

Strategic Plan

2021–2023



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This three-year strategic plan was completed in fall of 2020 and approved by the NAI Board of Directors, October 28, 2020, following a planning process that spanned 12 months. The planning process involved members, non-members, stakeholders, the Board of Directors, Advisory Council, and National Office staff, led by Evie Kirkwood of Evie Kirkwood Consulting.

National Association for Interpretation

Strategic Plan, 2021–2023

RECOGNIZING NAI'S STRENGTHS

Throughout the process these NAI strengths were highlighted by member input, and surfaced as strong attributes for the organization. This Strategic Plan capitalizes on these strengths.

Membership: NAI provides a rich and sharing membership “community,” embracing various types of interpreters in different stages of their careers, working in different capacities and types of organizations.

Organization stability: NAI is financially stable, with a dedicated Board and staff, guided by fiscal responsibility and a thoughtful planning process.

Respected organization: NAI is recognized as the voice of the profession, and is sought out by other national and international interpretation organizations for collaboration and assistance.

Professional development: NAI provides a broad variety of training, conferences, and webinars, as well as a strong certification program, regional offerings, and professional awards and scholarships.

Networking: NAI is a strong professional and social connection for interpreters.

Communication: NAI communicates high-quality, consistent message points on interpretive techniques, goals, and outcomes, and introduces innovative ideas. Legacy magazine and the Journal of Interpretation Research are respected publications.

PURPOSE STATEMENT

This Strategic Plan was created with the intent of strengthening NAI as an organization, ensuring that it stays relevant to interpreters and the interpretive field. It is not a comprehensive work plan of all that NAI does, or hopes to do in the next three years. Rather it is a set of Strategies and Action Items the planning process identified as important to accomplish at this time, based on member needs, changing environments in the profession, and emerging opportunities. It elevates those Strategies that the Board of Directors, professional staff, committees, and NAI community leaders intend to devote targeted resources and efforts to achieve.

The agreed-upon Goals, Strategies, and Action Items were selected to move NAI forward in its mission to:

Inspire leadership and excellence to advance heritage interpretation as a profession.

GOALS

Four overarching goals, articulated in the planning process, provide a framework to guide NAI in the next three years.

A

Ensure organizational sustainability by cultivating membership, fostering leadership, maintaining fiscal viability, and supporting existing and future NAI communities.

B

Meet the needs of members through relevant programs and services.

C

Collaborate with regional, national, and global partners to advocate for the profession.

D

Be the driving force in addressing the issues of inclusion, diversity, equity, and accessibility (IDEA) within the interpretive profession.

NAI Goals, 2021–2023

THREE-YEAR PLAN INFLUENCES/INTERNAL AND EXTERNAL ENVIRONMENT

The NAI Board and administrative team opted to establish a three-year plan, rather than a five-year time frame that had been used in the past. It was perceived that a three-year plan would offer more agility in response to the following significant external and internal influences.

COVID-19. During the planning period of April through August 2020, many parks and recreation agencies, museums, zoos, and cultural and historical interpretive sites were closed, adhering to stay-at-home orders administered by state or local officials. Other sites were overwhelmed with a significant surge of visitors craving activities. The interpretive work environment was in flux. Due to falling revenue at many sites, interpreters were laid off and furloughed. It was impossible to predict when the pandemic would end, or what long-term impact there would be on the interpretive field or on NAI as an organization.

Planned retirement of Executive Director (October 2020). With a search committee already in place during much of the planning period, the Board was conscious that a new director may bring different ideas and skills that may warrant the development of new strategies.

Heightened awareness of responsibility to address inclusion, diversity, equity, and accessibility (IDEA). The Board felt strongly that the addition of an overarching goal related to IDEA elevates the commitment to efforts within the organization. However, the consensus also was to strive for infusion of IDEA principles and efforts throughout all goals in future strategic plans.

The planning does not stop here.

It is the intent of the NAI Board of Directors to review progress on this Strategic Plan at least every six months or annually and adjust the document as needed. Strategies and Action Items can, and should, be incorporated into an annual operations plan.

THE PLANNING PROCESS

The original process was to include a full day of in-person strategic planning with the Board, staff leadership, and NAI Advisory Council representatives at the Great Lakes Region Workshop in April 2020, with a wrap-up at the August Board meeting. However, due to the COVID-19 pandemic in 2020, all in-person sessions were postponed, then ultimately switched to virtual meetings.

The Strategic Plan Working Group provided feedback and guidance throughout the process. This Working Group was composed of:

NAI Vice President for Administration, Tom Mullin (Working Group Lead)
Executive Director, Margo Carlock
Deputy Director, Paul Caputo
Past Board President, Amy Lethbridge
Board President, Jay Miller

Work sessions (2020) included:

April: Board and staff leadership review of the existing Strategic Plan, generating recommendations on strategies to carry forward to the new plan. Session facilitated by Evie Kirkwood.

May: (Board attendance optional) A review of the sorted SWOT data and the Products and Services Inventory. Information presented by Terry Joyce and Amy Roell.

June: (Board attendance optional) A review of the 2019 Membership Survey conducted by the College and University Academics Section, with support from Stephen F. Austin University and University of Missouri, St. Louis. Analysis presentation by Theresa Coble and Chay Runnels.

July: (Board attendance optional) A review of evident common “threads” from the combined input resources (see input resources listed below), and crafting draft wording for an overarching goal related to inclusion, diversity, equity, and accessibility (IDEA). Session facilitated by Evie Kirkwood.

August: In conjunction with the summer Board meeting, a six-hour session to prioritize strategies garnered from all input sources with NAI staff, Board, and Advisory Council representatives. Session facilitated by Evie Kirkwood.

August–September: Working group, Board, and Advisory Council review.

October: Membership review and comment period with revisions as necessary.

End of October: Board approval and adoption.

STRATEGIES AND PARKING LOT

Prioritization of strategies was driven by the cumulative data from the various input sources (see below). Due to the shortened three-year length of the Strategic Plan, the number of strategies within the four overarching goals was limited.

Ideas that fell just shy of top priorities in the planning process are listed in a “Parking Lot” within each goal, with the anticipation they could be reviewed for annual additions or an extension to the plan.

In addition, the “Common Threads” (combined summaries of input) in Addendum 3 of this document could be mined for future Strategic Plan updates.

ACTION ITEMS, PERFORMANCE INDICATORS, AND TIMELINES

A “deadline” year of completion is assigned to each Action Item; however, work may need to BEGIN in preceding years to finalize the task in a timely fashion. Suggested “performance indicators” for various Action Items are listed in Addendum 2. These indicators can be incorporated into the annual operations plan developed in partnership with board and staff.

INPUT RESOURCES

The following resources provided content for the development of the plan.

2014-2019 Strategic Plan. In April 2020, Board members and staff leadership prioritized strategies from the previous Strategic Plan to include in the new plan.

Membership Survey. 10,010 surveys were distributed to members, lapsed members and non-members in late 2019. 1,882 surveys were completed for a completion rate of 18.8 percent. The survey was created and analyzed by the College and University Academics Section, specifically Chay Runnels of Stephen F. Austin University and Theresa Coble of the University of Missouri–St. Louis.

SWOTs. Four online SWOT analyses were facilitated by staff January through March, 2020. Although all the SWOT sessions were open to anyone, each gathering focused on a specific subset of members, including students, Board, past/present leadership, general membership, lapsed members, and commercial/institutional members. In addition, SWOT comments were gathered from attendees at the NAI National Conference in Denver in November 2019.

Products and Services Inventory This listing, compiled by a Board/staff committee, was analyzed to catalogue the breadth of programs and services available to members and indicate performance trends based on revenue and participation data.

COVID-19 E-survey. This electronic survey distributed in May 2020 specifically asked members to reflect on how NAI could assist them with products and services during the pandemic, and what services they would like to see in the future, based on their changing work environment.

Staff Input. NAI staff provided a list of ideas gathered at a staff brainstorm session in March 2020.

THE STRATEGIC PLANNING TEAM

The NAI Board of Directors, additional members of the NAI Advisory Council, and NAI staff participated in the crafting of this plan.

NAI Board of Directors

Jay Miller, President
Tom Mullin, Vice President for Administration
C. Parker McMullen-Bushman, Vice President for Programs
Terry Joyce, Secretary
Vicki Basman, Treasurer
Curlinda Mitchell
Blacksheep
Don Enright
Erin Gates
Sarena Randall Gill
Brenda Lackey
Amy Lethbridge, Director Emeritus
Mary Loan
Amy Roell
Heather Runyan
Jay T. Schneider
Tom Medema, Ex-officio

NAI Advisory Council Members

Yvonne Johnson
Deb Nofzinger

NAI Staff

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Paul Caputo, Deputy Director
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Kathy Evans
Jean Fleury
Emily Jacobs
Jamie King
Heather Manier
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Song Stott

Facilitator

Evie Kirkwood, Evie Kirkwood Consulting, LLC

Goals, Strategies and Action Items, 2021–2023

A. Ensure organizational sustainability by cultivating membership, fostering leadership, maintaining fiscal health, and supporting existing and future NAI communities.

1. Strategy: Create equitable services across communities by supporting Regions and Sections in offering consistent programs and services.

Action: Work with the Advisory Council to assess and evaluate structure, services, and needs of NAI's Regions and Sections and other NAI communities. 2021

Action: Establish a task force to review and recommend revision of “core services” to provide flexibility for NAI communities. Report to board. 2021

Action: Inventory other frameworks, including online communities, in other member-based national organizations, and assess feasibility for NAI. 2022

2. Strategy: Create a culture of cultivating and training new NAI leaders.

Action: Create tools to encourage and train new leaders and enhance member awareness of leadership roles and opportunities at national and community levels. (e.g., short videos, webinars) 2021

Action: Work with the Elections and Nominations committees to broaden diversity in organizational leadership positions for NAI and its communities, and embed strategy in Elections Manual. 2021

3. Strategy: Enhance membership retention and provide specific support for Certified Interpretive Guides (CIGs).

Action: Develop communications plan and resources specifically designed for CIGs to help them learn more about NAI and engage them in activities (e.g., online network community, etc.). 2022

Action: Develop and provide a training pathway within NAI for CIGs to maintain certification and encourage pursuit of other certifications. 2023

4. Strategy: Expand individuals and groups served through membership and programs.

Action: Establish a task force to research and identify a priority list of new markets and develop a preliminary outreach plan for collaboration and partnership. 2022

Action: Establish formal partnerships with like-minded organizations to share resources and membership benefits with the aim of increasing total membership for NAI. 2023

Parking Lot: Assess and promote effective technology, communication, and collaboration among Board, work groups, staff, and members. (e.g., improve Board file sharing, explore tools such as Board Effect, etc.)

B. Meet the needs of members through relevant programs and services.

1. Strategy: Foster networking.

Action: Expand the use of virtual and digital communication tools and media for networking for NAI communities, and at the national/international levels. 2021

Action: Provide opportunities, training, and support for NAI communities to offer online networking. 2021

2. Strategy: Expand digital learning opportunities.

Action: Increase availability of webinars, low-cost trainings, and digital publications. 2021

Action: Review options to hire/contract with online learning specialists/services. 2022

3. Strategy: Provide management training for various levels of interpreters (e.g., transitioning to supervisor, existing managers).

Action: Develop a plan to implement NAI training opportunities as a pathway to Certified Interpretive Manager. 2022

Action: Research, develop and offer training materials on management activities and supervisory skills. 2023

Parking Lot:

Provide tools for interpreters/members to promote the value of interpretation to share with officials, organization heads, the public (e.g., tear-out posters in Legacy, social media posts, info-graphics, etc)

Expand markets for certifications (e.g., commercial members, new categories such as dialogic interpretation, partner organizations, or other interpretation organizations).

C. Collaborate with regional, national, and global partners to advance and advocate for the profession.

1. Strategy: Communicate the value and benefit of international collaboration and connect its value to members.

Action: Establish a task force of members, Board members, and professional staff to gather testimonials and develop value statements to share with members. Report to the Board. 2021

Action: Embed an international component in annual national conferences. 2021

2. Strategy: Strengthen existing partnerships and seek new ones to advocate for the profession.

Action: Re-establish the Federal Interagency Council on Interpretation under the leadership umbrella of NAI. 2022

Action: Build a relationship and collaborate with state park interpretive services. 2023

Action: Seek NAI representation and leadership at partner historical and cultural organizations. 2023

Parking Lot:

Strengthen relationships with universities, researchers, and academics teaching interpretation.

Promote the profession to students (high school/variety of college majors) to expand interest in career opportunities.

Provide tools for interpreters/ members to promote the value of interpretation to managers, officials, the public.

Develop annual communications plan to share advocacy materials with members.

Create tear out posters in Legacy, social media posts, etc. Also listed in Goal B-Products and Services Parking Lot.

D) Be the driving force in addressing the issues of inclusion, diversity, equity, and accessibility (IDEA) within the interpretive profession.

1. Strategy: Provide training and venues for discussion on cultural literacy, and working with diverse audiences and co-workers.

Action: Research, develop, and deliver online training for members/interpreters. When possible collaborate with partners to develop and deliver content. 2021

Action: Incorporate IDEA sessions and roundtables at regional and national conferences. 2021

Action: Broaden diversity of presenters at regional and national conferences. 2021

2. Strategy: Incorporate IDEA principles and practices throughout NAI.

Action: Establish annual training on IDEA for all NAI national and community elected leadership and professional staff. 2021

Action: Work with Elections and Nominations committees to broaden diversity in organizational leadership positions for NAI and its communities and embed strategy in Elections Manual. (See also Goal A, Strategy 3.) 2021

Action: Develop professional grant program that supports goals to expand diversity in membership and leadership. 2022

3. Strategy: Enhance accessibility to NAI facilities, programs, and services.

Action: Assess all conference facilities for accessibility, and develop a checklist and plan of action to support universal access in session presentations for implementation at national and regional conferences. 2022

Action: Complete an assessment of NAI website and print materials and implement modifications and options to improve accessibility. 2023

Parking Lot: Collaborate with organizations such as LGBTQ Outdoor Summit/Outdoor Afro and others for training and networking.

Action Items Sorted by Year

A. Ensure organizational sustainability by cultivating membership, fostering leadership, maintaining fiscal health, and supporting existing and future NAI communities.	Year	Goal and Strategy	Status
Work with the Advisory Council to assess and evaluate structure, services, and needs of NAI’s Regions and Sections and other NAI communities.	2021	A.1	
Establish a task force to review and recommend revision of “core services” to provide flexibility for NAI communities. Report to board.	2021	A.1	
Create tools to encourage and train new leaders and enhance member awareness of leadership roles and opportunities at national and community levels. (e.g., short videos, webinars)	2021	A.2	
Work with the Elections and Nominations committees to broaden diversity in organizational leadership positions for NAI and its communities, and embed strategy in Elections Manual.	2021	A.2	
Inventory other frameworks, including online communities, in other member-based national organizations, and assess feasibility for NAI.	2022	A.1	
Develop communications plan and resources specifically designed for CIGs to help them learn more about NAI and engage them in activities (e.g., online network community, etc.).	2022	A.3	
Establish a task force to research and identify a priority list of new markets and develop a preliminary outreach plan for collaboration and partnership.	2022	A.4	
Develop and provide a training pathway within NAI for CIGs to maintain certification and encourage pursuit of other certifications.	2023	A.3	
Establish formal partnerships with like-minded organizations to share resources and membership benefits with the aim of increasing total membership for NAI.	2023	A.4	

B. Meet the needs of members through relevant programs and services.	Year	Goal and Strategy	Status
Expand the use of virtual and digital communication tools and media for networking for NAI communities, and at the national/international levels.	2021	B.1	
Provide opportunities, training, and support for NAI communities to offer online networking.	2021	B.1	
Increase availability of webinars, low-cost trainings, and digital publications.	2021	B.2	
Review options to hire/contract with online learning specialists/services.	2022	B.2	
Develop a plan to implement NAI training opportunities as a pathway to Certified Interpretive Manager.	2022	B.3	
Research, develop, and offer training materials on management activities and supervisory skills.	2023	B.3	

C. Collaborate with regional, national, and global partners to advance and advocate for the profession.	Year	Goal and Strategy	Status
Establish a task force of members, Board members, and professional staff to gather testimonials and develop value statements to share with members. Report to board.	2021	C.1	
Embed an international component in annual national conferences.	2021	C.1	
Re-establish the Federal Interagency Council on Interpretation under the leadership umbrella of NAI.	2022	C.2	
Build a relationship and collaborate with state park interpretive services.	2023	C.2	
Seek NAI representation and leadership at partner historical and cultural organizations.	2023	C.2	

D. Be the driving force in addressing the issues of inclusion, diversity, equity, and accessibility (IDEA) within the interpretive profession.	Year	Goal and Strategy	Status
Research, develop, and deliver online training for members/interpreters. (on cultural literacy, and working with diverse audiences and co-workers) When possible collaborate with partners to develop and deliver content.	2021	D.1	
Incorporate IDEA sessions and roundtables at regional and national conferences.	2021	D.1	
Broaden diversity of presenters at regional and national conferences.	2021	D.1	
Establish annual training on IDEA for all NAI national and community elected leadership and professional staff.	2021	D.2	
Work with Elections and Nominations committees to broaden diversity in organizational leadership positions for NAI and its communities and embed strategy in Elections Manual.	2021	D.2	
Develop a professional grant program that supports goals to expand diversity in membership and leadership.	2022	D.2	
Assess all conference facilities for accessibility, and develop a checklist and plan of action to support universal access in session presentations for implementation at national and regional conferences.	2022	D.3	
Complete an assessment of NAI website and print materials and implement modifications and options to improve accessibility.	2023	D.3	

Potential Performance Indicators (PPI) for Strategies

Addendum 2

A.1 Create equitable services across communities by supporting Regions and Sections in offering consistent programs and services. PPI: number of programs per region/section; participation per program compared across region/sections; region/section member satisfaction

A.2 Create a culture of cultivating and training new NAI leaders. PPI: number of new leaders; diversity of backgrounds of new leaders

A.3 Enhance membership retention and provide specific support for Certified Interpretive Guides (CIGs). PPI: retention levels of CIGs

A.4 Expand individuals and groups served through membership and programs. PPI: membership growth, list of new (or renewed) partnerships and accomplishments with like-minded organizations

B.1 Foster networking. PPI: number of networks; participation levels in networks; member satisfaction with networks.

B.2 Expand digital learning opportunities. PPI: participation in digital learning; student satisfaction; program revenue; learning outcomes achieved

B.3 Provide management training for various levels of interpreters. PPI: participation in membership training; participant satisfaction. Increase in Certified Interpretive Managers

C.1 Communicate the value and benefit of international collaboration and connect its value to members. PPI: When surveyed, members would attest to the value of international collaboration

C.2 Strengthen existing partnerships and seek new ones to advocate for the profession. PPI: active Federal Agency Council; new efforts with state parks interpretive services; board or leadership roles, speaking engagements with partner historical/cultural organizations

D.1 Provide training and venues for discussion on cultural literacy, and working with diverse audiences and co-workers. PPI: participation levels in NAI training; learning outcomes achieved; participant satisfaction in training

D.2 Enhance accessibility to NAI facilities, programs, and services. PPI: stakeholder satisfaction and feedback; third-party audit feedback

D.3 Incorporate IDEA principles and practices throughout NAI. PPI: completed trainings; diversity of membership; diversity of leadership

Common Threads

These concepts, garnered from the combined various input sources, were used to formulate strategies to support the NAI Strategic Plan Goals. The listings here identify those ideas that received multiple comments within one or more input sources. This listing is provided for context and can also be mined to develop additional Strategies and Action Items.

MEMBERSHIP

- Welcome and connect with new members. Tool kit to welcome new members. Tool kit to recruit new members: develop marketing materials for interpretation and for NAI that can be used in NAI communities and at national level.
- Work hard to retain members. Reach out to lapsed members.
- Connect better with CIGs. Keep CIGs engaged to retain as members and support with training.
- Make member services more equitable across the country. Different “communities” offer different levels of service. Support Regions and Sections and work with NAI communities to offer consistent programs and services.
- Provide programs and services that support various types of interpreters (e.g., independent, retired, commercial, institutional, student, part-time and seasonal, volunteer.) (Several comments that members in these categories did not feel as if they were embraced)
- Include more services for living history and museum interpreters.
- Invite new “leaders” in the “communities.” Support NAI communities in finding and growing new leaders.
- Create new ways to recognize members, and to restructure various awards systems to be more cohesive (professional awards, media awards, member awards like “Shining Star,” etc.).
- Enhance “members only” section on the website with added value, additional vendor strategic partnerships (“pro deals”), develop a true mentorship or technical assistance program, career development advice and tools. Offer expanded job postings, etc.
- Develop online networking communities and promote online networking events to encourage a sense of belonging and opportunities to discuss issues and topics. Create online interest groups such as birding, photography, or volunteers.

COMMUNICATION

- Improve communication to members on what the Board is doing for the organization.
- Communicate services and resources available with membership. Use data within Products and Services Inventory (created by Amy Roell) to showcase member benefits and offering.
- Communicate webinars in advance to aid in planning.
- Provide materials to help NAI communities market their services and activities. Empower NAI communities to use virtual and digital connections and offerings.
- Generate active engagement on social media to keep members connected.
- Continue virtual networking opportunities (e.g., book club, InterpTalk discussion group).
- Share “good news” about members and their activities.
- Communicate member benefits to curb the perception that NAI is expensive. Lower the costs.

- Communicate the value of international collaboration and international conferences to curb the disconnect with the general membership.
- Promote NAI store as a resource lab, so members understand that it has a variety of tools, files, and webinars available.
- Finalize definition of Heritage Interpretation.

TRAINING

- Provide training for front-line interpreters transitioning to manager. Provide coaching training. Offer more management level training at conferences, or virtually. Implement management training as a pathway to Certified Interpretive Manager.
- Offer free webinars, more webinars, distance learning, small inexpensive online training, digital learning, and digital publications. Hire or contract with an online learning specialist.
- Continue in-person conferences, trainings, and meetings to promote networking and sharing (i.e., don't rely exclusively on virtual meeting spaces). Offer local (in Regions) in-person training options.
- Expand training offerings to other markets. Provide NAI training offerings on a contractual basis to agencies and other organizations.

- Provide topical training (e.g., grant writing, natural history topics such as birds or birding, interpretive writing, smart objectives, audiovisual techniques, evaluation and coaching, hosting events, customer service).
- Foster and support unpaid professional and leadership development opportunities within the heritage interpretation field as a whole.

CERTIFICATION

- Offer virtual certification offerings.
- Undertake full certification and national standards review.
- Market certification to commercial members.
- Add more certifications such as dialogic interpretation and living history, and create training to support these certifications.
- Offer more training for CITs such as grading standards, etc. Create a web portal for videos.
- What's after CIG? Offer additional training courses. Offer free or low-cost continuing ed opportunities to maintain certification. Consider reducing continuing ed requirements to stay certified (in light of budget cuts).

- Expedite certificates with “Accredible” software for digital certificates (instead of mailing). Energize certification with badging, certificates, and gamification (levels of rewards) for training.

CONFERENCES

- Improve affordability of conferences.
- Improve new member welcome and mentor-mentee meet up (at conferences). Add more mixers or guided opportunities to meet new people.
- Generate consistent experiences in conferences and workshops (national, international, regional). Develop a “consistency manual” for national and regional conferences to provide for more consistent services including registration, confirmations, certificates of attendance, etc. Create a consistent registration template for conferences – including regional workshops.
- Re-examining conference scheduling and implement creative use of different formats and layouts.
- Evaluate auction and simplify.
- Explore implementing a separate dialogic track with different proposal guidelines, structure, etc.

ADVOCACY FOR THE PROFESSION

- Provide tool kit for interpreters to advocate and celebrate the profession such as shareable social media posts on interpretation.
- Provide tools to members to promote the value of interpretation (to officials, organization heads, the public) such as pull-out posters, white papers, infographics, and talking points.
- Promote the profession to high school and college students. Promote high school internships.
- Promote interpreters' role in building understanding of natural resources. (Several comments in the SWOTs stated concern for a decline in respect for Natural Resources/Science/Climate Change as a threat to interpretation.)

COLLABORATIVE OPPORTUNITIES

- Strengthen relationships with universities, researchers, and academics teaching interpretation.
- Work with other organizations focused on climate change.
- Collaborate with other interpretive organizations and other “related organizations.” (14 specific organizations and travel industry were listed in SWOT comments.)

- Establish “Social” connections with sister organizations beyond MOUs.
- Develop international “regions” or communities.
- Consider membership crossovers. Discounts for other organizations—dual memberships.
- Implement a national collaborative and strategic partnership assessment with national partners. Target a few key partners and launch collaborative services, products, training, etc.
- Use the international conference to enhance relationships with other interpretation associations and groups (e.g., academic, government agencies, etc.) to grow and benefit our respective members.

RESEARCH

- Tie research to advocacy for the profession.
- Create and market webinars of research results. Communicate research info to members.
- Support research, supply funding for research. Consider award for best research piece in JIR. Consider a membership add-on fee to fund research. Identify areas of needed research to support interpretation in the field.
- Get interpretation research into other journals.

- Connect research to the profession and field interpreters. Promote researchers – meet a researcher. Improve members' knowledge of available research.
- Improve the stature of JIR to increase value among researchers.

INCLUSION/DIVERSITY/EQUITY/ACCESSIBILITY (IDEA)

- Provide training on hiring a diverse workforce or working with diverse co-workers.
- Provide training on working with diverse audiences. Provide training on cultural literacy as it relates to interpretation.
- Collaborate with organizations such as LGBTQ Outdoor Summit/Outdoor Afro.
- Establish support for under-represented groups to participate in NAI national Board and committee positions, or as members.
- Provide training options (virtual or in person) that are universally accessible. (Online gatherings are challenging for hearing-impaired).
- Grow leadership development for the organization and communities that is inclusive. Recruit for IDEA in organizational leadership positions.
- Support programs in schools to increase IDEA in the field.

- Enhance accessibility to NAI facilities, programs, and services. Ensure NAI products, programs, and services are accessible and ADA compliant (e.g., website, trainings, etc.).
- Develop a comprehensive plan to support the membership in discussions and actions on Inclusion, diversity, equity, and accessibility.
- Develop a long-range staffing plan to meet member and organizational needs: Receptionist/membership assistance; communications manager working with members and communities; online learning specialist to create and deliver trainings; information technology specialist; additional certification processing help; conference and event assistant.
- Develop a plan to improve efficiency of NAI Headquarters building to improve effectiveness and service to members (i.e., solar panels to offset utility costs, reconfigure office space to accommodate more offices for future staff, end or reduce leased space on the first floor, expand on-site storage (garage space adjoining parking lot)).

ORGANIZATION STABILITY

- Review/evaluate Products and Services Inventory for modifications, gaps in member services, and cost-benefit. Assess if different membership categories or different career stages have a variety of services that are targeted to them.
- Review/evaluate structure and core services of Regions/Sections for viability.
- Develop and implement internal volunteer leadership development for “communities.” Create a culture of asking (to grow leaders).
- Assess and promote effective technology, communication, and collaboration among Board, workgroups, and staff. Explore supporting technology.
- Implement a national collaborative and strategic partnership assessment with national partners.

THANK YOU!

This document exists thanks to countless hours of work contributed by NAI Board, staff, and members. Special thanks to the following individuals for their considerable efforts:

Strategic Plan Working Group: Jay Miller, NAI President; Tom Mullin, Vice President for Administration; Amy Lethbridge, Director Emeritus; Margo Carlock, Executive Director; Paul Caputo, Deputy Director

NAI College and University Academics Section: Chay Runnels, Stephen F. Austin University; Theresa Coble, University of Missouri–St. Louis; Brian Forist, Indiana University; Philip Smartt; and University of Tennessee at Martin, Brenda Lackey, University of Wisconsin–Stevens Point. The member survey conducted by the section was analyzed using Stephen F. Austin University's Qualtrics software.

Members Product and Services task force, Amy Roell, chair

SWOT Task Force, led by Terry Joyce and Emily Jacobs

NAI Advisory Council Leadership Team

All the members who volunteered their time to share their ideas

Evie Kirkwood of Evie Kirkwood Consulting for leading us through this process and demonstrating amazing flexibility with all the challenges of the COVID-19 era.