



Strategic Plan FY 2026-2028

CY 2025 EXECUTIVE COMMITTEE	CORE VALUES
PRESIDENT <i>SUSAN MULCAHY</i>	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.
CO-VICE-PRESIDENTS <i>KELLEY HIDER</i> <i>RICHARD "DICK" MARKUS</i>	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.
SECRETARY <i>PAIGE WARD MOORE</i>	Connection – 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.
CO-TREASURERS <i>RENEAU DUBBERLEY</i> <i>LOUISE NUTTLE</i>	Support – 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.
PAST-PRESIDENT <i>JOEL LEVY LOGIUDICE</i>	Invitation – 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.
STAFF	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.
<i>Kim M. Waag</i> <i>Executive Director</i>	
<i>Todd M. Herzberg</i> <i>Director of Marketing</i>	
<i>Trish Tallon-Blanchard</i> <i>Director of Programs and Community Engagement</i>	

GOAL 1: **Strengthen and Expand the Network and Mission Opportunities and Programming**

OBJECTIVES	Expected Key Outcomes
<p>1.1 Expand membership, fair, and exhibition opportunities to artists with a focus on the deep gaps faced by artists at all levels of their craft art careers and geographic service areas.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none">a. Identify any potential overall programming gaps faced by artists in various stages of their career.b. Develop a plan(s) and proforma(s), as needed to execute as viable, within annual scheduling, and budget feasibility. <p><u>Completed FY24</u></p> <p>A Final Report and Recommendation was completed by Special Projects Ad Hoc Committee about membership categories, what is offered to members, and membership enrollment structure.</p>	<p>Key Activities: Ongoing.</p> <p>Exhibition Committee reestablished January 2025.</p> <p>Updated by committee version of Membership structure. In active use by FY2026-FY2027, upon staff capacity increase.</p>

1.2 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. Analyze and document current programming objectives and standards; focusing on program mission, audience, and participant inclusivity and current relevance to meet mission.
- 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 with marketing & communications staff the systems and schedules for analytical web and survey data collection, analysis, program evaluation, and measurement analysis.

Completed FY24

Special Projects Ad Hoc Committee developed a more concise membership survey.

Membership Survey: Annually.

Report results each year.

Annual report – due by August of each year, with financial numbers added after audit closes September 30. Have Annual Report to Executive Committee early October.

(f) ON-GOING: Assessment of marketing and communications FY25 and FY26.

1.3 Build and balance medium inclusivity within programming.

Key Activities:

- a. Continue monitoring to promote balance and medium inclusivity within Tennessee Craft programming, such as fairs and exhibitions.
- b. Continue conversations and philosophical discussions on the contemporary definition of fine craft.

Completed FY24 Added photography category to the Best of Tennessee Craft and Member Exhibits.

<p>1.4 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. 	<p>(a-b). completed by June 2026 in collaboration with TAC.</p> <p>(c) Goal for CY2027</p> <p>(d) Complete: New chapter mentorship program model designed and by FY25 by Tennessee Craft Staff and Chapter Reps, and funding strategies identified. Implementation: Fall FY26.</p>
<p>1.5 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 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. 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. c. Reinvigorate in-person professional development programs and events. d. Continuation of the Lunch & Learn Program with the recordings also available to members. 	<p>(a & b) ON-GOING</p> <p>(c) ON-GOING: under consideration</p> <p>(d) Lunch & Learn is paused in FY2026 to free staff time for other new projects. L&L should be re-programed and upgraded FY2027.</p>

<p>1.6 Re-evaluate feasibility and need for previously planned online craft artist E-Commerce project, Shop Tennessee Craft (STC).</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Review whether our currently in-active program is needed or competitive with other more up- to -date E-Commerce opportunities b. Evaluate as to burden on finances and staffing c. Consider other services for our members, such as brick and mortar retail opportunities 	<p>Relevant Committees and Governing Board will make a final decision in early FY26..</p>
<p>1.7 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. When resources allow, explore reestablishing the Indoor Fair Ad Hoc Committee, to assess space, logistics, artist recruitment, marketing, other factors, and business model for possible launch. 	<p>Written report of findings/conclusions with recommendations to be submitted to the Governing Board when the Ad Hoc Committee reconvenes.</p>
<p>1.8 Expand artist accessibility at fairs.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue ongoing explorations, through the Fair Committee, to have diverse opportunities for artists at all stages of their careers. b. Reimplement the Chapter Tent model under a new format as approved by the Governing Board at the November 2024 meeting. <p><u>Completed-FY2024</u></p> <p>Completed an overhaul of the Emerging Makers Tent and Chapter Tent with Fair Committee and Governing Board approval.</p>	<p>Implement the approved reformatted Chapter Tent model for Fall 2026.</p>

<p>1.9 Expand artist accessibility to exhibition opportunities.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue to sponsor Members Only Exhibition in the odd calendar years and the Best of Tennessee Exhibition in the even calendar years. b. Create and identify additional exhibition opportunities. c. Develop guidelines and resources to support chapter exhibitions. d. Encourage chapters to develop collaborative exhibitions. <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. c. Continue to explore collaborative activities with other organizations in active chapter regions. d. Develop a retention/support plan to make sure any dormant chapters become active again and can thrive. <p><u>Completed FY25:</u></p> <p><u>Southeast Chapter re-formed, is active. Plateau Chapter is revitalized.</u></p>	<p>1.9 ON-GOING</p> <p>In Progress: re-establish Mid-West Chapter, Goal CY26.</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. Survey all chapters to determine their unique needs, their barriers, and their 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, and chapter development to 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. Develop program models collectively with chapter leadership to provide opportunities for chapters to create and share content. 	<p>(a)-(c): On-going. (d) Initiated Virtual State-Wide monthly Chapter Chats. Goal to encourage sharing ideas and mentoring.</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. Implement recommendations made by the Special Projects Ad Hoc Committee regarding membership categories. 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. d. Strengthen connections between chapters and state organizations. Attend and present at chapter meetings. e. Implementation of the Special Projects Ad Hoc Committee Recommendations. <p><u>Completed in FY2024</u></p> <p>Analyzed membership renewals period, membership categories, member benefits, and auto-renewal options for members. Reviewed current non-profit membership level benefits and structure. The Special Projects Ad Hoc Committee submitted their recommendations for implementation in their quarterly report to the Governing Board at the February 2025 meeting.</p>	<p>Increase membership to exceed 700 members by the end of MY2026.</p> <ul style="list-style-type: none"> a) On-going b) End of CY2025 or CY2026, upon staff capacity increase. c) Ongoing d) ED or staff member or Board leader to attend at least one meeting or chapter event of each chapter every year. e) End of CY2025 or CY2026, upon staff capacity increase.
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<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. c. Collaborate with chapter leadership. d. Support and highlight businesses and non-profit members through the recommendations made by Membership Committee and the Special Projects Ad Hoc Committee, in E-News and Website. <p><u>Completed End of 2023:</u> 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 committee meetings. 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) Has begun, deadline end of FY2026.</p>
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GOAL 2: Ensure Openness 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><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Conduct self-assessment to determine priority gaps in access, and equity to prioritize outreach and target populations. b. 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. c. Review gaps in demographic information collection 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. Committee to ensure demographic questions are on the fair emerging maker and mentor applications. Review grant requirements as well as organizational requirements for what is needed. d. Develop methodology to collect organizational demographic data. e. 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. f. The DEI statement is to be revisited by the board and staff and make update as to relevancy. g. Ensure all TC committees review Goal 2 and prioritize goals relevant to their committee work address assesibility, openness, inclusion, and to include their in goals of every agenda, meeting notes, and decisions. <p><u>Completed FY21-25</u></p> <p>Methodology to collect initial data completed in August 2021. Target populations identified in November 2021 and November 2022. Socio-economic status and methodology completed per objective in FY25.</p>	<p>Annual - Reassess target populations annually and identify in November for the upcoming calendar year.</p> <p>Ongoing - Methodology to define/identify rural/urban status.</p> <p>Ongoing - Methodology to define/identify socioeconomic status.</p> <p>Annual - Develop and implement a community engagement action/project calendar at the start of each calendar year.</p>

2.2 Ensure greater outreach and participation of the broader community at Tennessee Craft as an organization in terms of staff, board, chapter leadership and volunteers.

Key Activities:

- a. Conduct self-assessment to determine priority gaps in access, and inclusion to prioritize outreach and target populations.
- b. Continue measurement of staff, board, chapter leadership, and volunteer demographics against state demographics.
- 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. Improve on reporting of the volunteer demographics.
- e. Recruit members from underrepresented populations to develop into future leaders at the chapter level. Determine and implement ways to be identified, i.e. marketing materials in multiple languages.
- 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 FY21-25

Measured volunteer demographics and reported.

Recruited for open positions in accessible online forums.

Recruited new board members reflecting target populations.

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

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

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

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

Ongoing: Zero substantiated formal discrimination complaints.

2.3 Ensure greater outreach and participation of the broader community 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. Recruit members from underrepresented target populations to better reflect regional demographics.
- d. Diversify locations, participants and content of member-based opportunities and events to reach all populations.
- e. Identify and elevate/celebrate craft and craft artists from other cultures in TN. Need to be added to the Tennessee Craft “canon” so that TC represents that it is an organization that is for and representing people from diverse cultures, i.e. in marketing collateral and publications.

Completed FY21-25

Demographics of membership measured, and findings reported in November 2021 and 2022. Member survey revamped in Summer 2022, with program benefits updated in November. Revamped again in 2025

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

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

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

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

Ongoing - 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.
- i. See 2.3 (f).

Completed FY22-25

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

Continue Brand audit analysis project to be completed with marketing consultation report and materials. Deadline FY2027.

Continue imagery and language audit project with marketing consultation.

Annual audit and updates - Recommendations from imagery and language audit are implemented.

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 annually.

Increased engagement with communications among targeted populations.

Ongoing - Identify new media sources and influencers to share programming content to reach target audiences.

<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. Continue and/or increase virtual programming to reach a state-wide audience. b. Prioritize to identify and recruit jurors who reflect targeted populations. c. Assess the needs of our membership and perhaps non-members and adapt programs to meet needs (survey, market research, informal conversations). d. Evaluate and improve the accessibility of current programs. e. Compile database of professionals in the craft field from 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><u>Completed FY22-25</u></p> <p>RFP and referral database created, input solicited, and database created. Database of craft professionals from targeted populations created and promoted. Virtual, accessible professional Program assessment tool created.</p>	<p>Assessment of all programs by end of FY2026.</p> <p>One accessible virtual programming event each year at state level.</p> <p>Ongoing - Encourage use of database of craft professionals from targeted populations.</p> <p>Create a database of jurors from all populations by June 2026.</p> <p>Introduction to craft professional and juror databases discussed at Chapter Leadership retreat January 2026.</p> <p>Ongoing - Encourage use of RFP and referral database created in utilized to recruit minority owned businesses.</p> <p>Assess promotion of primary programs to ensure that new participants from target populations can access information by November 2026.</p>
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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. Craft Careers at TSU programming is a great effort in this direction and could see that replicated at other orgs and institutions (with diverse constituent base and missions) as staff capacity and budget allows. Ongoing.
- 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 FY22-25

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

Artist In Schools program implemented in 2023 and has continued and grown since – on-going. Participate several time per year in community activities serving target populations, continues.

Annual – Continuing “Intro to Craft Careers” program at TSU and attempt to one new university each year, per budget and staff capacity – FY2027.

Annual - Increased participation in diverse community events by state and chapters – annually per budget and staff capacity.

Offer craft-based educational engagement activity in underrepresented communities by state per budget and staff capacity. On-going successfully since 2023 offering Art in Schools hands-on craft experience for K-12 in underserved counties.

Ongoing - 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 an Inclusion specialist to facilitate, design and/or offer resources for leadership and volunteer training by November 2027, per budget.

Training provided at board orientation, chapter leadership retreat beginning January 2026.

Accessibility and inclusion training document added to volunteer resources by September 2027.

Ongoing - Increased participation of organizations serving targeted populations.

Ongoing - 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. Complete journalized essays, bibliographies and catalogs for Black History Project. In process
- 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. Promote database when complete (database being developed outside of Tennessee Craft).
- d. Provide historical context and evolution of Tennessee Craft organization.
- e. Identify areas for further research and share diverse histories as we learn them.
- f. Ensure participation from underrepresented populations in direction of historical research projects; use lessons to develop models for future projects.

Completed FY22-25

Research the continuance and transfer of craft traditions among African Americans over the course of Tennessee's history to inform future public programming.

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, scheduled out until 2027.

Heritage exhibition held in FY25 with works of artist Wilson Lee, Jr.

Activity (a): Black History Project essays, bibliographies expected by January 2026. Catalogs of exhibitions ongoing until end of Crafting Blackness exhibitions slated for end of CY2027 or 2028.

Activity (b): Culture barriers identified by the end of FY24, analyze for: grant application in FY27, research conducted during FY27, total project to be accomplished by end of FY28.

Activity (d): Ongoing - Update online organizational history to current.

Ongoing - Increase 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 FY28.

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

Key Activities:

- a. Learn about our barriers to participation (survey, market research, informal conversation). Conduct more research by way of informal conversation to find out what the barriers to participation are: financial, economic, discomfort and more. Do not make assumptions. Engage/talk to underrepresented populations to find out and document.
- 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. Continuing scholarships specifically targeting underrepresented groups.
- g. Encourage chapters to collaborate to provide opportunities to engage and serve artists from all communities throughout the state.
- h. Create a Craft Careers webpage to the TC website to provide a list of resources of scholarships and opportunities statewide. An easy way to find a place with resources about jobs, careers, opportunities.

Completed FY22-25

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.

Financial need outlined and considered on scholarship applications.

Conduct focus group(s) to document barriers to participation by June 2027.

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

Ongoing -Increased representation of artists from targeted populations receiving paid opportunities.

Ongoing & some activities underway a/o consider implementing as relevant in CY2027: 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.

Ongoing - Continue to invest in and offer Underrepresented Population Scholarships.

<p>2.9 Expand formal and execute informal apprenticeships and mentorship programs and expand program evaluation for these programs.</p> <p>Key Activities:</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>On-going - Implement Artists in Schools Program desired at four high- need schools/systems per budget and staff capacity.</p> <p>Ongoing - Implement four outreach events statewide per budget and staff capacity.</p>
<p>2.10 Professional Artist Development.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> 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. b. Assess providing tool kit 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. c. Reinvigorate in-person professional development programs and events, if relevant to artist needs. d. New chapter mentorship program model designed and by staff and Chapter Reps, and funding strategies identified. <p><u>Completed FY23</u></p> <p>Continuation of the Lunch & Learn Program annually, and the recordings are available to members.</p>	<p>(a-c). completed by June 2028 in collaboration with TAC.</p> <p>(d) Deadline FY2027.</p>

GOAL 3: **Market Tennessee Craft and Craft Artists**

OBJECTIVES	Expected Key Outcomes
<p>3.1 Implement Communications & Marketing Plan to strengthen the public image of Tennessee Craft.</p> <p>a. Implement Mighty5 new brand positioning framework. Utilize in all operational plans.</p>	<p>Progress made on integration of new brand marketing language by end of FY25. And use: Ongoing.</p>
<p>3.2 Optimize messaging platforms to leverage social media and other platforms that optimize reach or that best target identified audiences.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> 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. b. Utilize marketing collateral, online presence, using brand positioning framework. c. Consider membership question on how members want to receive information. What survey or new short focused surveys. d. Prioritize messaging platforms and paid promotions throughout the year. e. Utilize craft artists to assist with marketing “toolkit” for promotions. f. Create tool for Instagram “takeover” by chapters, student members or other designated parties. Explore creating more robust toolkit templates. g. Increase budget, when fiscally obtainable, for staff professional development on marketing strategies including through social media and optimizing. 	<p>Ongoing.</p> <ul style="list-style-type: none"> a. Highlight artists and events from pockets of smaller communities (chapters that are less established). b. Highlight events for student members, such as professional development and showcase opportunities.
<p>3.3 Reevaluation, refreshment of branding.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Update visual assets of brand using Mighty5 positioning framework. b. Audit imagery to provide inclusive representation of constituents. c. Create templates and toolkits for organization-wide marketing. d. Implement collective chapter Instagram with Marketing Director 	<ul style="list-style-type: none"> a) Ongoing. b) Ongoing. c) FY26 d) FY26

<p>3.4 Continue promotion of craft artists.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Provide membership value by promoting members. b. Promote artists in relation to programs and initiatives. c. Utilize craft artists in promotions. d. Spotlight artists, members. e. Feature new member stories. 	<p>Ongoing. Weekly task.</p> <p>Ongoing: Assessment ANNUALLY in member surveys and following fairs.</p> <p>Present Tennessee Craft student member exhibition. FY2027.</p>
<p>3.5 Refresh and increase reach, database growth for promotions of all TN Craft events, programming.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Create survey effort for fairs that Thanks for attending, Shares Save-the-Date for next fair date and includes a survey card w/a QR code. 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. c. Increase awareness of state-wide TN Craft, an organization that is beyond Nashville. d. Consider developing napkins that share TN Craft info w/QR code at all food trucks during fairs. e. Prioritized higher-ed student membership by creating student sub-chapters in the colleges. Creating a Guide for art departments to develop TN CRAFT Student participation. Possibly: <ul style="list-style-type: none"> • Provide student rates and a student exhibition. • See if schools would sponsor membership costs f. Partner w/Indigenous 2025 (via Forge/Fort Houston) to present Tennessee Craft to the indigenous community. g. Reinvest in utilizing board members. h. Investigate further branding at fair to capture the audience. i. Merchandise to encourage visitors to Welcome at fair, and at other TN Craft participation in state-wide community events. 	<p>Ongoing.</p> <ul style="list-style-type: none"> a. Tracks how many different artists handed out the survey/TY cards and how many respond. b. FY2027 budget. c. On-going d. Spring 2026 fair. e. Community Engagement Committee to begin in FY2026. Build student memberships by offering benefits directed to students; Use partners to present professional development for art students. Note: Implementing this College outreach in Fall 2026. f. As budget permits. Explore in FY26 with Community Engagement Committee. g. On-going. i. Began in Spring 2025, and expand as budget permits.

<p>3.6 Increase public perception and understanding of craft art.</p> <p><u>Key Activities:</u></p> <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 sharing information and opportunities. e. Promote TN Craft at State of Black Design conference. f. Approach colleges in & around Nashville plus outside. g. Nashville: Fisk, Lipscomb, Belmont. h. Figure additional ways to have public presence, such as parent and child craft events @ public library. i. Research and plan for physical presence in retail space that will serve member artists and expand our public visibility. 	<p>Ongoing. Two presentations annually. c. TSU ongoing</p> <p>Deadlines for all Ongoing.</p> <p>Sustain membership by drawing from a more diverse set of demographics and types of arts interest.</p>
<p>3.7 Improve programming and communications through use of analytics.</p> <p><u>Key Activities:</u></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>a) Per budget and staff capacity increase.</p> <p>b) Annual assessment and on-going: Reprioritize communications platforms based upon audience data.</p>
<p>3.8 Redesign Tennessee Craft website.</p> <p><u>Key Activities:</u></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. d. Raise funding. 	<p>On-going. include SEO and management, and change in hosting, as funding is achieved.</p> <p>Search for Funding to create an all new web site beginning FY2027.</p>
<p>Completed FY2024 Branding/messaging project with Marketing consultant completed.</p>	

STRATEGIC PLAN FY 2026-2028

GOAL 4: **Ensure Financial Stability**

OBJECTIVES	Expected Key Outcomes
<p>4.1 Continual Update of Development Plan with an Action Plan and Schedule.</p> <p><u>Completed FY21-FY22</u> Development Plan created and utilized.</p>	<p>Update Development Plan by end of FY27.</p> <p>Develop new organizational and program case statements by June 2027.</p>
<p>4.2 Nurture and retain current donors.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none">a. Create and distribute Annual Report to recognize donors and share outcomes.b. Customize donor experience by offering a variety of options.c. Continue honing giving level cohorts and formalize language and engagement levels.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.e. Develop and include language regarding developing donor “perks” that would incentive giving and retention, i.e. under Key Activity b). Ideas include donor events, early access to exhibition and sales opportunities. <p><u>Completed FY22-FY23</u> Giving level cohorts, formalized language and engagement levels developed and in use. 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.</p> <p><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 FY26.</p>

<p>4.3 Expand the number of individual donors.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Offer education in craft art to cultivate current donors. b. Increase Board member referrals for Annual Giving Campaign, and other financial giving. c. 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. d. Prepare a strategy to invite returning donors and to attract new donors. Reference and use new marketing/branding language. e. Diversify and expand the reach of the annual giving campaign and other fundraising efforts to cover the entire state. f. Bring back the “Friends” donor category, and perhaps even an active group. g. Employ fundraising strategies like “Big Pay-Back” and “Giving Tuesday” to attract new donors. <p><u>Completed FY24</u></p> <p>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>Measure increases in contributions \$ AND # of donors. Volume of people AND volume of \$.</p>
<p>4.4 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><u>Completed FY22-FY23</u></p> <p>Created and implemented updated Board Commitment Form.</p> <p>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>4.5 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><u>Completed FY22-FY23</u></p> <p>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>Procedures implemented in FY22 are ongoing in FY26- 28.</p>
<p>4.6 Increase diversification of grant funders and funded awards.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continual assessment and implementation of grant proposals based on efficiency, measuring competitiveness of each proposal, and potential award vs. labor cost. b. Identify and pursue funding from new funders and maximize available support from current funders. 	<p>Increase foundation or other grant source supports each FY by 1% \$.</p> <p>Increasing # of foundation and other grant support beneficiaries each FY by 1%.</p>
<p>4.7 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 and sponsor levels/amounts in sponsorship packages with sponsor feedback. Evaluate increasing to cover labor/admin costs. b. Create sponsorship opportunities through special events and higher visibility programs. c. Create and distribute Annual Report to recognize donors, share outcomes. d. Increase corporate sponsors further cultivating existing sponsors to expand their support (include as possible labor/admin/overhead operating costs). e. Identify and pursue new corporate sponsors with a focus on current vendors such as banks, utility company, other contractors and vendors we do business with as an 	<p>Increase corporate sponsorship revenue each FY by 1%.</p> <p>Crested a timeline for Annual Report, shared annually with the Board. Development Committee to review non- financial content by September each year (letter and organization's Annual Report).</p>

<p>organization.</p> <p><u>Completed FY24</u> Corporate sponsorship revenue and number of sponsors increased above goal for FY24.</p>	
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<p>4.8 Prepare and approve the annual fiscal budget.</p>	<p>Commence budget preparation annually in April and board approval each June. Preliminary budget is constructed mid-December for next fiscal year and approved by Finance Committee (i.e. December FY24 – create FY26 budget).</p>
<p>4.9 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. Increase number of Finance Committee members. <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-FY25</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. Acquired QB online software – licensed by TN Craft with users to include accounting firm, migrate all data from accounting firm’s QB Desktop. Updated controls and systems procedures document and accountabilities for implementation of in-house bookkeeping. Implemented organizational access to real- time financial systems by June 2024. Strive for reduction in cost of bookkeeping/payroll/HR services.</p>	<p>(b) Audit Management report with no reversible findings, annually.</p> <p>(a) Internal financial review, semi-monthly.</p> <p>Add Board Treasurer to operating bank account in CY2026, if # of signers are not at max (2-3 KraftCPAs must be bank signers). In CY25 we were at max.</p> <p><i>(c) Membership on Financial Committee is expanded in 2025.</i></p>

<p>4.10 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-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>4.11 Promote planned giving “Legacy” program.</p> <p><u>Key Activities:</u></p> <ul style="list-style-type: none"> a. Continue cultivation and education to public of Legacy giving program and continue evaluation. <p><u>Completed FY22-FY23</u> Legacy program implemented with two secured.</p>	<p>On-going.</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><u>Key Activities:</u></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. Mid-CY, assess 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 Board Leadership Manual. <p><u>Completed FY22-23</u> 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>5.2 Strengthen volunteer and internship recruitment, cultivation, retention and management plan and execution.</p> <p><u>Key Activities:</u></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><u>Completed FY22-23</u> 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 Universities, and BCBS.</p>	<p>Increase volunteer hours 10% by end of FY.</p>

<p>5.3 Evaluate current facilities.</p> <p><u>Key Activities:</u></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. b. Negotiate for move to new co-workspace office facilities that may save money and create new opportunities for community outreach. 	<p>(a) Re-assess and document options each year.</p> <p>Current Rent lease renews June 2025 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) FY2026</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, Records Retention, potential board member meeting attendance policy. c. Evaluate policies, in concert with the communications plan, as pertinent. <p><u>Completed in FY22-23</u></p> <p>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>5.5 Enhance human resources benefits package as fiscally feasible and, for medical, when needed by staff</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>Completed 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.</p> <p><u>Completed in FY23 & FY24</u></p> <p>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>FY27 budget: Include costs for staff, if fiscally possible, and for medical if needed by at least 2 staff. Professional staff development budget not available in FY26.</p>

<p>5.6 Recruit and Onboard Staff - Human Resources</p> <p><u>Key Activities:</u></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>As budgeted and required.</p>
<p>Grants & Sponsorship Manager hired April 2023. Promoted to Director of Development February 2024. Director of Programs & Community Engagement hired in August 2023. Full staffing. In FY25, Director of Development position eliminated due to fiscal state of the organization as major grantor award was paused for all grantees.</p>	
<p>5.7 Implement required IT upgrades.</p> <p><u>Key Activities:</u></p> <p>a. Upgrade network, email service and office software (version upgrade and to cloud). b. Upgrade required current IT/Telecomm service. c. Move email to cloud from current email server, with IT firm.</p>	<p>FY2026: MS Office including exchanged on Cloud. Off LAN server and on Cloud. If office relocates and current Telephone/ISP is not needed, in FY2026, telephone will transition to VOIP or a cell phone at new office.</p>