

# Strategic Plan OVERVIEW 2020-25



## GOAL 1

Advance the standing of NATS as the preferred professional organization for voice professionals

Objective	Actions	Outcomes
A. Grow Membership for greater impact on voice professions	<ul style="list-style-type: none"> <li>- Improve pipeline for membership growth</li> <li>- Develop/implement a dynamic member experience plan</li> <li>- Strengthen the NATS structure for engagement throughout the organization</li> </ul>	<ul style="list-style-type: none"> <li>- NATS will be inclusive and attract and engage a diverse scope of membership</li> <li>- NATS member satisfaction and engagement will increase, as measured in second climate survey in year 5 of Plan</li> <li>- NATS membership will grow 5% over initial three years of strategic plan</li> </ul>
B. Build mutually beneficial strategic stakeholder relationships	<ul style="list-style-type: none"> <li>- Identify strategic stakeholders critical to NATS goals</li> <li>- Seek and build mutually beneficial partnerships with critical stakeholders</li> <li>- Formalize these relationships and assign relationship managers</li> </ul>	<ul style="list-style-type: none"> <li>- NATS will have greater visibility in the voice profession</li> <li>- NATS positive reputation is increased among members and stakeholders</li> </ul>
C. Develop outstanding portfolio of programs and services for profession	<ul style="list-style-type: none"> <li>- Conduct cost/benefit evaluation for all programs and services</li> <li>- Develop broad marketing plan to promote programs and services and NATS goals</li> </ul>	<ul style="list-style-type: none"> <li>- NATS will increase quality of and demand for programs and services that are critical to NATS member experience</li> </ul>

## GOAL 2

Build organizational capacity to realize GOAL 1 by improving management practices with volunteer leadership and staff and increasing financial resources.

Objective	Actions	Outcomes
A. Strengthen organization management processes and practices and add planning to all operations	<ul style="list-style-type: none"> <li>- Conduct and integrate organization assessment of processes improvements into NATS operations</li> <li>- Conduct assessment of volunteer leadership and staff roles to improve NATS performance</li> </ul>	<ul style="list-style-type: none"> <li>- NATS will have an aligned organizational plan with measurable objectives for each functional area</li> <li>- NATS will have a unified and aligned volunteer leadership and staff plan with clear annual goals supporting the organization's strategic plan</li> </ul>
B. Strengthen and align financial earned and contributed resources to advance NATS goals	<ul style="list-style-type: none"> <li>- Strengthen best practice financial management processes into all operations</li> <li>- Increase earned revenue as a result of examining all programs and services, for increased sustainability</li> <li>- Increase and establish new contributed revenue streams with philanthropic support at all levels</li> </ul>	<ul style="list-style-type: none"> <li>- Financial decisions are made with more data and input for greater accountability and transparency</li> <li>- NATS will grow earned income to better serve organization, members, and professions</li> <li>- A culture of philanthropy will rise in NATS, providing increased opportunities to perpetuate the impact of NATS</li> </ul>

### DIVERSITY AND INCLUSION STATEMENT

NATS strives to be a welcoming and supportive community of members and students who celebrate the unique identities, varied backgrounds, and experiences of all individuals. We are dedicated to ensuring that all voices are valued and heard in an inclusive environment with equitable treatment for all.

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## 2020-25



The National Association of Teachers of Singing Strategic Plan 2020-25 marks a point in our 76 year history when, for the first time, we are formally and fully examining all aspects of who, what and where we have been since 1944, and how to build toward future. As we honor the original 100 founding members of NATS and all members in our history, we are in awe of the original creativity and innovations that have advanced us to this point.

In 1944 the founders of NATS relied on hand delivered mail and telephone calls. As we do today, they kept abreast of vocal pedagogy trends through annual conferences and mailings of the NATS Bulletin, now called Journal of Singing. They also held annual meetings with the Board of Directors to discuss matters for the good of the association. It is impressive that so many of their original ideas are thriving into the twenty-first century. Collectively NATS members, past and present, have shared respect for the singing of each individual person. This crosses the boundaries of time. However, our history will always reflect the constant changes of the times we live in.

The Strategic Plan 2020-25 itself is a living document with goals, objectives, and action items that will be addressed in ongoing processes that will have fiscal ramifications and require careful financial and action planning. With this Strategic Plan we offer an update to our mission and add to it our vision, values, and our diversity and inclusion statement.

### OUR VISION

*Transforming lives through the power of singing.*

### OUR MISSION

*To advance excellence in singing through teaching, performance, scholarship, and research.*

### OUR VALUES

**Support** voice professionals within the studio, classroom, clinic, and performance venue.

**Provide** committed leadership to achieve our mission and vision.

**Advance** ethical principles and practice in our profession.

**Celebrate** and recognize the value and efforts of all.

**Encourage** individual skills and creativity.



Teaching Performance Scholarship Research

