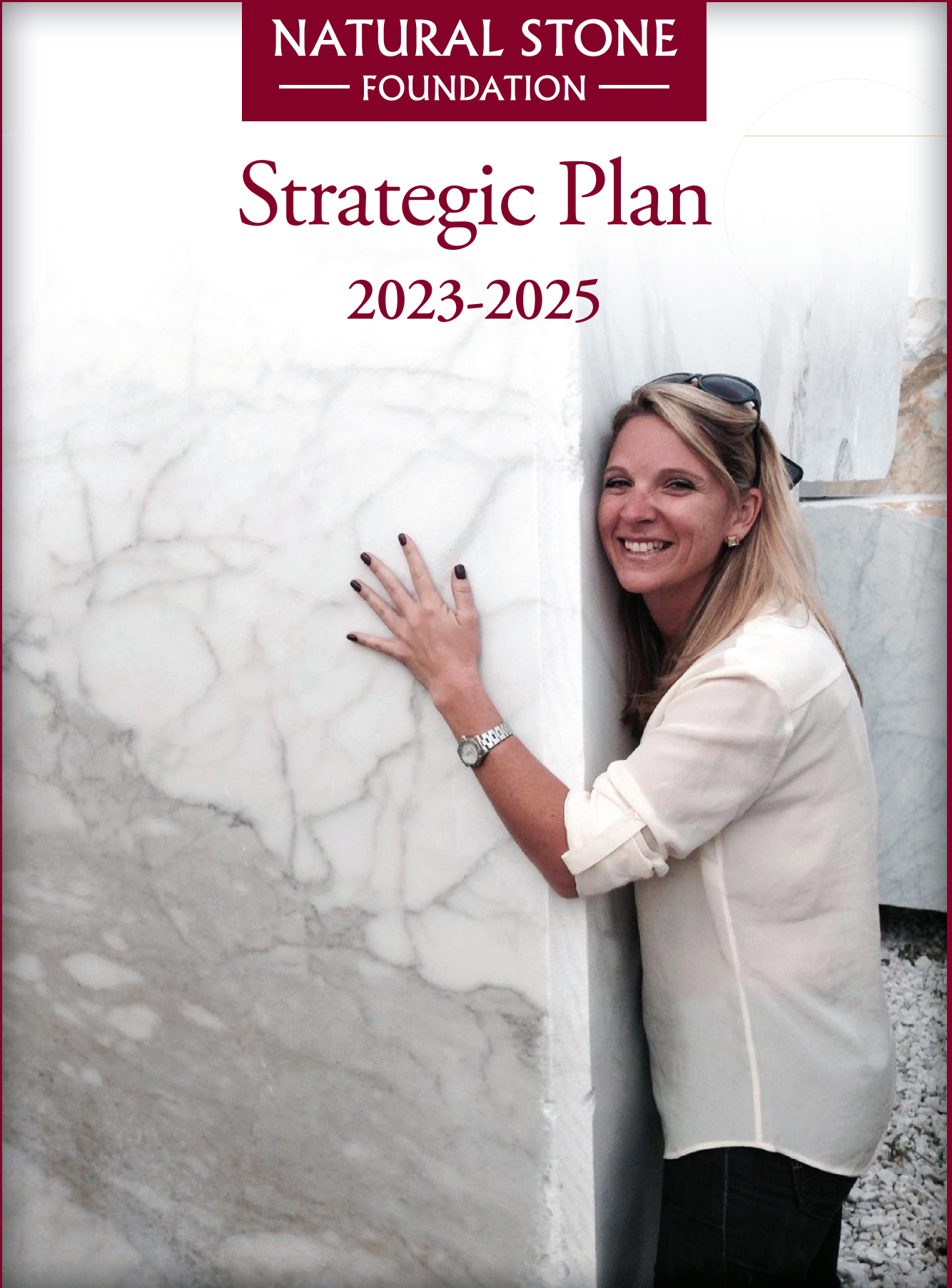


NATURAL STONE
— FOUNDATION —

Strategic Plan

2023-2025



AUGUST 9, 2022

Natural Stone Foundation



VISION

Helping the stone industry to thrive by increasing natural stone's market share and ensuring that it is a preferred material in the built environment.

MISSION

The mission of the Natural Stone Foundation (NSF) is to serve the natural stone industry by financially supporting initiatives and services important to industry stakeholders.

BACKGROUND

Established in 2017 as a charitable organization to support the promotion of natural stone through research and education provided to the natural stone industry and beyond, the Natural Stone Foundation touches the careers of thousands in the stone industry, design community, and architectural trade. It is funded primarily through donations from individuals, stone companies, and industry associations and corporate contributions from the industry's leading organizations. The broad support from within the industry enables the Foundation to disburse thousands of dollars for promoting the use of natural stone; educating the consumer, design, and architect communities through research conducted through the association's authoritative testing lab; and educational and programmatic support of initiatives that advance, strengthen, and propel the industry and its professionals.

The Natural Stone Foundation provides a funding mechanism for key industry initiatives, including:

- Increasing natural stone's market share
- Supporting globally unified standards
- Combatting confusion between natural and manmade materials
- Educating and inspiring architects and designers to use more natural stone in their projects
- Cultivating future stone industry leaders

Strategic Planning Process

The Natural Stone Foundation Board of Directors and its staff embarked on a strategic planning process in 2022 with the intention of developing a plan that would identify strategic priorities and align the efforts of all those involved in supporting the NSF mission.

This strategic plan sets the overall direction for the NSF for 2023-2025. The plan was developed in support of the NSF mission and reflects its values. The strategic priorities identified in this plan reflect the Foundation's commitment to growth and improvement—in impact on the natural stone industry, in philanthropic impact, in financial strength and sustainability, in visibility and awareness, and in leadership capacity.

The critical issues that were considered during the development of this plan included:

- What have been the greatest successes of the NSF so far?
- Should the current funding priorities (education/scholarships, promotions, and standards) continue or be changed?
- Should the funding priorities include humanitarian assistance to its members?
- What would be a compelling message to encourage NSI members to contribute to the NSF?
- What segments of the NSI membership should be targeted with a specific message for contributions?
- Should the NSF have an open (outside NSI) grants process?
- Should the NSF offer the opportunity to set up named funds aligned with NSF priorities within the Foundation?
- Should the NSF seek contributions for an endowment fund?
- What infrastructure needs to be put in place to support the NSF's operation?

The duration of this strategic plan is expected to be three years, depending on shifting internal priorities, external factors and the pace and success of implementation. Successful implementation of the strategies described in this plan will be challenging, but will have a positive impact on the NSF, the Natural Stone Institute and its members, and the natural stone industry. Each strategic priority will be supported by goals and objectives. An operations plan will guide the implementation of the strategic plan and will allow for the monitoring of key indicators that reflect progress toward meeting specific performance targets.



Natural Stone Foundation Funding Priorities



EDUCATION/SCHOLARSHIPS

The Foundation recognizes that employee training and professional development are critical to strengthening and expanding the stone industry. Our education grantmaking and scholarships will underscore the importance of accessing quality learning opportunities and supporting initiatives that further career opportunities and strengthen workforce development. Eligible projects may include the development and delivery of new industry-related educational programs and/or scholarships for existing programs.



NATURAL STONE PROMOTION

The Foundation will support programs advocating and promoting the use of natural stone and raising awareness of the product in the built environment. These programs may include industry and/or consumer marketing campaigns using social media, digital, print, or other communication channels.



STANDARDS

The Foundation will support projects that address the development of unified standards for the use of natural stone materials and/or that highlight the environmental performance of natural stone. Projects may include research, material performance testing, and development of nomenclature.

***Note:** The Foundation does not fund requests or provide resources for humanitarian programs and causes, disaster relief, or political organizations or campaigns.*

Strategic Priorities, Goals and Objectives for 2023-2025

STRATEGIC PRIORITY 1:

The Foundation will implement fundraising strategies that support current and future projects aligned with NSF priorities.

GOAL 1-1: Determine the Foundation's funding priorities.

GOAL 1-2: Raise funds to support an annual grant process.

GOAL 1-3: Seek funds to build an NSF endowment.

GOAL 1-4: Enhance donor stewardship and engagement opportunities.

GOAL 1-5: Strengthen the Foundation's fundraising capacity.

STRATEGIC PRIORITY 2:

The Foundation will engage in effective grantmaking by identifying industry issues and securing and distributing resources to meet constituent needs.

GOAL 2-1: Conduct an efficient and effective grantmaking process

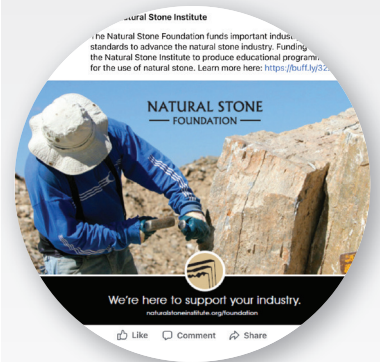
GOAL 2-2: Seek opportunities to increase the impact of the Foundation's grantmaking.

STRATEGIC PRIORITY 3:

The Foundation will increase its visibility by highlighting its role as a grantmaker and philanthropic partner.

GOAL 3-1: Implement a comprehensive year-round communications plan.

GOAL 3-2: Share the Foundation's impact and philanthropic opportunities with the NSI membership and broader industry.



Strategic Priorities, Goals and Objectives for 2023-2025



STRATEGIC PRIORITY 4:

The Foundation will maintain strong board leadership and committee leadership.

GOAL 4-1: Follow the best practices of nonprofit governance.

GOAL 4-2: Engage board and committee members in fundraising and grantmaking.



STRATEGIC PRIORITY 5:

The Foundation will build financial strength and sustainability through internal and external accountability, asset growth, and effective management of risk.

GOAL 5-1: Effectively manage the Foundation's endowment funds.

GOAL 5-2: Ensure sound fiscal practices.



STRATEGIC PRIORITY 6:

The Foundation will strengthen its operations by using technology wisely and making critical infrastructure investments.

GOAL 6-1: Establish a secure, centralized digital database, a donor contact tracking system, and a document filing system.

GOAL 6-2: Ensure adequate staff support and financial resources for Foundation operations.

NATURAL STONE
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