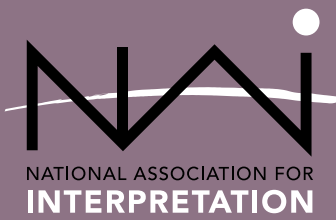




National Association for Interpretation

2021-22 ANNUAL REPORT





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INTERPRETATION

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NAI's mission is to inspire leadership and excellence to advance heritage interpretation as a profession.

Interpretation is a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Annual Report For Fiscal Year 2022

(July 1, 2021 – June 30, 2022)

The National Association for Interpretation (NAI) is a nonprofit 501(c)3 educational association serving the field of heritage interpretation. Founded in 1988, its mission has been to inspire leadership and excellence to advance heritage interpretation as a profession. There are more than 6,000 members in the USA, Canada, and 30 other countries. The organization has ten regional and eight special-interest organizational units to serve its members.

With the 2021–22 fiscal year, interpreters learned along with the rest of the world that there was no return to a pre-COVID “normal”—and that the new normal was a moving target as the ongoing global pandemic dragged on. NAI pivoted to a virtual world when the pandemic set in, and we used knowledge gained during that difficult time to expand our repertoire as in-person meetings became possible again. Online certification and training courses, originally a reaction to COVID, have become a permanent part of our offerings. Virtual versions of the National Conference, International Conference, and InterpTech have led to innovative hybrid events that would have been difficult to envision even five years ago.

NAI is fortunate to have built reserves to easily withstand a predictably difficult year financially, and to have come out the other side still in a strong position, ready to implement new initiatives with a particular focus on Justice, Equity, Diversity, Accessibility, and Inclusion; expanding the reach of NAI and interpretation into new markets; and using technology to enhance interpreters' ability to share their important messages.

—Paul Caputo, Acting Executive Director, July 2022



ON THE COVER:
Scenes from the NAI 2021
conference in Palm Springs,
California.

Finances

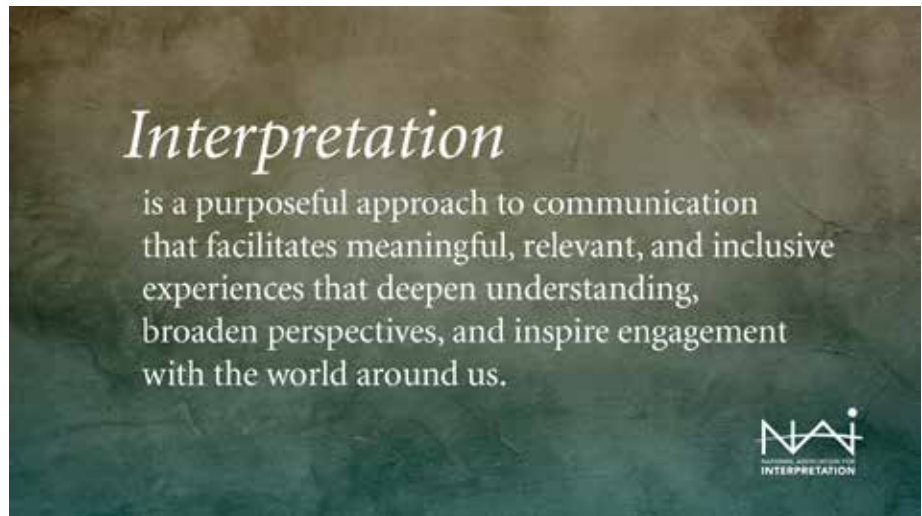
As the selected pages from our audited financial statements included in this report reflect, NAI's current financial position remains strong despite a negative change in net assets compared to the previous year. For the first time in many years, NAI anticipated a deficit for FY 2021–22 year and planned accordingly. Knowing that the budgets of the agencies, organizations, and individuals that support NAI were strained by the pandemic, staff worked hard to keep costs down and find innovative ways to increase income. Over several years of concerted effort to strengthen NAI's finances, and after retiring the debt on NAI's national office in 2019, the organization has built a healthy savings balance, and a strong debt-to-income ratio.

With its financial footing firm, NAI set aside funds reflected in the account balances of our geographical regions and special-interest sections. These balances are more than covered by the amount in NAI's savings. To help ensure NAI's long-term financial sustainability, NAI's Audit and Finance committee worked to adopt an organizational investment policy.

New Definition of Interpretation

At its annual summer meeting in August 2021, NAI's Board of Directors approved a new definition of the term *interpretation*. This was the culmination of more than three years of diligent work by NAI's Definition Taskforce, which gathered feedback from hundreds of members of the profession and processed an immense amount of data to arrive at the statement below, which now serves as the association's officially recognized definition:

Interpretation is a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.



The new definition of interpretation was a landmark announcement in August 2021.

Strategic Plan

NAI adopted a three-year Strategic Plan in October 2020 for the years 2021–23, focusing on four key goals:

- A. Ensure organizational sustainability by cultivating membership, fostering leadership, maintaining fiscal viability, and supporting existing and future NAI communities.
- B. Meet the needs of members through relevant programs and services.
- C. Collaborate with regional, national, and global partners to advocate for the profession.
- D. Be the driving force in addressing the issues of inclusion, diversity, equity, and accessibility (IDEA) within the interpretive profession.

NAI's Board of Directors voted to extend the 2021–23 Strategic Plan through June 2024 to align with the fiscal year, and will begin planning for the creation of a new plan in 2023.

Membership Services

Membership numbers during the 2021–22 year remained relatively flat around 6,100 members. In 2020, we fell below 6,000 members, down from a pre-COVID high of more than 7,000 in 2019. FY 2021–22 marked the first year since the pandemic began where membership numbers leveled off.

We know that budgets are tight and

providing value for member dollars is critical, so we strived in 2021–22 to bring as many new benefits to members as possible. We built an all new online member area with a library of free webinars and a better jobs board, and started work on the Interpreter's Network, a new online networking opportunity that will debut in mid-2022. NAI also partnered with Outdoor Prolink to bring professional level members the added benefit of pro deals from some of the top outdoor companies in the world.

NAI continued to offer scholarships and grants to students and professionals, supported in large part by savings from the retirement of the mortgage in 2019, but also by funds generated from auctions at conferences and this year, a matching campaign that generated \$5,000—\$2,500 of which came from donations by Board members, matched by \$2,500 from the membership.

Staff continued to work with our technology implementer and other vendors to improve our online member experience, and we started implementation of our new networking software and an online learning management software. Most of backend work was completed in 2021–22, and members will see these items in 2022–2023.

InterpTalk, a free weekly online networking opportunity for members that started March 2020, has become



Legacy magazine's five-part series highlighted NAI's focus on JEDAI.

a staple for many members. We will roll out a new format that will include partners such as the Association of Zoos and Aquariums and American Association for State and Local History.

Focus on JEDAI

In accordance with the strategic plan, NAI's Board, staff, and volunteer leaders were purposeful in incorporating Justice, Equity, Diversity, Accessibility, and Inclusion into all aspects of operations. Some notable examples include:

- Legacy magazine announced that it would publish five consecutive issues in 2022 on Justice (March/April), Equity (May/June), Diversity (July/August), Accessibility (September/October), and Inclusion (November/December). Articles in the issues focus on reaching underserved audiences at interpretive sites, increasing access for all visitors, and amplifying diverse voices within the profession. These issues are available to download in the member area on the NAI website.
- The 2021 NAI National Conference in Palm Springs featured 14 sessions in the JEDAI track, with such titles as "Social Justice & High Risk Interp," "John Muir & Racism: Exploring the Controversy," and "Blindspots to Inclusion in the Outdoors." In addition to sessions, the conference featured an LGBTQ+ lunch and a JEDAI happy hour.
- NAI staff created "Amplifying Voices," a series of four free webinars that will highlight traditionally underrepresented communities. The series will launch later in 2022.

- NAI's Advancement Committee, DEI Committee, and JEDAI Section are working together to explore opportunities that DEI-focused grants from the Institute of Museum and Library Services might offer NAI. We're excited about identifying projects that will support that goal.
- NAI conducted online training courses that focused on JEDAI issues, including "Anti-Oppression and Inclusive Program Design," "Developing Emotional Resilience in the Face of Climate Change," and the "Interpretive Leadership Institute." We plan to continue offering topics like these and will reprise some of the titles above.

We plan to build on these efforts in the upcoming year and through our forthcoming strategic plan.

Introducing Interpretation to Young Professionals

Young Professional Council

NAI's Board approved the creation of the Young Professional Council (YPC), which supports NAI's JEDAI core values. The YPC strives to engage a younger audience and increase diversity in order to address the reality that the United States' growing, diverse population is underrepresented in many professional associations. The council consists of a diverse group of young leaders working to address barriers to employment, create a more inclusive narrative of people in the interpretive profession and contribute advice to the organization on programs and policies designed to encourage membership, advocacy, and leadership from a younger and more culturally diverse population than our current demographic.

Young Professionals Recruitment Media Toolkit

NAI's Student Pipeline Taskforce culminated more than a year of work to launch a young professionals recruitment media tool kit that is now available for all members to use. The media created are available in the member area of the NAI website and can be used to help advertise interpretive positions available for your organization, on social media, high school/college job fairs, and more.

Conferences and Events

NAI National Conference

We dipped our toes back into the world of in-person conferences with a successful hybrid NAI Conference in Palm Springs, California, November 30–December 4. More than 400 interpreters enjoyed each other's company and the warm winter weather in southern California, and another roughly 150 participated online. These numbers were lower than usual just after the height of the pandemic, and we budgeted accordingly. In-person participants enjoyed offsite sessions at such sites as Joshua Tree National Park, the Living Desert Zoo and Gardens, and Indian Springs.

Global Excellence in Interpretation Webinar Series

In lieu of an in-person international conference in 2022, NAI partnered with seven interpretation associations under the umbrella of the Global Alliance for Heritage Interpretation to put on a yearlong series of webinars. The webinars are free to all interpreters, regardless of membership or affiliation with any of the sponsor organizations, and are translated into English and

Spanish. The partner organizations include the Association for Heritage Interpretation (UK), Interpretation Australia, InterPatMX (Mexico), Interpretation Canada, Interpret Europe, the Interpretation Network New Zealand, and NAI.

InterpTech

The seventh annual InterpTech conference, a partnership between NAI and California State Parks, was held online rather than in person for the second year in a row. The conference, “InterpTech 2022: Technology Evolved,” highlighted new and created uses of technology in the midst of the pandemic, and featured such subjects as augmented reality, using technology to preserve and provide inclusive access to natural and cultural heritage, and a tweeting tree. More than 130 attendees participated April 25–28, 2022. NAI and California State Parks are planning a return to an in-person event in 2023.

Certification & Training

2022 saw the opportunity of gathering back together, in-person, for some of our Certification and Training courses. The CIG continues to be offered both virtually and in-person at the instructor’s discretion and choosing and we have maintained our reduced instructor to student ratio to both keep participants safe, as well as to help instructors reach their CIGT sanction renewal requirements of teaching two courses over their four-year certification period; Our CIH continues to only be taught in-person. NAI-certified trainers offered 253 Certified Interpretive Guide (CIG) and Certified Interpretive Host (CIH) courses that took place all over the U.S. and world; 55 of these were virtual

CIG courses. We continue to support our instructors through the monthly Virtual Instructor Forum, as well as the continuation of the Train the Virtual Trainer course.

Professional courses were offered both in-person and virtual in 2022. Those that were offered back in-person were designed to ensure a COVID vaccination record was required and put on-file for all registrants. In 2022, the NAI national office offered eight professional-level courses throughout the United States to over 117 registrants. The breakdown of professional courses scheduled and not canceled were as follows:

- 3 in-person Certified Interpretive Guide Train the Trainer (CIGT) courses
- 1 virtual CIGT course
- 2 in-person Process of Interpretive Planning (PIP) courses
- 1 virtual PIP course
- 1 virtual Coaching course

Additionally, in 2022 we hosted 15 webinars and one online course (Interpretive Leadership Institute) which reached over 350 registrants.

Externally, continuing the partnership with the Eppley Institute for Parks and Public Lands begun in 2016, NAI launched the fifth cohort of our Intermediate Methods in Interpretation online certificate program (IMIC). This cohort included 22 students and mentors who participated in the program from January to June 2022.

Certification and Training continues to look to the future with the purchase of TopClass, our Learning Management System (LMS). We are in the process of

finalizing the setup and writebacks of this system to the NAI database iMIS, and then will begin beta testing. The goal is for an official roll-out of the LMS mid-2023. Internally, process improvements have been put into place to better improve the learner experience, manage staff time more efficiently, maintain more accurate records, as well as save on rising shipping costs. These improvements include leveraging the iMIS database for templated emails and automated processes, allowing professional certification packets to be submitted and shared with peer reviewers electronically, and implementing an online instructor evaluation form, just to name a few.

Publications

In accordance with NAI’s mission statement, NAI’s publishing imprint, InterpPress, publishes books that improve the profession of interpretation over the long term. Potential titles include books on planning, contracting, design, interpretive writing, the history of the field, trends within the field, management, and interpretive techniques. InterpPress currently features 15 electronic and hard copy titles.

NAI also published periodicals *Legacy* magazine (bi-monthly), the *Journal of Interpretation Research*, which is distributed twice a year by Sage Publications. NAI produces four monthly newsletters on member news (NAI Now), conferences, training, and webinars.

Looking Ahead

NAI enters the 2022–23 fiscal year on the precipice of change and opportunity. As the world endures a global pandemic, climate crisis, and an increasingly precarious socio-political climate, the work that interpreters do has never been more important. NAI has the privilege and the responsibility of serving this vital profession. We will be defined by our ability to adapt to change, identify and focus on critical and relevant aspects of the field, and honor the natural and cultural diversity that we interpret.

We look forward to taking on this challenge with a dedicated Board and staff, and most importantly, the talented members who make this profession one to be celebrated.



“Amplifying Voices” kicks of later in 2022.

Statements of Financial Position

June 30	2022 (Reviewed)	2021 (Audited)
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 692,051	\$ 779,175
Accounts receivable	24,365	20,030
Inventories	92,240	107,108
Prepays and other current assets	27,890	18,342
Total current assets	<u>836,546</u>	<u>924,655</u>
Property and Equipment, at cost		
Land	150,000	150,000
Buildings and improvements	1,002,127	1,002,127
Equipment and software	134,752	133,747
Furniture and fixtures	65,920	64,070
	<u>1,352,799</u>	<u>1,349,944</u>
Less accumulated depreciation	(642,415)	(600,249)
Net property and equipment	<u>710,384</u>	<u>749,695</u>
Total assets	<u>\$ 1,546,930</u>	<u>\$ 1,674,350</u>
LIABILITIES, DEFERRED REVENUE AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 19,074	\$ 27,332
Accrued compensation and payroll taxes	29,871	27,993
Other accrued liabilities	9,611	19,625
Total current liabilities	<u>58,556</u>	<u>74,950</u>
Deferred Revenue	<u>314,876</u>	<u>288,829</u>
Net Assets		
Without donor restrictions	466,330	603,403
With donor restrictions	707,168	707,168
Total net assets	<u>1,173,498</u>	<u>1,310,571</u>
Total liabilities, deferred revenue and net assets	<u>\$ 1,546,930</u>	<u>\$ 1,674,350</u>

Statements of Activities and Changes in Net Assets

June 30	2022 (Reviewed)			2021 (Audited)		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, Gains, and Support						
Revenues and Gains						
Certification	\$ 584,138	\$ -	\$ 584,138	\$ 558,011	\$ -	\$ 558,011
Conferences and workshops	456,083	-	456,083	369,432	-	369,432
Membership	351,224	-	351,224	396,085	-	396,085
Publications and merchandise	57,643	-	57,643	84,108	-	84,108
Advertising	27,173	-	27,173	26,443	-	26,443
Other revenue	42,752	-	42,752	71,977	-	71,977
Total revenues and gains	<u>1,519,013</u>	<u>-</u>	<u>1,519,013</u>	<u>1,506,056</u>	<u>-</u>	<u>1,506,056</u>
Support						
Public support	12,459	-	12,459	18,910	-	18,910
Government grant, Payroll Protection Program	-	-	-	100,580	-	100,580
Total support	<u>12,459</u>	<u>-</u>	<u>12,459</u>	<u>119,490</u>	<u>-</u>	<u>119,490</u>
Total revenues, gains, and support	<u>1,531,472</u>	<u>-</u>	<u>1,531,472</u>	<u>1,625,546</u>	<u>-</u>	<u>1,625,546</u>
Functional Expenses						
Program services	1,541,271	-	1,541,271	1,205,083	-	1,205,083
Support services						
Management and general	123,515	-	123,515	118,660	-	118,660
Fundraising	3,759	-	3,759	4,036	-	4,036
Total expenses	<u>1,668,545</u>	<u>-</u>	<u>1,668,545</u>	<u>1,327,779</u>	<u>-</u>	<u>1,327,779</u>
Loss on Disposal of Asset	-	-	-	8,942	-	8,942
Change in Net Assets	<u>\$ (137,073)</u>	<u>\$ -</u>	<u>\$ (137,073)</u>	<u>\$ 288,825</u>	<u>\$ -</u>	<u>\$ 288,825</u>
Net Assets, Beginning of Year	<u>\$ 603,403</u>	<u>\$ 707,168</u>	<u>\$ 1,310,571</u>	<u>\$ 314,578</u>	<u>\$ 707,168</u>	<u>\$ 1,021,746</u>
Change of net assets	<u>(137,073)</u>	<u>-</u>	<u>\$ (137,073)</u>	<u>288,825</u>	<u>-</u>	<u>\$ 288,825</u>
Net Assets, End of Year	<u>\$ 466,330</u>	<u>\$ 707,168</u>	<u>\$ 1,173,498</u>	<u>\$ 603,403</u>	<u>\$ 707,168</u>	<u>\$ 1,310,571</u>

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