



Strategic Plan 2015-2018

Mission

To nurture, engage and empower the international folk music community — traditional and contemporary, amateur and professional — through education, advocacy and performance.

Five-Year Vision

In five years, Folk Alliance International will continue to be the **advocate for the Folk music community** and its members. It will remain a progressive organization, seeking ways to be most relevant and diverse. FAI will expand its footprint as a **Respected Organization within the Music Industry** and will be branded as synonymous with Folk Globally. It will be the premier showcase for artists and presenters and will attract those that are building their careers and those who have achieved success. Members will be proud to be a part of FAI for what it does for its members and for the music. FAI will engage in **thoughtful intention growth** and will continue to **produce high-profile and fun events**. We will use data to inform our decisions and actions. FAI will be known as the gathering place for the global folk community. It will be the organization that inspires and connects creators. It will be considered to be the **essential folk music education resource**. Its music camps will be educating future generations and will develop new offerings for all things folk.

Strategic Areas

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Strategic Area: Financial Growth and Accountability

OBJECTIVE: To Provide Financial Oversight to Guide the Growth of FAI			
Goals:	Actions	Timeline	Implementation
1. Provide funding oversight on behalf of the Board	1.a. Review monthly framework	Ongoing	Executive Director/Administration Finance/Accountability Committee (F&A)
	1.b. Develop "Board exec" financial training	2015	F&A Committee
2. Establish, maintain and communicate Key Performance Indicators (KPI) and Key Result Indicators (KRI) (economic dashboard)	2.a. Define 1 st generation KRIs/KPIs	2015	ED/F&A Committee
	2.b. Support staff in redefining G/L and other key data elements	2015 ongoing	F&A Committee
3. Establish and oversee process for assessing the impact of future programming	3a. Create and implement process for new project financial modeling	2015 ongoing	ED/F&A Committee
4. Develop fundraising strategy and capacity	4a. Build donor base 4b. Explore endowment/foundation 4c. Create funding opportunities schedule 4d. Consider additional revenue streams	2015 ongoing	ED/Development Committee
5. Create and oversee a financial plan	5a. Establish investment and reserve policies (including explicit Board agreement on risk tolerance)	2015-2016	F&A Committee

Strategic Area: Financial Growth and Accountability

OBJECTIVE: Use Data for Strategic Decision Making			
Goals	Actions	Timeline	Implementation
6. Provide members and the organization the needed research to help them make data driven decision	a. Identify and assess existing data sources	2015	Staff: Executive Director and designated others
	b. Track comprehensive member data (demographics, finance, activity, attendance)	2015	
	c. Brainstorm and evaluate additional data sources (both internal and external)	2015	Committee: Finance/Accountability (F&A)
	d. Brainstorm and contact potential research partners (e.g. market research experts, Universities, etc.)	2015	
	e. Reach out to members for input on what research they will find valuable	2015	ED/F&A
	f. Pick 2-3 'pilot' projects	2015-2016	F&A
	g. Develop a learning agenda and establish process for benchmarking all aspects of FAI	2016	F&A
	h. Explore funding sources for data collection & integration	2016	ED and F&A
	i. Provide oversight of (and push when needed) other committees to include data in their decision process	2015 ongoing	F&A

Strategic Area: Conference and Programming

OBJECTIVE: To Ensure Quality Throughout the Conference			
Goals:	Actions	Timeline	Implementation
1. Program a conference that ensures quality and inclusion	1a. Showcases – screen submissions 1b. Showcases – explore diversity of applications and impact showcase programming has on buyer attendance	Ongoing	<p>Staff: Serve lead role for conference plan, implementation of all programming, and delivery of reporting</p> <p>Program Committee: assist staff as needed (at ED’s discretion) and provide linkages to the board</p>
2. Program a conference that develops talent of all membership constituencies	2a. Design panel programming to be effective for broader membership/attendees (not just artists) 2b. Panels – explore expansion and diversity to serve non-artists; trade show possibilities 2c. Panels – leverage speakers in conference marketing	Ongoing	
3. Coordinate programming opportunities/initiatives with ED	3a. Improve Board mentoring session	2015-2016	
4. Monitor conference registration progress	4a. Keep board informed periodically of conference registration progress compared with past year and targets to hit	Ongoing	
5. Conduct annual review to plan future conferences	5a. Review data regarding program, marketing, registrations, logistics and finances	2015 ongoing	

Strategic Area: Conference and Programming

OBJECTIVE: To Expand Programs to Extend FAI's Reach			
Goals:	Actions	Timeline	Implementation
1. Determine current programs that warrant expansion	1a. Evaluate effectiveness, efficiency and impact as appropriate to program and make recommendations	2016	Staff & Programming Committee
2. Provide service and education to all levels of membership	2a. Clarify relationship between Folk Alliance and membership 2b. Understand goals, needs and expectations of membership; identify what is different for key member segments 2c. Create a process for evaluating and launching new ventures; design programs with specific goals in mind	2015-2016 ongoing	Staff & Board Finance & Accountability Committee Programming Committee
3. Leverage the skills of our membership and regions to enhance programming	3a. Regions - Engage regional organizations' knowledge and capabilities; refine methods of communication and discuss possibilities	2015 ongoing	ED & Regional Leaders Regions Committee
	3b. Membership - Consider member segments able to extend programming and how their work aligns with our goals; determine how to identify segments on an ongoing basis	2016	Staff
	3c. Camp – Explore the opportunities created by the existence of our new music camp	2016	Staff
	3d. Arts & Education - Explore our organization's role; identify member activity (at individual and organizational levels) to determine how Folk Alliance can help	2017	Staff
4. Build value/programs for general population (the public)	4a. Clarify relationship between Folk Alliance and the public 4b. Understand needs of key target audiences/segments 4c. Brainstorm observations and ideas	2017	ED & Staff Board discussion needed to explore further Regional leadership should also be engaged In discussion

Strategic Area: Board Development and Nominating

OBJECTIVE: To Build and Strengthen the Board Capabilities			
Goals:	Actions	Timeline	Implementation
1. Ensure that Folk Alliance International has a well trained and equipped board of directors through regular and ongoing Board training	1c. Create assessment tools and plan an evolving structure of educational programs for the board to coincide with goals in other areas – determine budget needs 1b. Identify and secure speakers and other enhancement and education tools 1c. Annually clarify role of Board and Staff, particularly as staff develops and increases	2015 ongoing every year	Board Development Committee
2. Systematize Board assessment process	2a. Develop and implement Assessment Tools for board efficacy and efficiency	2015 ongoing	Board Development Committee with input from ED and ExCom
3. Create and annually conduct new member orientation	3a. Create and present new member orientation package 3b. Develop buddy system for new members		Board Development Committee
4. Maintain board member commitments to board conduct	4a. Annual signatures on Conflict of Interest declarations 4b. Explore initiating NDA/Confidentiality agreement	Ongoing 2015	ED at Conference Mtg Governance Committee/ED

Strategic Area: Board Development and Nominating

OBJECTIVE: To Build the Skills and Diversity of the Board to Meet the Needs of FAI			
Goals:	Actions	Timeline	Implementation
1. Connect Board to local KC community	1. Identify and appoint 1-2 local representatives to board from corporate and arts communities in KC	2015-2016	ED
2. Include more international members on the Board	2a. Explore and solicit international Board members	2015 ongoing	ED, Nominating Committee
3. Create 'Star' Advisory Board	3a. Build the Advisory Board with artists, high level donors, etc.	2016	ED, Development & Connections Committee
4. Engage more Board participation in events (FAI Conference in February, FAI Regions, presence at outside events)	4a. Full board presence at conference	Every year	ED, Board Development Committee
	4b. Mentoring session at conference	Every year	Staff to organize, Board
	4c. Ambassadors at conference	Every year	Staff to organize, Board
	4d. Explore additional board/member interaction opportunities (ie "board social" idea)	2015 to pilot	Staff to organize, Board
	4e. Announce/register presence at General Meetings at any regional or industry conference/event a FAI board member attends	Ongoing	Board
5. Expand Board reach through membership involvement	5a. Engage non-board members in committee work	2015 and ongoing	Committee Chairs with input from ExCom/ED
6. Foster relations with board alumni	6a. Continue to host annual alumni reception at conference	Every year	Board President, ED

Strategic Area: Advocacy

OBJECTIVE: To Influence and Educate on Issues Critical to the Folk Community			
Goals:	Actions:	Timeline	Implementation
1. Understand the issues	1a. Gather data on issues via survey	2015 – 2016	Staff
	1b. Prioritize items from survey – what issue(s) will we address		Advocacy Committee with ED
	1c. Determine resources required to address issue(s) – (staff/data/funds/implementation)		Advocacy Committee with ED
2. Develop solutions/forums	2a. Gather, develop and make available resources to inform members (research, whitepapers, video, tip sheets, forms)	2015 – 2016	ED & Staff with Advocacy Committee as needed
3. Educate members and the community	3a. Outreach to membership (FAI and Regions)	2015 – 2016	ED with board support
	3b. Outreach to other organizations		ED with designated board members
4. Support membership	4a. Respond to inquiries and FAQs from membership 4b. Assist with communications/connections between members where appropriate	2015 – 2016	ED, Staff and designated partners

Strategic Area: Enhance the Brand

OBJECTIVE: To Build and Promote a Compelling Brand and Story of FAI			
Goals:	Actions	Timeline	Implementation
1. Establish and leverage our brand to better serve the Folk community	1a. Assess our brand value; identify where our image and message can be contemporized and refined 1b. Establish brand guidelines for our existing positioning 1c. Consider media relationships and publicity approach 1d. Plan future brand guidelines; explore re-brand	2015-2016	ED, Staff and consultants as needed with Brand Committee
2. Ensure marketing materials reflect the brand	2a. Update website, social media and other marketing channels in accordance with branding guidelines	2015 ongoing	Staff
3. Launch organized campaigns to deliver key messages	3a. Design marketing campaign to extend the depth and breadth of our reach (intentional internal and external), and appeal to younger people for membership 3b. Develop elevator pitch (mission, use of community, grassroots, etc.) 3c. Elicit “Star Power” participants to endorse/participate in campaign (artists, Board of FAI member networks)	2015-2017	Brand Committee and ED
4. Launch program initiatives that further brand goals	4a. Establish brand goals (awareness, consideration, intent) 4b. Explore Folk Music Wall/Hall of Fame, what goals will be met, how to proceed	2016 ongoing	Brand Committee

Strategic Area: Global Expansion

OBJECTIVE: To Thoughtfully Expand FAI's Footprint Globally			
Goals:	Actions	Timeline	Implementation
1. Increase international membership	1a. Understand goals, needs and expectations of international membership (and potential new membership); identify what is different for key segments 1b. Develop a staged plan for international expansion; set regional goals; identify methods to achieve them 1c. Create opportunities for key international member segments	2016 ongoing	ED/Staff Regions Committee
2. Increase international participation in FAI conference	2a. Actively invite new groups and ambassadors to conference 2b. Clarify investment requirements and budget that should be spent to subsidize/dedicate to international development at conference 2c. Create sponsorships at the conference suited to showcasing talent from outside North America 2d. Engage government organizations for potential partnerships	2015 2016 2016 2017	ED/Staff
3. Add regions to include territories beyond North America	3a. Identify and create plans for expansion	2016	ED/Staff Regions Committee
4. Officially represent FOLK music globally	4a. Take an active role presenting, exhibiting, and representing FOLK at national and international events such as MIDEM, WOMEX, APAP	2016 ongoing	ED/Staff