P.O. Box 2246
Fort Collins, CO 80522
888-900-8283 toll-free
970-484-8283
970-484-8179 fax
www.interpnet.com

N A I MISSION
Inspiring leadership and excellence to advance heritage interpretation as a profession.

INTERPRETATION
Interpretation is a mission-based communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource.

2007 BOARD OF DIRECTORS

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Vern Fish, VP for Administration
Donna Richardson, VP for Programs
Lynn Youngblood, Secretary
Bruce Stebbins, Treasurer

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Flip Hagood
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Karen LaMere
Rachel Larimore
John Luzader
Tom Mullin

N A I STAFF
(as of 12/31/2007)
Tim Merriman executive director
Lisa Brochu associate director
Paul Caputo art & publications director
Jamie King membership manager
Deborah Tewell sales & events manager
Beth Bartholomew business manager
Carrie Koch certification clerk
Russ Dickerson IT/AV technician
Tara Tanner membership assistant

On the cover: Oregon Coast Aquarium in Newport, Oregon.
Photo by Tim Merriman
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<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
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<td>4</td>
<td>From the President</td>
</tr>
<tr>
<td>5</td>
<td>From the Executive Director</td>
</tr>
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<td>From the Associate Director</td>
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<td>InterpPress</td>
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<td>Membership</td>
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<td>Certification</td>
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<td>13</td>
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</tr>
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<td></td>
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</tr>
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<td>15</td>
<td>Financial Report</td>
</tr>
<tr>
<td>16</td>
<td>2007 Donors</td>
</tr>
</tbody>
</table>

Pictured: Bowen Island played host to an off-site session during the 2007 NAI International Conference in Vancouver, British Columbia. Photo by Gail Vanderstoep.
The President’s Perspective

The year 2007 was marked by some significant transitions for NAI and efforts that would help position us for a successful future.

A good deal of effort was invested in developing a new strategic plan for the organization and the profession. Based on NAI’s mission to inspire leadership and excellence to advance heritage interpretation, the strategic plan looks beyond the organization to describe a vision for the profession as a whole. The Board then looked at strategies NAI could adopt that would help move toward that overall vision. The 2008 Business Plan would then translate these strategic goals into measurable steps. I would encourage you to look at the Strategic Plan and Business Plan on our website to better understand the future we are pursuing.

Related to looking toward the future, the Board devoted a significant amount of time to reflection on the leadership structure of NAI. This spawned some recommendations for new committees such as a Program Audit Committee to focus on support and guidance related to programs and member services. A Corporate Advisory Council was envisioned to help bring business expertise to the organization and develop new relationships with the private sector. The relationship between the Board and Executive Staff was redefined and clarified with formal employment agreements.

2007 witnessed dramatic growth in the demand for professional development and support for interpreters around the world. NAI hosted a second international conference in Vancouver, BC, with good participation from interpreters representing countries in Asia, Africa, Europe, and the Americas. We explored the development of new strategic partnerships with the move to create NAI China. Trainers from NAI extended professional development opportunities to over 25 countries. It’s important to note all of these activities were designed to generate resources and net revenue for NAI.

Our work with strategic planning, structuring the organization to meet future needs, and working to meet increasing global needs has taught us that we need to ask new questions and challenge old assumptions. Many of the answers need to come from you, the NAI membership. I encourage you to visit the NAI website regularly, participate in our new blog, talk to your officers, and look for ways to get involved. This is your organization and your profession—both will thrive only with your active participation.

On behalf of the Board of Directors, we appreciate your support and look forward to working with you in the year ahead.
National Association for Interpretation (NAI) finished its 53rd year in 2007 with more than 4,750 members and subscribers in 25 countries. NAI continued to provide high quality services throughout 10 geographic regions of North America in the areas of networking, training, and certification while providing appropriate services to more than 220 international members. Workshops and conferences held regionally, nationally, and internationally brought members together to exchange ideas and share their successes and challenges.

Partnerships continue to be an important part of NAI’s work with the profession. In early 2007, the culmination of a year of work by 20 partner organizations in 2006 was reported through the www.definitionsproject.com website. The USEPA funded this work in cooperation with the U.S. Fish and Wildlife Service, resulting in a published lexicon of terminology used in the broad areas of non-formal education and free-choice learning. The face-to-face meetings in 2006 also built stronger relationships among the partners that will serve well in the future for more collaborative efforts.

NAI’s full-time staff of 10 in early 2007 dropped to nine with the departure of the Development Director for a new position. Two part-time employees, several student workers, and literally hundreds of volunteers work annually to deliver diverse services to members on six continents. We depend on the dedication of these dedicated staff and volunteers in every aspect of our work.

Over the past 10 years, NAI has been the beneficiary of generous contributions from more than 1,000 members in building an endowment. The Legacy Trust Fund grew from $543,004 at the end of 2006 to $577,594 by Dec. 31, 2007. The Board of Directors has designated the investment of the entire restricted fund into the building at 230 Cherry Street in Fort Collins, Colorado. NAI has a mortgage balance of $509,996 with a 4.75% interest rate. We lease 2,700 square feet of space to two valued partners and tenants, Rocky Mountain Bird Observatory and National Parks Conservation Association. This provides income to support mortgage payments. NAI national headquarters occupies 5,700 square feet of the 8,400 square foot national office building.
Net assets declined in 2007 from $544,817 at the end of 2006 to $443,668, a total of $101,149. Operating losses resulted from objectives not being met in several key areas of performance, including ad sales, memberships, consults, association store sales, and operating grants. Certification, training, investments, InterpPress book sales, and subscriptions performed better than projected in the budget. Extraordinary legal and accounting fees resulted from adjustments being made to our accounting system and overall management practices. Revenue of $1,613,865 in 2007 was almost $400,000 less than the $2,071,585 in revenue in 2006. This was the result of a smaller national workshop, diminishing grant funds, and unmet revenue objectives.

The annual external audit was conducted by Sample & Bailey, P.C., under Generally Accepted Accounting Principles. Their management comments to the Board of Directors are used each year to redirect our approaches to fiscal management of the organization. An Internal Audit Committee directed by Treasurer Bruce Stebbins works with the NAI Executive Staff in analysis of all audit materials to make recommendations to the Board of Directors.

Despite a financially challenging year in 2007, NAI continues to grow and adapt to a challenging economic environment. With two-thirds of members working for government agencies, the forecast is for even more change in the near future. We will continue to plan strategically and adapt while working toward our mission of “inspiring leadership and excellence to advance heritage tourism as a profession.”
NAI’s national office develops and delivers programs, products, and services to members, while at the same time creating opportunities to expand understanding of the interpretive profession among the general public through outreach activities in pursuit of the organization’s mission and vision. The year 2007 provided many opportunities to increase the visibility of the organization and increase the quantity and quality of membership services.

Highlights of 2007 related to programs, products, and services of NAI included:

- 15 professional certification workshops offered by national office staff
- Over 150 training category classes (Certified Interpretive Guide and Host) offered by Certified Interpretive Trainers
- Second annual NAI international conference held in Vancouver, Canada
- Successful ecotour to Galapagos, Ecuador
- Seven Certified Interpretive Trainers recognized for certifying over 100 individuals each
- First international Certified Interpretive Trainers course held in Tuscany, Italy
- Definitions Project went live at www.definitionsproject.com
- Successful National Workshop held in Wichita, Kansas
- Six issues of Legacy, six issues of The Interpreter, and two issues of Journal of Interpretation Research mailed to members and subscribers
- Strategic planning facilitated by Dr. Corky McReynolds of University of Wisconsin’s Treehaven proved helpful in determining how the organization will need to change to pursue our mission in a challenging economic environment.
In accordance with NAI’s mission statement, NAI’s publishing imprint, InterpPress, publishes books that improve the profession of interpretation over the long term. InterpPress published one title in 2007. *Applied Interpretation: Putting Research into Practice* by Doug Knapp offers practitioners, managers, and students of interpretation a source for interpretive theory, techniques, strategies, and experiences that have been shown, through research, to be successful in conveying interpretive messages. This resource is the product of 16 years of research that has evaluated traditional programs, school field trips, and visitor center and campfire programs. The findings, offered through vignettes and case studies, are the product of long-term assessments that range from three months to three years following an interpretive experience.


In 2007, *Legacy* magazine continued to target an audience that expands beyond those in the field of interpretation to include those with an appreciation for natural and cultural heritage. The six issues of *Legacy* focused on the following themes: “The Importance of Sound in the Interpretive Experience,” “Interpreting War,” “Interpreting Global Climate Change,” “Interpretation’s Role in Corporate Responsibility and Creativity,” “Looking for the Truth at Interpretive Sites,” and “Interpreting Universal Concepts.” *The Interpreter* magazine, in its third year of publication under the editorship of Alan Leftridge, continues to meet the professional and personal needs of frontline interpreters, managers, trainers, and planners.

NAI’s other publications are printed under the InterpPress imprint. The *Journal of Interpretation Research*, published twice annually under the editorship of Carolyn Ward, communicates original empirical research dealing with heritage interpretation and provides a forum for scholarly discourse about issues facing the profession of interpretation. NAI’s monthly e-mail newsletter, *NAI Now*, keeps members up-to-date with current information from members and the national office, including news items from NAI’s national and international events, certification program, publications, Legacy Trust Fund, and more. *The Interpretive Sourcebook* CD-ROM collects information presented in more than 100 concurrent sessions at each NAI National Workshop. The *Membership Directory* was available by hard copy or CD-ROM to all members in 2007, but will switch to online only in 2008.
The year 2007 saw us hit a record high of 5,151 members by May. We averaged 4,800 to 4,900 members throughout the year. Membership brought in $309,636.

Subscription rates have stayed level yet another year at around 200 subscriptions (nonmembers who received Legacy and/or the Journal of Interpretation Research).

Sales in the association store, which sells NAI logo items, books, and other publications, came in at $62,764. Income from the association store dropped from previous years mostly due to low attendance at the NAI National Workshop in Wichita.

Throughout the year we were constantly working on updating the membership side of the new association database. Midyear saw the addition of the registration capabilities for the NAI National Workshop, the first ever to be completely done out of the new database. We are looking forward to the introduction of the online membership directory in 2008.

The member-only area on the website has been well received by members and we look to continually add valuable information to our members in this area. The NAI National Workshop in Wichita was also the first time that roommate referrals for a workshop were done completely online, allowing members to network through the member forum.

As always, we are working to keep membership rates affordable and “green.” There are some exciting changes coming in 2008.
Certification

The numbers in the chart below indicate those who have actually certified in either professional or training categories (the “Applied” column does not necessarily represent failures, but also reflects those who have not yet completed their credential requirements). However, we know that almost double the number of those who have certified in the training categories have taken the Certified Interpretive Guide or Host training courses but have not elected to be certified. Certification remains voluntary, but the emphasis on improved, standardized training is a positive statement about the growth of the profession world-wide.

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Applied</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIT</td>
<td>80</td>
<td>133</td>
<td>175</td>
<td>209</td>
<td>287</td>
<td>369</td>
<td>689</td>
</tr>
<tr>
<td>CIM</td>
<td>4</td>
<td>9</td>
<td>15</td>
<td>20</td>
<td>25</td>
<td>29</td>
<td>120</td>
</tr>
<tr>
<td>CIP</td>
<td>5</td>
<td>11</td>
<td>21</td>
<td>28</td>
<td>55</td>
<td>93</td>
<td>399</td>
</tr>
<tr>
<td>CHI</td>
<td>17</td>
<td>26</td>
<td>37</td>
<td>47</td>
<td>61</td>
<td>83</td>
<td>239</td>
</tr>
<tr>
<td>CIG</td>
<td>720</td>
<td>1344</td>
<td>2289</td>
<td>2954</td>
<td>4045</td>
<td>5079</td>
<td>5809</td>
</tr>
<tr>
<td>CIH</td>
<td>—</td>
<td>56</td>
<td>180</td>
<td>294</td>
<td>450 (97)</td>
<td>523</td>
<td>535</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>826</strong></td>
<td><strong>1579</strong></td>
<td><strong>2717</strong></td>
<td><strong>3552</strong></td>
<td><strong>4923</strong></td>
<td><strong>6176</strong></td>
<td><strong>7791</strong></td>
</tr>
</tbody>
</table>
Partnerships are invaluable in leveraging the human and financial resources of organizations to accomplish more together than we can do alone. NAI had a variety of important partners in 2007. We wish to recognize their contributions and thank them for being open to continued work with NAI in the future. They are:

**Grant Sponsors**
- Colorado State University
- Institute for Learning Innovations
- National Park Service
- U.S. Fish and Wildlife Service
- U.S. Environmental Protection Agency

**Definitions Project Partners**
*Facilitator: Lisa Brochu, NAI*
- American Association for State and Local History
- American Association of Museums
- Association for Living History, Farms, and Agricultural Museums
- Association of Zoos and Aquariums
- Association for Experiential Education
- Association for Nature Center Administrators
- Bureau of Land Management
- Environmental Education and Training Partnership
- Institute for Learning Innovations
- Museum Educators Roundtable
- National Association for Interpretation
- National Audubon Society
- National Environmental Education & Training Foundation
- National Park Service
- North American Association for Environmental Education
- Project Learning Tree
- Society for American Archaeology
- Student Conservation Association
- USDA Forest Service
- U.S. Fish and Wildlife Service
- U.S. Geological Survey
- Visitor Studies Association

**International Memoranda of Understanding**
- Beijing Normal University – NAI-China – Dr. Wang Min, Dongying Wei
- Suncheon University – NAI-Korea – Dr. Kye joong Cho

**Local Partners**
- National Parks Conservation Association
- Rocky Mountain Bird Observatory
- Rocky Mountain Raptor Program

Over 100 concurrent sessions held over a period of three days covered an array of topics in eleven interest tracks. Off-site sessions sent participants across the landscape of Kansas to learn about culture, history, ecosystems, wildlife, and interpretive facilities, and to enjoy a canoe trip on the Arkansas River with the Arkansas River Coalition. Our third annual service project contributed to the youth and community by helping build a nature habitat for the Boys and Girls Clubs of southeastern Kansas.

Sponsors for the event included:

*NAI National Workshop*
*Built to Last*
*NAI National Workshop*
*Greater Wichita Convention & Visitors Bureau*
*We Got the Goods*

*America’s Byways Resource Center*
*National Park Service*
*U.S. Department of the Interior*
*Wildlife & Parks*

*USGS*
*Science for a Changing World*

*kc publications*
*The Story Behind the Scenery*

*Sedgwick County Zoo*

*The Kubala Washatko Architects, Inc.*
Over 160 individuals from 30 countries attended NAI’s second annual international conference held in Canada’s Vancouver, British Columbia in March 2007. This unique event sparked a growing desire for opportunities for international exchange of ideas among interpretive professionals at all levels. In preparation for the 2008 international conference, a contingent of Korean National Forest Service superintendents visited the Fort Collins office during their two-week tour of western U.S. interpretive sites.

In addition to the international conference, NAI took a group of 16 individuals to the Galapagos Islands and held an interpretive planning workshop in Guaymas, Mexico, for the World Wildlife Fund. A Certified Interpretive Trainers workshop in Tuscany, Italy, with 18 participants representing eight countries will result in further international adoption of NAI’s certification program.

Executive staff were offered the opportunity to speak at the Association for Heritage Interpretation’s Vital Spark conference in Aviemore, Scotland. A group of 12 NAI members were also invited to participate as speakers in the first International Geoparks conference in Yuntaishan, China.
Media Awards Competition

NAI Heritage Library

NAI’s Heritage Library was the recipient of donations from many individuals in 2007. Newsletters and files from former officers of the Western Interpreters Association and the Association of Interpretive Naturalists filled in archival gaps, while book donations expanded the library. A student worker processed publications, input data, and began developing the long-awaited accessible database.

Lori Spencer (second from left) and Don Simons accept a 2007 Media Award from NAI Executive Director Tim Merriman and President Evie Kirkwood during a ceremony at the 2007 NAI National Workshop in Wichita.

The annual Media Awards Ceremony took place on November 8 in Wichita, Kansas, in conjunction with the NAI National Workshop. Thirty-three judges reviewed 96 entries in 11 categories, including the newest category, children’s books, which will rotate with interpretive music and posters every three years. The Visual Communications Section worked with staff to coordinate the competition, judge the entries, and plan the awards ceremony. Entertainment for the awards ceremony was a partnership between the Visual Communications Section and the Cultural Interpretation and Living History Section, a partnership that both sections hope to continue.
# Financial Report

Reports prepared by Sample & Bailey Certified Public Accountants, P.C.

## NATIONAL ASSOCIATION FOR INTERPRETATION

### STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the year ended December 31, 2007

<table>
<thead>
<tr>
<th>Item</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues and publications</td>
<td>$768,888</td>
<td></td>
<td></td>
<td>$768,888</td>
</tr>
<tr>
<td>Workshop revenue</td>
<td>$505,854</td>
<td></td>
<td></td>
<td>$505,854</td>
</tr>
<tr>
<td>Advertising income</td>
<td>$96,384</td>
<td></td>
<td></td>
<td>$96,384</td>
</tr>
<tr>
<td>Contributions</td>
<td>$105,552</td>
<td></td>
<td>22,002</td>
<td>$127,554</td>
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<tr>
<td>Grant income</td>
<td>$35,825</td>
<td></td>
<td></td>
<td>$35,825</td>
</tr>
<tr>
<td>Other income</td>
<td>$42,144</td>
<td></td>
<td></td>
<td>$42,144</td>
</tr>
<tr>
<td>Realized / unrealized gain on investment</td>
<td>$8,131</td>
<td></td>
<td></td>
<td>$8,131</td>
</tr>
<tr>
<td>Investment income</td>
<td>$16,497</td>
<td></td>
<td></td>
<td>$16,497</td>
</tr>
<tr>
<td>Income from expiration of life income agreement</td>
<td>-</td>
<td>12,588</td>
<td></td>
<td>12,588</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>10,704</td>
<td>(10,704)</td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

**Total support and revenue**

|                                | 1,589,979 | (10,704) | 34,590 | 1,613,865 |

**Expenses:**

- Program services: $1,510,321
- Support services:
  - Management and general expenses: $156,369
  - Fundraising: $9,428
  - Interest expense: $38,896

**Total expenses:** $1,715,014

|                                | 1,715,014 | (10,704) | 34,590 | 1,715,014 |

**Change in net assets (deficit):**

|                                | (125,035) | (10,704) | 34,590 | (101,149) |

**Net assets (deficit), beginning of year:**

|                                | (233,187) | 233,000 | 543,004 | 544,817 |

**Net assets (deficit), end of year:**

|                                | (356,222) | 222,296 | 577,594 | 443,668 |

## NATIONAL ASSOCIATION FOR INTERPRETATION

### STATEMENTS OF FINANCIAL POSITION

December 31, 2007 and 2006

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$27,661</td>
<td>$74,803</td>
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<tr>
<td>Restricted cash</td>
<td></td>
<td>37,595</td>
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<tr>
<td>Investments</td>
<td>135,138</td>
<td>49,608</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance of $7,500</td>
<td>79,153</td>
<td>89,302</td>
</tr>
<tr>
<td>Pledges receivable, current portion</td>
<td>35,254</td>
<td>97,833</td>
</tr>
<tr>
<td>Inventories</td>
<td>142,675</td>
<td>130,066</td>
</tr>
<tr>
<td>Other current assets</td>
<td>5,311</td>
<td>670</td>
</tr>
</tbody>
</table>

**Total current assets:**

|                                | 421,192   | 479,877   |

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments - endowment</td>
<td></td>
<td>141,813</td>
</tr>
<tr>
<td>Pledges receivable, net of current portion</td>
<td>14,484</td>
<td>23,856</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,064,840</td>
<td>1,101,217</td>
</tr>
</tbody>
</table>

**Total assets:**

|                                | $1,500,516 | $1,746,763 |
$5,000+
Szabo, Bert

$1,500+
Barrett, Karen
Barry, Patrick
Block, Bradley
Hazlitt, Cheryl
Leasure, Carol
McHenry, Bruce
Miller, Jay
Pozzi, Donna
Russo, Ron
Tewell, Deborah
Troutman, Arthur
Wooley, Fred J.

Under $100
Beck, Larry
Brantley, Sandra Gay
Callow, John
Claussen, Ron
Cole-Dreyer, Adriane
Dersch, Carol
Dixon, Barbara
Eman, Maleka
Emmendorfer, Marianne
English, Kelli
Faherty, Gretchen
Feist, Colleen
Foreman, Gary
Freese, Daniel
Gates, Randall
Johnston, Dean
Jones, Kathleen
Kappmeyer-Sherwin, Carla
Koenig, Tracey
Lagace, Edward
Lange, Monika
Littlejohn, Margaret
Marcy, Julie
Martin, Brenda
Morris, Mary
O’Day, Rosemary
Olds, Katherine
Owen, Kathryn
Pagliuca, Joan
Pariso, Anthony
Rademacher, Craig
Sanphillippo, Lisa
Sears, Gail
Shuman, Kathy
Stewart, Barbara

$500+
Abrams, Leon
Junkin, David
Ramey Jr., Ralph

$100+
Beesley, Jane
Case, John P.
Fitzpatrick, James M.
Hughes, Henry
Johnston, Margaret
Pacheco, Robert
Schaeffer, Timothy
Sexton, Phil
Stevens, Linda
Taylor, Richard
van der Smissen, Betty
Washburn, Julia