



Strategic Plan 2026-2028

Mission: To promote the art quilt.

This strategic plan was approved by the SAQA Board of Directors on 10/21/2025

SUMMARY

Strategic planning is a critical process that enables nonprofit leaders to define direction, set goals, and establish strategies that drive meaningful change.

From February 2024 to October 2025, Studio Art Quilt Associates (SAQA) undertook an extensive and inclusive strategic planning process. This initiative engaged board members, staff, donors, and key stakeholders, all of whom provided invaluable insights and perspectives.

The resulting plan supports SAQA's role as a leader in a vibrant global community of over 4,000 artists, curators, collectors, and art professionals. It is grounded in the organization's foundational values:

- **Mission:** To promote the art quilt.
- **Vision:** That the art quilt is universally respected as a fine art medium.
- **Core Values:** Excellence, innovation, integrity, and inclusion.

This planning effort comes at a critical time. The nonprofit sector is navigating significant challenges, including inflation, workforce shortages, financial instability, and growing demands on programs. SAQA is uniquely positioned to build on its history of success and respond proactively to these pressures. Through this process, SAQA developed a comprehensive strategic plan to guide decision-making. Four key themes emerged:

1. **Membership Growth & Diversity**
2. **Collaborative Partnerships**
3. **Brand Identity within the Fiber Arts Movement**
4. **Fund Development**

This strategic plan serves as a vital leadership tool to navigate the complexities of the future. It is a living, evolving document that will:

- **Guide board discussions at every board meeting.**
- **Inform executive leadership decisions.**
- **Connect staff, leadership, and stakeholders at every level.**

The strategic plan is divided into 4 components:

Visionary Goals

Measurable Objectives

Strategic Priorities

Tactics

The Visionary Goals for the SAQA Strategic Plan include:

Visionary Goal #1 – Diversify & Upgrade Member Experience

Expand and diversify SAQA’s membership while enhancing the value of member benefits.

Visionary Goal #2 – Strengthen Infrastructure

Channel SAQA’s core strengths and operational excellence into developing staff, board, volunteers, and regions to excel in support of the art quilt.

Visionary Goal #3 – Expand the Brand

Elevate and promote the art quilt as an integral part of the contemporary art movement.

Visionary Goal #4 – Focus on Finance

Optimize diverse revenue opportunities and cost effectiveness to ensure long term financial sustainability.

Visionary Goal #1: Diversify & Upgrade Member Experience

Expand and diversify SAQA's membership while enhancing the value of member benefits.

Summary: Membership diversity, member retention, and member engagement were frequent themes expressed throughout the planning process. SAQA seeks to expand its outreach efforts to a more diverse audience of members while also improving the current member experience.

MEASURABLE OBJECTIVE:

Increase overall membership by 15% and a material increase in diversity of membership compared to 2020 survey data, ensuring growth in underrepresented demographics (age, geography, ethnicity, quilt-adjacent artists) by 2028.

STRATEGIC PRIORITY 1.1: Develop and implement a membership recruitment strategy focused on growth and diversity.

STRATEGIC PRIORITY 1.2: Increase member engagement and enhance member experience.

Visionary Goal #2: Strengthen Infrastructure

Channel SAQA's core strengths and operational excellence into developing staff, board, volunteers, and regions to excel in support of the art quilt.

Summary: Stronger infrastructure for personnel and volunteers was another prevailing theme seen throughout the planning process, and SAQA will leverage its history of success to build stronger teams throughout the organization.

MEASURABLE OBJECTIVE:

Establish a baseline of board and staff assessment and volunteer satisfaction results and establish goals for improvement as needed.

STRATEGIC PRIORITY 2.1: Provide leadership education, growth and development opportunities, and succession planning to board of directors, committees, volunteers, regional representatives, and staff

STRATEGY PRIORITY #2.2: Evaluate and strengthen regional and global organizational structures.

Visionary Goal #3: Expand the Brand

Elevate and promote the art quilt as an integral part of the contemporary art movement.

Summary: SAQA will leverage its reputation to create a larger footprint in the contemporary art movement. As the fiber art movement continues to grow, SAQA will merge more aggressively into the movement while building a stronger brand presence.

MEASURABLE OBJECTIVE:

Create 3 new SAQA exhibitions that leverage partnerships and alliances, add 10 new exhibition venues, and create 2 new partnerships with an emphasis on diversity by 2028.

STRATEGIC PRIORITY 3.1: Expand partnerships with exhibition venues.

STRATEGIC PRIORITY 3.2: Leverage existing partnerships and explore new partnerships with organizations within fiber arts and fine art community with a focus on diversity.

STRATEGIC PRIORITY 3.3: Adopt a comprehensive marketing strategy to attract and engage new partners, sponsors, allied arts groups, donors, and members.

Visionary Goal #4: Focus on Finance

Optimize diverse revenue opportunities and cost effectiveness to ensure long term financial sustainability.

Summary: The board wants to expand the donor pool, increase and diversify revenue streams, and build partnerships to ensure continued financial stability.

MEASURABLE OBJECTIVE:

Achieve a balanced budget year over year through 2028 and maintain operating reserves.

STRATEGIC PRIORITY 4.1: Review, revise, and document, and fully implement the current fund development plan to grow donor retention, increase new gifts, and secure major gifts.

STRATEGIC PRIORITY 4.2: Diversify, grow and optimize earned income, partnerships, and revenue streams.

STRATEGIC PRIORITY 4.3: Continue leveraging operational efficiencies to enhance cost savings and capitalize on future growth opportunities.

Prepared by:

