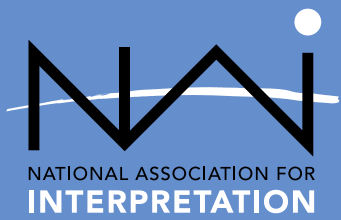


# National Association for Interpretation

2023-24 ANNUAL REPORT





230 Cherry Street  
Fort Collins, CO 80521  
888-900-8283 toll-free  
970-484-8283  
www.interpnet.com

## 2024 BOARD OF DIRECTORS

### Executive Committee

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Jay Schneider, VP for Programs  
Amy Roell, Treasurer  
Terry Joyce, Secretary

### Board Members

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Jose Chavez  
AJ Chlebnik  
Kelli English  
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Deb Nofzinger  
Kerry Olson  
Katie Shea

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Paul Caputo, Executive Director  
Jean Fleury, Certificate Programs  
Administrator  
Madison Hyatt, Office Administrator  
Jamie King, Information Systems &  
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Heather Manier, Corporate Engagement  
Manager  
Emily McCowan, Visual Branding Specialist  
Lee McDowell, Certification Programs  
Administrator  
Song Stott, Events Manager

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

### Land Acknowledgment

NAI acknowledges, with respect, that our headquarters in Fort Collins, Colorado, is located on is the traditional and ancestral homelands of the Arapaho, Cheyenne, and Ute Nations and peoples. We recognize the Indigenous peoples as original and current stewards of this land and all the relatives within it.

### ON THE COVER

Photo courtesy Ken Bohn, San Diego Zoo  
Wildlife Alliance

# Annual Report For Fiscal Year 2024

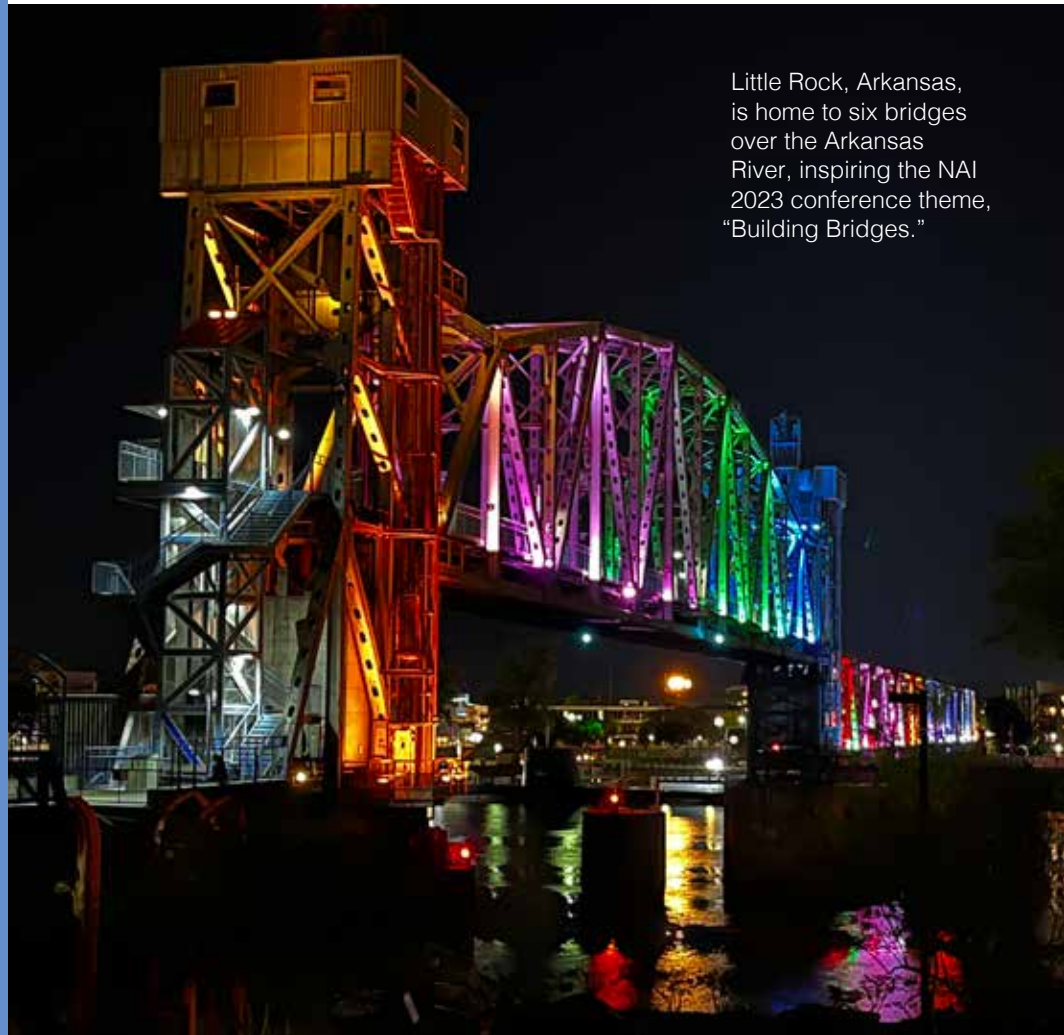
(July 1, 2023 – June 30, 2024)

The National Association for Interpretation (NAI) is a nonprofit 501(c)3 professional association serving the field of interpretation. Founded in 1988, NAI's mission is to inspire leadership and excellence to advance heritage interpretation as a profession for more than 6,000 members in the USA, Canada, and 30 other countries.

The 2023–24 fiscal year saw NAI launch a four-year strategic plan, a process that resulted in four goals for July 2024–June 2028:

1. Ensure Organizational and Financial Sustainability
2. Deepen and Lead JEDAI Implementation in Interpretation
3. Strengthen Programs and Partnerships
4. Strengthen Career Pathways to Interpretation

Download the full plan on NAI's website, [www.nai-us.org](http://www.nai-us.org).



Little Rock, Arkansas, is home to six bridges over the Arkansas River, inspiring the NAI 2023 conference theme, "Building Bridges."

## Strategic Plan 2024–2028

NAI contracted with the Mukuyu Collective in June 2023 to design and facilitate a strategic planning process. In addition, the Mukuyu team conducted an independent review of NAI's governance and operational business practices grounded in principles of justice, equity, diversity, and inclusion. Information from the quality review was used to revise the NAI strategic plan and implementation needs. The Mukuyu Collective also designed and facilitated a half-day NAI board member retreat to review 2021–2023 Strategic Plan outputs and outcomes and identify new goals, strategies, and actions to meet the NAI mission.

In addition, the NAI board, leadership, and Mukuyu team co-developed an NAI strategic planning task force to serve as the driving force in assessing current NAI practices and identifying strategic goals, actions, timelines, and measures of success. The task force also developed and administered a 2023 NAI member survey. The survey was opened during the 2023 NAI conference and included feedback on draft priority areas and goals with NAI membership councils at the conference. The survey remained open for an additional two weeks following the conference with active recruitment efforts led by NAI strategic plan taskforce members of NAI members to ensure strong representation.

## Membership

NAI membership numbers hovered around their post-COVID levels in 2023–24, finishing at 6,226. The online Interpreter's Network continued to host vibrant conversations, and the member area of the NAI website expanded to include more webinars, publications, and media resources. In 2024, NAI launched the Spanish-language publication, *Legacy en Español*

## Conferences and Events

### *NAI National Conference*

The 2023 NAI National Conference landed in Little Rock, Arkansas, drawing nearly 700 attendees, including 100 virtual attendees. The event was highlighted by a keynote from Minnijean Brown Trickey, one of the Little Rock Nine who integrated Little Rock Central High School. For the first time ever, the NAI Conference included a Spanish-language concurrent session.

### *Global Excellence in Interpretation Webinar Series*

NAI is one of seven partner organizations in the Global Alliance for Heritage Interpretation (GAHI), which for the third year in a row hosted a series of free webinars from the Association for Heritage Interpretation (UK), Interpretation Australia, InterPatMX (Mexico), Interpretation Canada, Interpret Europe, the Interpretation Network New Zealand, and NAI, and are available on GAHI website.

## Professional Development and Education

NAI's professional development and education program underwent a restructuring in 2023–24. Under the new format, hundreds of interpreters earned certificates as interpretive guides, while 68 individuals earned the following professional certifications: Certified Interpretive Trainer (54), Certified Interpretive Planner (9), Certified Interpretive Manager (3), and Certified Heritage Interpreter (2).



NAI's Young Professionals Council at NAI 2024 in Arkansas



Conference keynote speaker Minnijean Brown Trickey



Eliezer Nieves, Myriam Rivera, and Pepe Chavez hosted NAI's first-ever Spanish-language conference session.

## Statements of Financial Position

June 30	2024 (Reviewed)	2023 (Audited)
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	\$ 418,218	\$ 635,658
Accounts receivable	64,658	50,242
Inventories	68,063	75,349
Prepays and other current assets	34,467	51,007
Total current assets	<u>585,406</u>	<u>812,256</u>
<b>Property and Equipment, at cost</b>		
Land	150,000	150,000
Buildings and improvements	997,684	997,684
Equipment and software	128,884	128,884
Furniture and fixtures	65,920	65,920
	<u>1,342,488</u>	<u>1,342,488</u>
Less accumulated depreciation	<u>(692,686)</u>	<u>(662,047)</u>
Net property and equipment	<u>649,802</u>	<u>680,441</u>
<b>Right-of-Use Operating Lease Assets, net of amortization</b>	<u>2,916</u>	<u>6,701</u>
Total assets	<u>\$ 1,238,124</u>	<u>\$ 1,499,398</u>
<b>LIABILITIES, DEFERRED REVENUE AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 46,840	\$ 51,580
Accrued compensation and payroll taxes	43,078	38,619
Operating lease liability	1,034	3,785
Other accrued liabilities	28,035	21,913
Total current liabilities	<u>118,987</u>	<u>115,897</u>
<b>Operating Lease Liability, net of current maturities</b>	<u>1,882</u>	<u>2,915</u>
Total liabilities	<u>120,869</u>	<u>118,812</u>
<b>Deferred Revenue</b>	<u>244,329</u>	<u>383,235</u>
<b>Net Assets</b>		
Without donor restrictions	167,034	287,062
With donor restrictions	705,892	710,289
Total net assets	<u>872,926</u>	<u>997,351</u>
Total liabilities, deferred revenue and net assets	<u>\$ 1,238,124</u>	<u>\$ 1,499,398</u>

## Statements of Activities and Changes in Net Assets

June 30	2024 (Reviewed)			2023 (Audited)		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
<b>Revenues, Gains, and Support</b>						
<b>Revenues and Gains</b>						
Certification	\$ 745,959	\$ -	\$ 745,959	\$ 578,029	\$ -	\$ 578,029
Conferences and workshops	658,345	-	658,345	758,708	-	758,708
Membership	407,808	-	407,808	370,063	-	370,063
Publications and merchandise	14,665	-	14,665	34,883	-	34,883
Advertising	22,132	-	22,132	21,851	-	21,851
Other revenue	58,195	25,641	83,836	45,607	18,494	64,101
Total revenues and gains	<u>1,907,104</u>	<u>25,641</u>	<u>1,932,745</u>	<u>1,809,141</u>	<u>18,494</u>	<u>1,827,635</u>
<b>Support</b>						
Public support	22,130	-	22,130	31,906	-	31,906
Total revenues, gains, and support	<u>1,929,234</u>	<u>25,641</u>	<u>1,954,875</u>	<u>1,841,047</u>	<u>18,494</u>	<u>1,859,541</u>
<b>Functional Expenses</b>						
Program services	1,576,547	30,038	1,606,585	1,576,290	15,373	1,591,663
Support services						
Management and general	408,044	-	408,044	381,798	-	381,798
Fundraising	64,672	-	64,672	62,228	-	62,228
Total expenses	<u>2,049,262</u>	<u>30,038</u>	<u>2,079,300</u>	<u>2,020,315</u>	<u>15,373</u>	<u>2,035,688</u>
<b>Change in Net Assets</b>	<u>\$ (120,028)</u>	<u>\$ (4,397)</u>	<u>\$ (124,425)</u>	<u>\$ (179,268)</u>	<u>\$ 3,121</u>	<u>\$ (176,147)</u>
<b>Beginning Net Assets</b>	\$ 287,062	\$ 710,289	\$ 997,351	\$ 466,330	\$ 707,168	\$ 1,173,498
Change of net assets	<u>(120,028)</u>	<u>(4,397)</u>	<u>\$ (124,425)</u>	<u>(179,268)</u>	<u>3,121</u>	<u>\$ (176,147)</u>
<b>Net Assets, End of Year</b>	<u>\$ 167,034</u>	<u>\$ 705,892</u>	<u>\$ 872,926</u>	<u>\$ 287,062</u>	<u>\$ 710,289</u>	<u>\$ 997,351</u>



NATIONAL ASSOCIATION FOR  
**INTERPRETATION**

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