2014 Annual Report

The National Association for Interpretation (NAI) is a nonprofit 501(c)3 educational association serving the field of heritage interpretation. Founded 26 years ago, its mission has been to inspire leadership and excellence to advance heritage interpretation as a profession. There are more than 5,500 members in the USA, Canada, and 31 other countries. The organization has ten regional and nine special-interest organizational units to better serve its members.

The past year was an exciting and challenging one for NAI as it worked to solidify the new organizational structure brought about by the adoption of new by-laws in 2012. The past year also saw the implementation of staffing and accounting changes to increase the cost and operational efficiency of office and program administration, putting the organization on an excellent financial footing for moving forward and addressing debt.

Staff has been working with a new technology implementer to fine-tune the association management database system (iMIS) installed in 2012 with an eye toward improving its functionality and usefulness for staff and NAI leadership with easily accessible reporting mechanisms. A focus for 2014 was a concerted effort to finish the last phase of implementation, the integration of the certification program, and the development of more streamlined and automated certification processing procedures. While this project was not completed as hoped, progress was made and the new system will result in a more user-friendly system for both students and trainers. It will also have a positive effect on staff resources and financial management of the organization.

Working with certification law experts and input from a focus group of interpretation trainers as well as individual interviews, an analysis of the various certification programs offered by NAI was conducted in 2014 with an eye to updating and enhancing the program based on the needs of the field. Plans were laid for implementation of several improvements to the structure of classes and testing procedures, as well as the revitalization of the certification programs in interpretive planning and interpretive management.

A similar effort led to the revision of NAI’s membership structure. The first such revision in eight years, the new structure was informed by a comprehensive look at other membership organization structures, and supported by input from our members both current and lapsed. A membership task force created by the board to examine membership issues recommended a new structure to tailor membership levels that correlated with the various professional stages in a member’s life; hence the introduction of a new membership category for seasonal and volunteer interpreters, and a revision of the senior membership to a retired category. The new structure took effect January 1, 2015.
A hallmark of 2014 was the work on a new strategic plan to help shape the benefits and services that NAI will provide to its members and the interpretation community for years to come. This process began in the fall of 2013 and was finalized at the board meeting in November 2014 with the adoption of the five-year plan. Throughout the year, members of the board, staff and strategic planning committee have contributed hundreds of hours toward this process. It involved a significant effort to solicit and incorporate the input of members, past members, leaders in the field, federal agency partners, sister organizations, and other stakeholders. This strategic plan will provide the framework for NAI’s operations plans for the next five years.

Amy Lethbridge, President
Margo Carlock, Executive Director

Financial Year in Review
External auditors Brock and Co., CPAs, reported NAI revenue at $1,321,876 for 2014 with expenses of $1,342,264, resulting in a deficit of $20,388. The organization’s net assets at the end of 2014 were $489,492, down from $509,880 at the end of 2013. Deferred revenue at the end of 2014 was $273,270, compared to $285,211 in 2013. NAI’s total assets are valued at $1,201,274, down from $1,230,852 in 2013.

Membership
In 2014, membership numbers continued to grow from the previous year. We consistently saw over 5,000 members at the end of each month. We continued to see growth in the last quarter of the year with strong end of month membership numbers. We finished the year with 5,299 members after starting the year with 4,760. A new membership structure has been approved for 2015 and will be in effect as of January 1, 2015.
Certification & Training

As in previous years, our certification program had a strong year in 2014. A total of 257 certification courses inspired leadership and excellence in interpreters in the United States and around the world. The NAI national office offered nine professional-level courses throughout the United States including four Certified Interpretive Guide Train-the-Trainer (CIGT) courses, three Certified Interpretive Host Trainer (CIHT), and two Process of Interpretive Planning courses to almost 150 participants.

NAI-certified trainers offered 248 Certified Interpretive Guide (CIG) and Certified Interpretive Host (CIH) courses that took place all over the U.S. and internationally.

Aside from certification, NAI expanded its online offerings this year with approximately two webinars a month for a total of 20 webinars. Each month featured one session geared towards the front line interpreter (i.e. "Using Facilitated Dialogue To Strengthen Interpretation") with the second monthly session for managers (i.e. "Strategic Planning Series"). Total webinar attendance exceeded last year with 383 participants.

NAI also offered non-certification professional development in the form of four two-day Social Interpretation workshops on graphic design and social media for interpreters.

National Conference

In 2014 we officially changed the name of the NAI National Workshop to the NAI National Conference, and although it did not affect the 2014 event, it will affect national conferences into the future.

The 2014 NAI National Workshop was held in Denver, Colorado, November 19–22. Attendance, including exhibitors, was 852, higher than the expected number of participants of 700. Meetings and sessions were held at the Sheraton Denver Downtown Hotel. There were over 100 concurrent sessions. Our total room pickup was 2,199 room nights. The event featured one keynote speaker, an exhibit hall, off-site sessions, special evening events, awards ceremonies, and concurrent sessions. Sponsors and partners included OnCell, NOAA, Envirosigns, ArtPlantae, Mountains Recreation & Conservation Authority, and Stone Imagery.

International Conference

NAI’s International Conference in Suncheon, South Korea, hosted roughly 350 participants from 50 nations. Sessions were hosted in the Suncheon Bay International Wetlands Center, and the conference included an address by the mayor of Suncheon, field trips to local temples and South Korea’s first national park, Jirisan, as well as great conversations with interpreters from our ever-growing global network.

We owe a debt of gratitude to Kye Joong Cho of Suncheon University for his extraordinary organizational efforts, including arranging logistics, events, and transportation for international delegates, as well as sponsors to cover many conference costs, keeping registration fees and expenses low. Professor Cho’s organizational skills were especially invaluable in light of last-minute changes necessitated by a tragic ferry accident that happened near Seoul shortly before the conference. In recognition of his efforts, Professor Cho was awarded the 2014 NAI President’s Award.
InterpPress


- *Establishing a Nature-Based Preschool* (eBook), by Rachel Larimore (2011)
- *Interpretive Solutions: Harnessing the Power of Interpretation to Help Resolve Critical Resource Issues* (eBook), by Michael E. Whatley, MS (2010)
- *Putting Interpretation on the Map* (eBook), by Heidi Bailey (2009)
- *Interpretive Writing*, by Alan Leftridge (2006)

NAI also published periodicals *Legacy* magazine (bi-monthly), the *Journal of Interpretation Research* (bi-annual), and the email newsletter *NAI Now* (twice a month).

We look forward to a bright 2015 and beyond! Thank you to all of our members, partners, and other supporters for helping us achieve our mission of inspiring leadership and excellence to advance heritage interpretation as a profession.

2014 NAI Donors

In honor of 25 years of NAI, the “25 for 25” campaign supported professional development for interpreters.

**$500+**

- Amy V. Lethbridge

**$250+**

- Cem M. Basman
- Brenda K. Lackey

**$100+**

- Theresa G. Coble

**$50+**

- Margo Carlock
- Betsy A. Leonard
- Corky McReynolds
- Jessica Carol Reynolds
- Thomas D. Mullin

**$25+**

- Sara Arnett
- Shirley-Ann Marisol Asselta
- Vicki M. Basman
- Jane Beattie
- William J. Bevil
- Ira Bletz
- Todd Bridgewater
- Amy L. Burnett
- Jamie Cabral
- Paul J. Caputo
- Cheryl McCleary
- Cody John Cavill
- Jose Luis Chavez
- Jim Covel
- Heather Grandall
- Kevin Damstra
- Amy Lauder Erickson
- Robin Gabe
- Clark Hancock
- Karin Hostetter
- Emily Jacobs
- Ginny Kaminski
- Alan I. Kaplan
- Christopher Kemmerer
- Sue Kenney

- Jamie King
- Mary Kowalcyzk
- Carole Krucoff
- William “Tad” P. Leeper
- Chuck Lennox
- John C.F. Luzader
- Fran Snow
- McReynolds
- Jay S. Miller
- Jeffrey Miller
- John Miller
- Kathy Gwen
- Magruder Miller
- Leslie Quinn
- Eliezer Nieves-Rodriguez
- Phil Sexton
- Sara M. Skinner
- Linda Strand
- Deborah L. Twell
- Margarite Patricia Turkle
- Gail Ann Vander Stoep
- Phil Waltz
## Financial Report

Prepared by Brock and Company, CPAs PC

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### Statements of Activities and Changes in Net Assets

**Year ended December 31, 2014**

<table>
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<tr>
<th>Revenues, Gains, and Other Support</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
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<td>Certification</td>
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<td>Membership</td>
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<td>Publications and merchandise</td>
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<td>Other revenue</td>
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<td>Advertising</td>
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<td>Public support</td>
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<td>Net assets released from restrictions</td>
<td>500</td>
<td>(500)</td>
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Total revenues, gains, and other support: 1,322,376

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<th>Expenses</th>
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<td>Program services</td>
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<td>Support services</td>
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<td>Management and general</td>
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<td>Fundraising</td>
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<td>Total expenses</td>
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<table>
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<tr>
<th>Change in Net Assets</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
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<tr>
<td></td>
<td>$ (19,888)</td>
<td>$ (500)</td>
<td>$</td>
<td>$ (20,388)</td>
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Net Assets (Deficit), Beginning of Year: $ (192,983) $ 1,000 $ 701,863 $ 509,880

Change in net assets: (19,888) (500) - (20,388)

Net Assets (Deficit), End of Year: $ (212,871) $ 500 $ 701,863 $ 489,492

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4 National Association for Interpretation Annual Report
Statements of Financial Position

December 31, 2014

ASSETS

Current Assets
Cash and cash equivalents $ 48,267
Accounts receivable 54,615
Inventories 142,675
Prepaids and other current assets 12,728
Total current assets 258,285

Property and Equipment, at cost
Land 150,000
Buildings and improvements 963,988
Equipment and software 191,630
Furniture and fixtures 48,439
Total 1,354,057
Less accumulated depreciation (411,068)
Net property and equipment 942,989

Total assets $ 1,201,274

LIABILITIES, DEFERRED REVENUE AND NET ASSETS

Current Liabilities
Accounts payable $ 26,742
Line of credit 75,000
Current maturities of long-term debt 23,818
Accrued compensation and payroll taxes 19,186
Other accrued liabilities 30,547
Total current liabilities 175,293

Long-Term Debt, net of current maturities 263,219

Total liabilities 438,512

Deferred Revenue 273,270

Net Assets (Deficit)
Unrestricted (212,871)
Temporarily restricted 500
Permanently restricted 701,863
Total net assets 489,492

Total liabilities, deferred revenue and net assets $ 1,201,274