

National Alliance for Media
Arts and Culture (NAMAC)

STRATEGIC PLAN
2006 - 2007

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NAMAC'S STRATEGIC PLANNING PROCESS

Every 18 months, NAMAC's board and staff conduct a strategic planning process within the framework of a two-day retreat. Guided by our facilitator, we review the previous plan and its implementation, identify current organizational strengths and weaknesses, examine key factors in the external environment and update NAMAC's strategic directions.

NAMAC's board and staff monitor the Strategic Plan, including evaluating NAMAC's progress at each of the two biannual board of directors meetings. The directions established in the Plan guide NAMAC's annual scope of work and budget priorities.

NAMAC'S EXTERNAL ENVIRONMENT

NAMAC's Strategic Plan is built from our collective knowledge of the national media arts environment and its dynamic nature. A variety of cultural, socio-economic, technological and philanthropic factors make up our highly diverse membership and the fluid nonprofit landscape they now inhabit and thrive in.

External factors facing the field include:

ORGANIZATIONAL SMART-STRUCTURING

Arts organizations must be prepared to transform internal structures to meet the needs of new communities and user bases in an era of significantly reduced funding programs. In order to thrive and remain at the center of the cultural conversation, organizations must look for new ways to compete purposefully and creatively for members' and the public's attention and loyalty.

CONTINUOUS TECHNOLOGICAL RETOOLING

All areas of motion media are being radically reshaped by new and sophisticated communications tools. What exactly is "media arts culture" now, and how is it being redefined through technological change?

TELECOMMUNICATIONS AND CULTURAL POLICY INTERSECTING

Public interest policy objectives must include wider partnerships and coalitions with artist-serving organizations and the interests of the creative community nationwide. The media arts must articulate a vision for the future, and take a leadership role in protecting the rights of artists — from net neutrality to copyright issues; and from distribution of content to new challenges that are only beginning to emerge.

THE NEXT GENERATION OF LEADERS IS NOW EMERGING

As the field matures and widens its identity, the challenge is to nurture and provide encouragement, career opportunities and resources for young people to enter the field as the next wave of producers, educators, leaders and administrators.

DIGITAL LITERACIES AND MEDIA HISTORIES CONVERGING

From K-University digital literacy is an increasingly necessary component of our world. To protect media democracy in our public and cultural interest we must understand our histories and values, and ensure they are articulated in the new media landscape.

PRACTICAL VISION

Asks the question: "What do we want to see in place 5-10 years from now?"

The vision of an organization is held in part by all of its members. This workshop seeks to bring these together to create the shared picture of the future. The practical vision is the responsive statement of hope within the given environment. It provides a sense of the destination of the effort. It tells us where we are going, what the accomplishments, outcomes, changes and results are that we are seeking by our efforts.

Based on the current environment, NAMAC's 2006-2007 Strategic Plan retains these core visions we want in place as a result of our collective efforts.

- Encourage and sustain professional development and leadership throughout the field.
- Cultivate a vital and connected local, regional and national network.
- Discover and showcase stories that demonstrate the value of the independent media sector and inspire action.
- Continue to be known as a trusted guide to public media and the media arts.
- Engage new communities in the NAMAC network.
- Continue to develop and deepen a value-driven organizational culture and structure.
- Establish more international relationships.
- Broaden organizational capacity and financial sustainability.
- Expand membership to include multi-disciplinary practices.

STRATEGIC DIRECTIONS

Asks the question: "What creative, practical actions can we take over the next year or two, to deal with the challenges and move us toward our vision?"

In the Strategic Directions workshop participants are asked to focus on practical actions that will deal with the blocks identified in the previous session. By planning strategically, that is, both in relation to its real situation and the underlying contradictions, and its practical vision, then it has a chance to realize its vision.

The NAMAC board and staff have developed four overall strategic directions, each with specific action arenas.

ACTIONS 2006 - 2007

STRATEGIC DIRECTION 1

EXPAND OUR KNOWLEDGE BASE AND CAPITALIZE ON NEW OPPORTUNITIES AND RESOURCES

NAMAC will continue to stabilize our organization by looking ahead to new partnerships and revenue-generating opportunities.

DEVELOP A COMPREHENSIVE BUSINESS AND TECHNOLOGY PLAN

- Look at other organizational models for federations and chapters (SVP, YMCA, Sierra Club)
- Secure business school alumni to develop business and technology plan for NAMAC
- Create a mechanism to update and change the business and technology plan in future years

ASSESS EARNED INCOME POTENTIAL

- Create institutes and training opportunities that generate income for NAMAC
- Capitalize on opportunities for new income
- Partner with publishing group to provide content-rich materials
- Assess feasibility of capitalizing Indie World Network project

COMPLETE "MAPPING THE FIELD" PROJECT

- Map the field of public media and media arts
- Refine definition of the 'field' based on data received from the "Mapping the Field" project

PRACTICAL SIGNS OF SUCCESS (OVER 12 - 18 MONTHS)

- Mapping the Field is completely funded and results are published in CLOSER LOOK 2007
- Field is defined through the Mapping the Field
- Major membership participation in survey creation and searchable database
- Attract financial resources to "Indie World Network" development
- Membership expands to multidisciplinary arts organizations
- Shift to earned income model from subsidy model
- Business and technology plan created and presented to Board in 2007

ACTIONS 2006 - 2007

STRATEGIC DIRECTION 2

DEEPEN RECIPROCAL RELATIONSHIPS AMONG MEMBERS AND PARTNERS

NAMAC will build and deepen the networks that draw together and support our members.

ENGAGE AND ACTIVATE MEMBERSHIP IN PROGRAMS

- Modify NAMAC programming to meet member needs
- Adopt new evaluation strategies
- Hold regionally-based online salons and activate regional networks
- Engage members in the creation of online programming: social networks, web 2.0 content, reporting on “stories from the field”

ADVANCE POLICY PARTNERSHIPS

- Sustain and grow current policy partnerships
- Seek new and strategic policy-related alliances and coalitions, and sustain strategic alliances with other professional intermediary organizations around common issues and initiatives
- Generate a “Policy Issues Brief” and create new information and analysis content for Policy and Advocacy area of site

DEVELOP AND IMPLEMENT CAPACITY BUILDING PROGRAM

- Increase fundraising skills of member organizations
- Develop services to assist members manage crisis
- Create partnerships with funders for large projects and grants
- Increase capacity-building support program to award larger grants

GROW MEMBERSHIP SMARTLY

- Evaluate effectiveness of membership survey tool
- Explore the “market segmentation” of member organizations
- Create plan to maintain, grow, and diversify membership while checking assumptions about who they are
- Talk to targeted organizations and/or clusters of organizations in cities and regions
- Create incentives for members to bring in new members

PRACTICAL SIGNS OF SUCCESS (OVER 12 - 18 MONTHS)

- New communities, artists and organizations participate in 2007 Conference
- A noticeably strengthened set of alliances (successful partnering projects and fundraising efforts)
- Increased representation at regional meetings, new regional members and networks
- Attract financial resources to “Indie World Network” development
- Funders review a new regranting plan to strengthen member organizations’ capacity

STRATEGIC DIRECTION 3

CLARIFY AND COMMUNICATE OUR VALUE

NAMAC will focus on amplifying the voice and public presence of the media arts field.

DEVELOP A COMMUNICATIONS STRATEGY

- Develop a comprehensive marketing plan and implement
- Develop new branding strategy for all NAMAC visual and publication materials
- Re-message the value of the field for funders and the public
- Use Mapping the Field data to inform communications plan implementation
- Develop a press list (ours; and in association with our consortium allies)

REVISIT MISSION AND GOALS

- Review current mission and overall goals of NAMAC
- Write and use an “elevator speech” about NAMAC and the field
- Dedicate time and energy to evaluate mission and how to articulate it
- Standardize mission and goals language across all text materials

PRACTICAL SIGNS OF SUCCESS (OVER 12 - 18 MONTHS)

- NAMAC’s mission is clearly articulated
- Mission can be easily and enthusiastically conveyed to new stakeholders
- Increase in membership, supporters and allies
- New donors to contribute planning services or other capacity building services
- Fresh and bold new look reflects who we are and where we are going

STRATEGIC DIRECTION 4

ALIGN BOARD AND STAFF RESOURCES TOWARD CURRENT GOALS

NAMAC will grow the capacity of our organization to serve the field.

ALIGN BOARD RESOURCES TO GOALS

- Diversify board to include more funders
- Recruit board members to fill particular expertise areas
- Establish board steering committee to assess, and assist with, new capacity building opportunities and projects

ALIGN INTERNAL RESOURCES TO BETTER SERVE GOALS

- Create a succession plan
- Review staff roles and revise to align with current organizational goals
- Investigate and obtain larger office space
- Establish a more robust membership-related department with more staff

PRACTICAL SIGNS OF SUCCESS (OVER 12 - 18 MONTHS)

- NAMAC has a clear sense of succession pathways
- NAMAC has expanded its physical capacities
- Staff resources align smoothly with current strategic plan and organizational goals
- Knowledge base of Board of Directors is balanced and diverse
- At each of the two bi-annual meetings, the Board evaluates how well we are making the changes stated above, and shows confidence in the directions we are taking to produce these results.

NAMAC'S BOARD OF DIRECTORS

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JACK WALSH, Co-Director
DANIEL "DEWEY" SCHOTT, Program Director
AMANDA AULT, Program and Membership Associate

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ABOUT ICA

The Institute of Cultural Affairs (ICA) is a unique facilitation, training and research organization providing effective participatory skills to thousands of people across the United States and in thirty other nations. With its twenty-five years of international experience, ICA continues to be on the leading edge of change in designing, delivering and training people to use simple, yet highly productive group leadership processes.