

SNAG Strategic Plan 2016 – 2018

Overview with Measures

- I. **Advocacy and Activism: Strengthen and promote the field of jewelry and metals**
- Educate the public about the field of metalworking and jewelry.
 - Record our field’s history
 - Form strong partnerships with other organization, in the fields of craft, art and design to create greater impact for our members and constituents
 - Increase awareness of SNAG through brand identity, visibility, and communications.

Measures	
Outcomes:	Indicators:
Greater legitimacy for the field	<p><u>Quantitative - Three-year comparison</u></p> <ul style="list-style-type: none"> • # of memberships – retained and new • # of supporters - retained and new • % of support by type • # of impressions – earned media, social media, and website <p><u>Qualitative</u></p> <ul style="list-style-type: none"> • Partnerships that create reciprocity

II. Education – Cultivate and create programs, publications, services, and opportunities that deliver creative approaches and critical support to our members and reflect the changing international community

- Be a resource for educational materials and support within the field
- Nurture the future of the field
- Identify and create partnerships to improve education

Measures	
Outcomes:	Indicators:
<p>More people finding their tribe within the field</p> <p>More members finding the resources they need to succeed</p>	<p><u>Quantitative - Three-year comparison</u></p> <ul style="list-style-type: none"> • # of student members (% of total membership) • # of conference attendees – retained and new • % of retained members (see Goal I) • **New** Survey members on accessibility of resources

III. Operations & Governance – Create clear and efficient guidelines and policies to define roles, responsibilities, terms, and hierarchy within the organization

- Commitment to remain disciplined, accountable, and responsible for our internal operations and move forward with confidence in our systems
- Create closer partnerships between board, volunteers, and staff to change the culture of the board to one that is strategic, proactive, and focuses on fundraising

Measures	
Outcomes:	Indicators:
Ongoing fiscal sustainability	<u>Quantitative - Three-year comparison</u> <ul style="list-style-type: none"> • Net assets • Profit/Loss by Program • Average board term • # of volunteers – retained and new • Staff retention rate
Greater role clarity among board and staff	
Increased board member retention	

IV. Development/Fundraising – Create and implement a development plan that allows for diverse income sources to contribute to the financial sustainability of SNAG

- Expanding SNAGS fundraising and development capabilities
- Developing a culture of giving
- Streamlining fundraising and development efforts

Measures	
Outcomes:	Indicators:
<p>Three-month cash reserve</p> <p>Increase in board participation in fundraising</p> <p>Increase in major donors (\$500+)</p>	<p><u>Quantitative - Three-year comparison</u></p> <ul style="list-style-type: none"> • # of donors, donor \$, avg. gift size • # of major donors, major donor \$ • donor retention (see Goal I) • # of advertisers, advertising \$ • # of board members meeting pledge