

National Association of Watch and Clock Collectors, Inc.

Vision Plan

2014 – 2016

Approved September 3, 2014
Approved update January 14, 2015

Purpose of the Plan

To guide the Board of Directors, management, professional staff, and volunteers in the fulfillment of the NAWC's mission and movement toward NAWCC's vision.

NAWCC's Mission

The NAWCC is a community committed to preserving, encouraging, and stimulating interest in the art, heritage, and science of timekeeping.

NAWCC's Vision

The NAWCC is the global leader in acquiring and disseminating knowledge and enhancing and furthering education with respect to the art, heritage, and science of time and timekeeping.

Goal A: Chapter Relations – To ensure a mechanism is in place to support and enhance all Chapters in their efforts to remain functional, capable, and vital.

Objectives:

1) Ensure the Chapter Handbook remains valid and supportive of Chapter needs; evaluate for needed updates on a periodic basis.

Handbook to be updated by June 2015. (Chapter Relations Committee)

Status: Handbook distributed to Chapter Relations Committee to begin update to be completed by June 2015.

2) Ensure understanding of Chapter needs by conducting periodic (typically annual) Chapter Surveys that address and promote chapter communications and needs.

Survey taken and results distributed. (Chapter Relations Committee)

Status: Survey to be distributed in January 2015 by Chapter Relations Committee.

3) Ensure a Chapter Newsletter is in place that provides timely and current information to Chapter leadership and supports Chapter needs; distribute the Newsletter on not less than a six-month cycle.

Chapter Newsletter distributed in May and October. (Chapter Relations Committee)

Status: Information and articles to be received by September 1, 2014.

4) Ensure a plan is in place to provide (and make Chapters aware of availability of) mentors for development and training of Chapter Officers.

Plan to be developed by March 2015. (Volk and Wahlner)

Status: Initial planning started.

5) Ensure a mechanism is in place which makes email lists of members, within each U.S. geographical area, available to chapters within that area. (Note: areas to be defined by the Chapter Relations committee using factors related to distance and areas of membership concentration.)

Identify all Geographical Chapter zip codes by June 2015. (Lindenberger)

Status: Effort underway.

Goal B: Development – To ensure a mechanism is in place that will provide for one-third of the NAWCC budget be derived through endowment and contributions income.

Endowment Funds Mission – To provide funds that will be held in perpetuity to produce an annual source of revenue in support of the NAWCC mission.

Objectives:

1) Ensure a robust Endowment and Capital Campaign is in place:

a – Continue with identification, screening, cultivation, and solicitation of large gifts from high-net worth individuals.

b – Continue with solicitation of gifts from NAWCC leadership.

c – Pursue contributions from foundations and corporations.

d – Broaden solicitation team by identifying and inviting selected donors to become part of the steering committee, campaign committee, or campaign solicitors and advisors.

e – Obtain 70+ gifts ranging from \$10,000 to \$1 million or more by December 2015; \$3 million of this by December 2014. Goal \$7.5 million (\$6M endowment, \$1.50M capital and cost).

f – Obtain 20+ planned gifts valued at a total of \$1 million or more.

g – Start planning 4th quarter 2014 for every member campaign to be a center theme at the 2015 National Convention.

2) Ensure a robust Planned Giving process is in place that will heighten awareness of related needs and opportunities:

a – Increase active 1943 Heritage Society members from current 23 to 35 (December 2015).

b – Mail one or more planned giving pieces to current members who do not receive the Gift Legacy newsletter.

c – Use the *W&C Bulletin* carrier sheet to promote planned giving at least annually.

d – Present planned giving seminars at the 2015 National and online.

Contributions Mission – To provide ongoing funds to be used for the operations, special projects, and capital needs of the NAWCC.

1) Ensure an Annual Fund process is in place that will enhance understanding of related needs and opportunities:

a – Clarify purposes of Annual Fund and distinguish from Endowment and Capital Campaign.

b – Mail Annual Fund solicitation to past donors and new members—three mailings plus several emails to those with email.

2) Friends of the Collection

a – Continue to develop Friends program for contributors to the Museum.

b – Establish Friends membership program for persons who are not collectors.

c – Encourage donations of timepieces needed for our collections plan.

3) NAWCC Timely Needs – Project Giving

a – Maintain a list of projects that can be contributed to by Chapters, in honor or memory of individuals, by service clubs and others.

Donor Recognition

a – Host annual donor reception at the National Convention for all donors who contribute \$100+ and Society members. Invitation to include donor pins.

b – Publish donor list in NAWCC publication and online.

c – Update recognition plaques at National offices and Museum.

d – Evaluate other recognition clubs or societies based on years of giving or cumulative amounts.

Goal C: Education - To ensure a robust mechanism is in place that will support the NAWCC's role of being a leader in disseminating knowledge about the art, heritage, and science of time and timekeeping.

- 1) Develop value added educational opportunities that will attract new, vital, and contributing members in all categories.
 - a – Ensure effective and aggressive marketing of current educational opportunities.
 - b – When and where needed, fully exploit opportunities for and develop new basic and elementary “How-To Programs.” Where opportunities exist, do so in a meaningful and cost-effective way, and fully exploit the ability to make such programs available online.
 - c – Ensure income derived from educational products is effectively channeled and used as needed to develop additional classes. (Start 2014)
- 2) Ensure continuity between the NAWCC School and the FSW programs.
 - a – Ensure a clear sequence of classes is in place and fully understood by students.
 - b – Ensure opportunities are exploited to develop and implement an advanced series of classes that are consistent with member needs and, when and where appropriate, made available at a variety of locations.
- 3) Ensure Online Field Suitcase Classes are consistent with and supportive of member needs.
- 4) Ensure understanding of opportunities related to effective use of advanced technology in supporting and meeting educational needs of NAWCC membership worldwide.
 - a – When practical, produce Internet-based lectures, symposiums, and webinars in languages that are appropriate to the international NAWCC community and available for viewing at any time of the day.

Goal D: Membership/Marketing – To ensure a mechanism is in place that will exploit every opportunity to attract and retain members:

Objectives:

1) Ensure a strategic Membership Recruitment Program is in place: Begin direct marketing six-month test program with Marketing General Incorporated to solicit 60,000 non-members, with objective of adding 1,050 new members by early 2015.

2) Ensure that tactical opportunities to attract and retain members are fully exploited and that supporting material and programs are in place to meet such needs:

a – Ensure individual members, business members, and chapters are aware of opportunities and encouraged to engage in membership recruitment activities in support of NAWCC. (Ongoing)

b – Ensure a “virtual” handbook of documents (PDF files, etc.), defining and supporting recruitment opportunities, are in place and easily available from the NAWCC website or made available by email to individuals and chapters.

c – Ensure procedures, practices, and products are in place for chapters to use in making appearances at non-horological events, such as antique shows, flea markets, etc., in an effort to attract interest from the public in the NAWCC and NAWCC membership.

d – Ensure opportunities are fully exploited to make highly effective use of the Internet in recruiting new members. (Ongoing)

Goal E: Museum/Library - Ensure every opportunity is exploited to create appreciation, in a meaningful and interesting way, of the objects and artifacts associated with the art and science of timekeeping. In doing so, depict the importance of the measurement of time within human society, reveal the artistry and science of timekeeping mechanisms, preserve and collect objects related to time and timekeeping, and explore their development from the earliest societies to the present day.

Objectives:

1) Ensure the Museum and Library collections remain meaningful, valid, and of the highest possible interest to both the horological community and the general public.

a – Review and update collecting plan. (2014)

b – Update collections needs list. (2014)

c – Continue collections documentation and research. (Ongoing as staff and resources allow).

d – Continue to refine the collections through careful de-accessioning. (Ongoing)

2) Ensure access to Museum and Library collections is optimized as appropriate for members, scholars, and general public.

a – Continue collection record digitization. (Ongoing as staff time and resources allow)

b – Create digital images for all collections. (Ongoing as staff time and resources allow)

c – Develop a long-term plan for Web-based access to collections data.

d – Develop a three-year program for changing exhibits at the Museum. (Exhibits for 2015 and 2016 to be developed by December 2014)

e – Develop a traveling Museum and Library exhibit program. (Additional staff and financial resources would be needed)

f - Develop a series of articles/website features on Museum collections. (Identify the staff and financial resources needed – to start 2015)

3) Ensure the Museum's core exhibits remain vital, of high interest, and consistent with NAWCC goals and member contributions.

a – Form a committee to critique current core exhibits. (June 2016)

b – Develop a detailed plan that updates/upgrades the Museum's standing exhibits. (December 2017)

c – Raise funds and install changes to Museum's standing exhibits. (May 2018)

4) Ensure the program for collections storage is optimized and continuously improved in a way that is consistent with the high value of the collections.

a – Engage a conservator to complete a general collections conservation survey on the Museum and Library collections. (Start fall 2014, to be completed spring 2015)

b – Engage conservators with specific collections skills to perform detailed conservation surveys on specific segments of the collection as recommended in the general conservation survey. (Start fall 2015, to be completed spring 2016)

c – Establish an environmental monitoring system and install HVAC equipment. (Winter 2014)

5) Ensure the NAWCC Museum is reflective of the AAM's new Continuum of Excellence format and is maintained and operated in a manner consistent with changing Museum accreditation standards.

a – Work with staff, Library and Museum Collections Committees, and the AAM staff to familiarize collections personnel with new AAM Continuum of Excellence program format. (Ongoing)

b – Review the NAWCC's five core documents required for accreditation and update them as necessary. (December 2014 Board Meeting agenda) (Complete by December Board Meeting 2016)

c – Submit the five core documents to AAM for review and approval. (Spring 2017)

Goal F: Publications - Ensure publications continue to support membership information-related needs and interests for: member research, Museum content and activities, Library and Research Center content and activities, book and media reviews, timely horological information, education opportunities, and upcoming/planned horological activities. Opportunities shall be exploited to create appreciation, in a meaningful and interesting way, of the art and science of timekeeping and the horological artifacts associated with timekeeping history.

Objectives:

- 1) Ensure membership is informed about current activities and findings related to horological research and associated knowledge.
- 2) Ensure membership is informed about horological events and activities within and external to the NAWCC.
- 3) Ensure mechanisms are in place to support peer review and validation of articles submitted for publication.
- 4) Ensure opportunities continue to recognize member contributions to the body of horological knowledge by publication of their activities and findings.
- 5) Ensure an array of high-value membership-related publications continue to support the above needs and objectives:
 - The *Watch & Clock Bulletin*, a bimonthly peer-reviewed journal.
 - The *Mart & Highlights*, a more informal buy-sell-trade and NAWCC news publication.
 - When appropriate, book-length research prepared by NAWCC members and offered for sale to members and the public.

Goal G: Member Services – Ensure efficient and robust procedures are in place that support NAWCC and member-related needs with respect to attaining and maintaining membership.

Objectives:

- 1) Ensure high quality documentation, with respect to available memberships, is maintained in a current status and is widely and easily available to those who may seek membership.
- 2) Ensure NAWCC is responsive to membership related inquiries.
- 3) Ensure members are fully informed with respect to the status of their membership and current renewal related opportunities.
- 4) Ensure records are maintained to reflect membership demographics and trends – seek means to structure such data in ways that will support efforts to attract and maintain members.
- 5) Ensure prompt response to member inquiries. Refer member questions to appropriate staff for timely response.