calendar year.</p> <p>Methodology to define/identify rural/urban status established by June 2024, implemented in FY25.</p> <p>Methodology to define/identify socioeconomic status established by June 2024, implemented in FY25.</p> <p>Develop and implement a community engagement action/project calendar at the start of each calendar year.</p>

**2.2 Ensure greater diversity, equity, and inclusion at Tennessee Craft as an organization in terms of staff, board, chapter leadership and volunteers.**

**Key Activities:**

- 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, and volunteers from underrepresented target populations to better reflect state and regional demographics.
- e. Recruit members from underrepresented populations to develop into future leaders at the chapter level.
- f. Provide/encourage regional opportunities for artists from target populations within chapter activities.
- g. Annual assessment and report with recommendations for action steps to address gaps.
- h. Maintain Title VI program compliance.

**Completed FY21-23**

Measured volunteer demographics and reported.

Recruited for open positions in accessible online forums.

Recruited new board members reflecting target populations.

Increase proportion of individuals from targeted populations in all areas of leadership and policy-making within organization.

Recruitment processes for staff communicate and promote opportunities in ways that are equitable and accessible for target populations.

Demographics of leadership and chapter-level leadership assessed with data from membership form by November and findings reported – ongoing.

Demographics of volunteers assessed with data from volunteer forms annually in November and findings reported.

Zero substantiated formal discrimination complaints.

**2.3 Ensure greater diversity, equity, and inclusion at Tennessee Craft as an organization in terms of general membership.**

**Key Activities:**

- 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.

**Completed FY21-23**

Demographics of membership measured and findings reported in November 2021 and 2022.

Member survey revamped in Summer 2022, with program benefits updated in November.

Demographics of membership assessed with data from membership form annually in November and findings reported.

Qualitative and quantitative increase each year in membership diversity expected and reported annually in November.

Membership survey annually reviewed/updated in June, survey data reviewed in August, and program updates made by November 1.

Increased proportion of individuals from targeted populations who join the organization.

Increased proportion of individuals from targeted populations who receive member-exclusive benefits.

**2.4 Reach and attract audiences, artists, and art enthusiasts from all communities through branding that is welcoming, relevant, engaging, and accessible.**

**Key Activities:**

- a. Develop definition/explanation of “craft” to be understandable to audiences.
- b. Conduct assessment of branding by target populations.
- c. Audit brand map to ensure branding is welcoming, relevant, engaging, and accessible.
- d. Audit representative imagery and review annually.
- e. Evaluate internal and external language across all platforms to better acknowledge and represent all communities.
- f. Assess organization’s artistic standards and craft categories with target populations to see if they reflect bias.
- g. Routinely communicate with targeted populations in welcoming, relevant, engaging, and accessible ways.
- h. Create plan(s) with benchmarks and standards to regularly audit branding, imagery, and language.

**Completed FY22-23**

Brand map audit developed and reviewed in October 2021, with recommendations in process.

Brand map audit to be completed with/after marketing consultation and implemented in FY25.

Imagery and language audit to be completed with/after marketing consultation and implemented in FY25.

Recommendations from imagery and language audit are implemented, once approved, by June 2025.

Annual audit of brand map, imagery, language, and artistic standards each June.

Artistic standards and craft categories reviewed in focus group(s) of target populations and feedback provided to the organization by June 2025.

Increased engagement with communications among targeted populations.

Identify new media sources and influencers to share programming content to reach target audiences by November 2025.

Plan that audits branding, imagery and language developed in concert with marketing consultation.

**2.5 Regularly evaluate and adjust current programming to ensure equitable programming.**

**Key Activities:**

- 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.

**Completed FY22-23**

RFP and referral database created, input solicited and database updated.

Program assessment tool created.

Database of craft professionals from targeted populations created and promoted.

Virtual, accessible professional development Lunch & Learn series launched in February 2022, continued in November 2022 and February 2023.

Assessment of programs by June 2025.

One accessible virtual programming event each year at state level.

Database of craft professionals from targeted populations expanded and implemented by June 2024.

Database of jurors from targeted populations by June 2024, to implement in July 2025.

Introduction to craft professional and juror databases at Chapter Leadership retreat January 2025.

RFP and referral database created in utilized to recruit minority owned businesses.

Targeted communication to collect referrals in databases.

Assess promotion of primary programs to ensure that new participants from target populations can access information by November 2025.

**2.6 Cultivate relationships with organizations serving underrepresented communities to learn about their needs and collaborate on initiatives.**

**Key Activities:**

- 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.

**Completed FY22-23**

Pilot Intro to Craft Careers program implemented at Tennessee State University, Spring 2023.

Quarterly state community event activity in 2022 and FY23.

Participated monthly in community activities serving target populations in FY23.

New partnership: Equity Alliance in FY22; William Edmondson Homesite in FY23.

DEI Statement added to volunteer training materials in August 2022.

Implement Intro to Craft Careers program at one new university each year, for a total of three by FY25 if budget permits. (Demonstrators/Artists funded FY23 and FY24).

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).

Offer craft-based educational engagement activity in underrepresented communities at least twice per year by state.

Recruit new organizations serving our target populations to participate in Kids' Tent.

Participate monthly in community activities hosted by non-art organizations serving target populations. One new partnership each year.

Identify and engage a DEI specialist to facilitate, design and/or offer resources for leadership and volunteer training by November 2025, per budget.

Training provided at board orientation, chapter leadership retreat beginning January 2025.

DEI training document added to volunteer resources by February 2025.

Increased participation of organizations serving targeted populations.

Increased participation of targeted populations in programs.

**2.7 Tell the complete history of craft in Tennessee - be diverse, equitable, and inclusive.**

**Key Activities:**

- a. Research the continuance and transfer of craft traditions among African Americans over the course of Tennessee's history to inform future public programming.
- b. Research the continuance and transfer of craft traditions among Native Americans over the course of Tennessee's history to inform future public programming.
- c. Develop a plan to share historical findings publicly.
- d. Provide historical context and evolution of Tennessee Craft organization.
- e. Implement Heritage grant award to present public exhibition.
- f. Identify areas for further research and share diverse histories as we learn them.
- g. Ensure participation from underrepresented populations in direction of historical research projects; use lessons to develop models for future projects.

**Completed FY22-23**

Researcher/historian contracted in September 2022; curatorial work ongoing from that point.

Public engagement in Black Craft History project solicited, promoted in FY23 and ongoing.

Heritage guidelines outlined for implementation in FY24.

Activity (a): Curatorial work and research conducted in FY23-December 2024. Total project with public presentation plan to be accomplished by end of FY27. Additional funding/support to be secured for public presentation as needed.

Activity (b): Culture barriers identified by the end of FY24, grant application in FY24, research conducted during FY25-FY26, total project to be accomplished by end of FY26.

Plan to share historical findings publicly developed by the end of FY25.

Activity (d): Update online organizational history accomplished by the end of FY25.

Heritage action plan implemented by November 2023. Heritage opportunity extended by the end of FY24 Heritage grant exhibition scheduled by end of FY25.

Increased communications telling diverse (hi)stories of craft in Tennessee.

Document participation by underrepresented populations in Activity (a). Develop a model for future historical projects by the end of FY25.

**2.8 Create opportunities for emerging artists from marginalized communities to explore and develop thriving craft careers.**

**Key Activities:**

- 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.

**Completed FY22-23**

New Underrepresented Populations Scholarship created and implemented in February 2022; reopened in Fall 2022 and ongoing.

Financial need included in review/selection of scholarship applications.

New and expanded paid opportunities for artists from target populations through outreach programs.

Lunch & Learn workshops made free for members. Pathways to free, discounted or funded memberships developed and extended to members of target populations.

Conduct focus group(s) to document barriers to participation by June 2025.

Annual accessibility assessment with recommendations for changes to address any existing barriers.

Increased representation of artists from targeted populations receiving paid opportunities.

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.

Financial need outlined and considered on scholarship applications.

Continue to invest in and offer Underrepresented Population Scholarships.



**2.9 Contract an Outreach Coordinator.**

**Key Activities:**

- a. Develop the program and implement Artists In Schools, elementary school level, rural.
- b. Assist and participate in varying outreach initiatives/events state-wide.

**Completed FY22-23**

Outreach coordinator contracted in December 2022; outreach work ongoing from that point.

Pilot Artists in Schools Program implemented in Spring 2023.

Diverse outreach events expanded statewide in 2023.

Funded in FY24. Seek funding to continue in FY25 and beyond.

Implement Artists in Schools Program at four high- need schools/systems in FY25.

Implement four outreach events statewide in FY25.

<b>GOAL 3: Market Tennessee Craft and Craft Artists</b>	
<b>OBJECTIVES</b>	<b>Expected Key Outcomes</b>
<p><b>3.1 Implement Communications &amp; Marketing Plan to strengthen the public image of Tennessee Craft.</b></p> <p>a. Implement Mighty5 new brand positioning framework. Utilize in all operational plans.</p>	<p>Complete integration of new brand marketing language by end of FY25. And use: Ongoing.</p>
<p><b>3.2 Optimize messaging platforms.</b></p> <p><b><u>Key Activities:</u></b></p> <p>a. Continue to engage committees, the arts community and other stakeholders using brand positioning framework to provide guidance for marketing and branding efforts. Utilize audience categories.</p> <p>b. Utilize marketing collateral, online presence, using brand positioning framework.</p> <p>c. Consider membership question on how members want to receive information.</p> <p>d. Prioritize messaging platforms and paid promotions throughout the year.</p> <p>e. Utilize craft artists to assist with marketing “toolkit” for promotions.</p> <p>f. Increase budget, when fiscally obtainable, for staff professional development on marketing strategies including through social media and optimizing.</p> <p>g. Educate staff and train on plan for various social media methods to increase promotion, reach.</p>	<p>Ongoing.</p>
<p><b>3.3 Reevaluation, refreshment of branding.</b></p> <p><b><u>Key Activities:</u></b></p> <p>a. Update visual assets of brand using Mighty5 positioning framework.</p> <p>b. Audit imagery to provide inclusive representation of constituents.</p> <p>c. Create templates and toolkits for organization-wide marketing.</p>	<p>a) Deadline – End of FY25. Ongoing. c &amp; d) Ongoing.</p>

<p><b>3.4 Continue promotion of craft artists.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Provide membership value by promoting members.</li> <li>b. Promote artists in relation to programs and initiatives.</li> <li>c. Utilize craft artists in promotions.</li> <li>d. Spotlight artists, members.</li> </ul>	<p>Ongoing. Weekly task.</p> <p>Assessment annually in member surveys and following fairs.</p>
<p><b>3.5 Refresh and increase reach, database growth for promotions of all TN Craft events, programming.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Research budget/funding and use of Geo-fencing at fairs and other applicable programming. Investigate how to optimize getting contact information from fair attendees.</li> <li>b. Update banners at fairs and state-wide events' participation: Be a Fair Supporter. Be a TN Craft Member. Use banners to educate public on TN Craft by share TN Craft facts.</li> <li>c. Increase awareness of state-wide TN Craft, an organization that is beyond Nashville.</li> <li>d. Reinvest in utilizing board members.</li> <li>e. Investigate further branding at fair to capture the audience.</li> <li>f. Merchandise to encourage visitors to Welcome at fair, and at other TN Craft participation in state-wide community events.</li> </ul>	<p>Ongoing.</p> <p>a, b, e, f) As budget permits.</p>

<p><b>3.6 Increase public perception and understanding of craft art.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Educate public on the value of craft art through regular communications.</li> <li>b. Advocacy with local, regional and state leaders.</li> <li>c. Offer presentations to the public on craft.</li> </ul>	<p>Ongoing. Two presentations annually.</p>
<ul style="list-style-type: none"> <li>d. Utilize relationships with partners to augment public perception of craft by mutually sharing information and opportunities.</li> </ul>	<p>Ongoing.</p>
<p><b>3.7 Improve programming and communications through use of analytics.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Examine Google and social media analytics and insights to determine impact of campaigns and inform marketing decisions.</li> <li>b. Implement adjustments based upon audience data obtained through various program evaluation modalities.</li> </ul>	<p>Annual: Reprioritize communications platforms based upon audience data.</p>
<p><b>3.8 Promote Shop Tennessee Craft.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Conduct market analysis and research specific to e-commerce marketplace.</li> <li>b. Identify, implement, hone tools for effective retail promotion per budget.</li> <li>c. Design and implement specific Shop launch plan and campaign.</li> <li>d. Establish metrics to determine effectiveness of retail marketing.</li> </ul>	<p>Public Launch anticipated in FY2025.</p> <p>In the seventh month post-launch, evaluate ROI on retail marketing tools.</p> <p>Ongoing after launch.</p>
<p><b>3.9 Redesign Tennessee Craft website.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Evaluate current site design and functionality and comparable organizational websites.</li> <li>b. Assess unmet needs of various constituents to guide design of new website.</li> <li>c. Consolidate research and discovery into RFP.</li> <li>d. Raise funding.</li> </ul>	<p>Deadline – Launch by end of FY25, include SEO and management, and change in hosting, as funding is achieved.</p>
<p><b>3.10 Secure a Marketing Consultant.</b></p> <p>Completed FY2024 Branding/messaging project with Marketing consultant completed.</p>	<p>Completed in CY24.</p>

**STRATEGIC PLAN FY 2025-2027**

<b>GOAL 4: Ensure Financial Stability</b>	
<b>OBJECTIVES</b>	<b>Expected Key Outcomes</b>
<p><b>4.1 Continual Update of Development Plan with an Action Plan and Schedule.</b></p> <p><u>Completed FY21-FY22</u> Development Plan created and utilized. <u>Completed CY2024</u> New Dir of Development secured.</p>	<p>Update Development Plan by end of FY25.</p> <p>Develop organizational and program case statements by June 2025.</p>
<p><b>4.2 Nurture and retain current donors.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Create and distribute Annual Report to recognize donors and share outcomes.</li> <li>b. Customize donor experience by offering a variety of options.</li> <li>c. Continue honing giving level cohorts and formalize language and engagement levels.</li> <li>d. 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.</li> </ul> <p><u>Completed FY22-FY23</u> 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 acknowledgments to donors. <u>Completed FY24</u> Board donor thank-you acknowledgement process updated. FY total giving increase 7% and donor revenue from major donors up 66%.</p>	<p>Maintain consistent donor retention rate as number of donors rises.</p> <p>Increase in total giving 5% annually, FY.</p> <p>Increase donor revenue each FY from major donors (giving \$1k+) by 1%.</p> <p>Incorporate new marketing/branding language in all campaigns and appeals in FY25.</p>

<p><b>4.3 Expand the number of individual donors.</b></p> <p><b>Key Activities:</b></p> <ol style="list-style-type: none"> <li>Offer education in craft art to cultivate current donors.</li> <li>Increase Board member referrals for Annual Giving Campaign, and other financial giving.</li> <li>Remind donors of potential payroll matches from employers when donation is coming from outside TN Craft website as the reminder/notification is currently built into the online giving form and page.</li> <li>Prepare a strategy to invite returning donors and to attract new donors. Reference and use new marketing/branding language.</li> </ol> <p><u>Completed FY24</u> Increased number of new non-member donors: 3</p>	<p>Increase individual donation revenue each FY from major donors by 2 individuals a year.</p> <p>Increase number of donors by each FY by 2 who have a potential for or expand to major gifts.</p> <p>Increase the number of new non-member donors by 2.</p> <p>Average 5 individual donor referrals in FY given by board members.</p> <p>Incorporate new marketing/branding language in all campaigns and appeals in FY25.</p>
<p><b>4.4 Continue achieving 100% board giving.</b></p> <p><b>Key Activities:</b></p> <ol style="list-style-type: none"> <li>Retain board commitment form annually with financial and in-kind pledges.</li> <li>Continue to track and measure board volunteer commitments.</li> <li>Identify opportunities and further equip board members to serve as ambassadors.</li> </ol> <p><u>Completed FY22-FY23</u> 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 FY.</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 FY.</p>
<p><b>4.5 Consolidate grants management procedures into integrated Grants Management Tools and Records.</b></p> <p><b>Key Activities:</b></p> <ol style="list-style-type: none"> <li>Continual analysis of grant requirements in line with program evaluation analytics and operating vs. strategic program/project requirements.</li> <li>Continual tracking and assurance of compliance with grant expectations and alignment and execution of activities with contracts.</li> <li>Maintain updated grants management records.</li> </ol> <p><u>Completed FY22-FY23</u> Created Grant Plans: Rolling 2-year Grants Schedule. Grants Choreography Schedule. Created Net-Restricted Schedule Created Donor/Grants Reconciliation. Honed Classes in FY23 budget process.</p>	<p>Grants Schedule distributed to Finance Committee monthly, and to Board quarterly.</p> <p>Grants Reconciliation and Net-Restricted Schedules distributed to Finance Committee monthly.</p> <p>Measurement by the board - Continual awards from major grantors, typically for operating funding, and typically government funding.</p>

<p><b>4.6 Increase diversification of grant funders and funded awards.</b></p> <p><b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>a. Continual assessment and implementation of grant proposals based on efficiency, measuring competitiveness of each proposal, and potential award vs. labor cost.</li> </ul>	<p>Increase foundation or other grant source support each FY by 1% \$.</p> <p>Increase foundation support each FY of 1-2 new foundations, or other grant sources.</p>
<p><b>4.7 Broaden our corporate sponsorships, developing sustaining partners.</b></p> <p><b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>a. Analyze and enhance benefits and sponsor levels/amounts in sponsorship packages with sponsor feedback. Evaluate increasing to cover labor/admin costs.</li> <li>b. Create sponsorship opportunities through special events and higher visibility programs.</li> <li>c. Create and distribute Annual Report to recognize donors, share outcomes.</li> </ul> <p><u>Completed FY24</u> Corporate sponsorship revenue and number of sponsors increased above goal for FY24.</p>	<p>Increase corporate sponsorship revenue each FY by 1%.</p> <p>Increase the number of new corporate sponsors each CY through cultivation 6 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><b>4.8 Prepare and approve the annual fiscal budget.</b></p>	<p>Commence budget preparation annually in April and board approval each June.</p>
<p><b>4.9 Improve accountancy effectiveness and efficiency.</b></p> <p><b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>a. Continue internal review of financial processes and controls semi-annually.</li> <li>b. Continue to conduct an annual independent financial audit.</li> <li>c. Implement new accountancy services and processes.</li> <li>d. Implement, per accounting firm, mandated bill pay process with third-party.</li> <li>e. Increase bank account signatories.</li> <li>f. Increase number of Finance Committee members.</li> </ul> <p><u>Completed FY22-FY23</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><u>Completed FY24</u> Completed bid process for accounting firm services. Began on 2/2/24 financial systems project to bring in-part bookkeeping services in-house to be performed by staff. Acquire QB online software – licensed by TN Craft with users to include accounting firm, migrate all data from accounting firm’s QB Desktop. Update controls and systems procedures document and accountabilities for implementation of in-house bookkeeping.</p>	<p>(b) Audit Management report with no reversible findings, annually.</p> <p>(a) Internal financial review, semi-monthly.</p> <p>(c) Implement organizational access to real-time financial systems by June 2024. Strive for reduction in cost of bookkeeping/payroll/HR services.</p> <p>(e) Add Board Treasurer to operating bank account in CY2024.</p> <p>(f) Ongoing as needed.</p>

<p><b>4.10 Increase working capital, with annual review of feasibility for deposits into reserves.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Finance Committee annual review and decision. Annual investments presentation to the board by the Board Treasurer.</li> <li>b. Finance Committee investments review at committee meeting.</li> </ul> <p><u>Completed FY22-FY23</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. Report given to board quarterly at board meetings.</p>
<p><b>4.11 Promote planned giving “Legacy” program.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Continue cultivation and education to public of Legacy giving program and continue evaluation.</li> </ul> <p><u>Completed FY22-FY23</u> Legacy program implemented with two secured.</p>	<p>On-going.</p>



<b>GOAL 5: Build Organizational Capacity</b>	
<b>OBJECTIVES</b>	<b>Expected Key Outcomes</b>
<p><b>5.1 Continue broadening Board community representation including but not exclusive to connections, professional experience, geography, skills, resources. financial support and referral capability.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Recruitment led through the Nominating Committee.</li> <li>b. Identify and recruit candidates throughout the year.</li> <li>c. Engage current board members.</li> <li>d. Mid-CY, assess the next calendar Board.</li> <li>e. Reach out to organizations, companies and firms who offer funding and other support to organizations where they have representation on board.</li> <li>f. Revisit Board Leadership Manual.</li> </ul> <p><b><u>Completed FY22-23</u></b></p> <p>Further honed Board Orientation that was developed in FY23.  Engaged in Board Orientation for new members in FY21-FY23.  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 mid-CY to plan and begin the process.</p> <p>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>Review Board Leadership Manual by August.  Update annually each December.</p>
<p><b>5.2 Strengthen volunteer and internship recruitment, cultivation, retention and management plan and execution.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"> <li>a. Develop new or expanded roles for interns and volunteers.</li> <li>b. Increase community partnerships with volunteer cohorts and outreach programs.</li> <li>c. Enhance volunteer recognition.</li> <li>d. Participate in volunteer/intern community fairs.</li> </ul> <p><b><u>Completed FY22-23</u></b></p> <p>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 and BCBS.</p>	<p>Increase volunteer hours 10% by end of FY.</p>

<p><b>5.3 Evaluate current facilities.</b></p> <p><b><u>Key Activities:</u></b></p> <p>a. Assess cost-effective and feasible office facility options in the community and conduct a needs analysis of organization.</p>	<p>Re-assess and document options each year.</p> <p>Rent lease renews June 2024 for 3 years (can cxl with 30 day written notice). Copier lease expires, for renewal July 2026. If cancel prior to expiration, must pay buy-out amount.</p>
<p><b>5.4 Conduct annual organizational, board and staff Policies.</b></p> <p><b><u>Key Activities:</u></b></p> <p>a. Develop a Disaster Preparedness and Business Continuity Plan, integrating existing emergency management, disaster, and recovery plans into a comprehensive organizational plan.</p> <p>b. Update board and organizational policies to include, but not inclusive, Records Retention, potential board member meeting attendance policy.</p> <p>c. Evaluate policies, in concert with the communications plan, as pertinent.</p> <p><b><u>Completed in FY22-23</u></b> Conflict of Interest Policy updated in FY23.</p>	<p>Annual: Policies Review and Update Process each August. Board approval November. Governance a/o Exec Committee.</p> <p>Board Conflict of Interest Policy signed by Board each February.</p> <p>Staff Conflict of Interest Policy signed by staff at annual performance review in June.</p>
<p><b>5.5 Enhance human resources benefits package as fiscally feasible.</b></p> <p><b><u>Key Activities:</u></b></p> <p>a. Research, and implement if feasible and approved, offerings of employer-paid benefits to employees which may include 403B, medical, vision, dental, HSA.</p> <p>b. Audit employee retention, satisfaction, recruitment annually.</p> <p>c. Provide budget and time allotment for staff professional development.</p> <p><b><u>Completed in FY22</u></b> Research the need for health insurance among current staff. No need currently. Researched health benefit plans with two broker agencies, &gt;=2 employees must be on the plan. Quotes extended when 2 employees are identified.</p> <p><b><u>Completed in FY23 &amp; FY24</u></b> Two new staff hired. Neither have need for employer medical or other health benefits.</p>	<p>Reassess staff need and interest annually to be included in the budget, if viable and minimum staff requirement per benefit is met.</p> <p>FY25 budget: Include costs for staff professional development, if fiscally possible.</p> <p>FY26 budget: Include costs for staff professional development, if fiscally possible.</p> <p>FY27 budget: Include costs for staff professional development, if fiscally possible.</p>
<p><b>5.6 Recruit and Onboard Staff - Human Resources</b></p> <p><b><u>Key Activities:</u></b></p> <p>a. Recruit and fill vacant and/or new positions. Assess organizational staff capacity and accountabilities with the Board and enhance position structures per budget and workforce requirements.</p> <p><b><u>Completed in FY24</u></b></p>	<p>As budgeted and required.</p>

<p>Grants &amp; Sponsorship Manager hired April 2023. Promoted to Director of Development February 2024. Director of Programs &amp; Community Engagement hired in August 2023. Full staffing.</p>	
<p><b>5.7 Implement required upgrades.</b></p> <p><b><u>Key Activities:</u></b></p> <ul style="list-style-type: none"><li>a. Upgrade network, email service and office software (version upgrade and to cloud).</li><li>b. Upgrade required current IT/Telecomm service.</li></ul>	<p>FY 2025.</p>