



# AANR–EAST STRATEGIC PLAN

As with all Strategic Plans this is a work in progress

Our path for making AANR-East a strong and relevant organization into the future with a key role in

## “Making Social Nudity Cool”

Developing and implementing an organization’s strategic plan is a key leadership function which requires active involvement of the organization’s Leadership Team

### **Strategic Planning Team Members**

- Gloria Waryas (Team Leader, President AANR-East)
- Tom Brown (AANR-East Vice President)
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- Fred VanNest (AANR-East Member Trustee)
- Mac Fleck (AANR-East Director)

## SUMMARY

AANR-East offers a variety of services to our members, clubs and the public at large, but for all our efforts we are losing ground. Our loss of membership is a serious crisis that needs to be recognized and addressed. But declining membership is only a symptom of a deeper and more complex challenge: the crisis of shape. AANR-East is structured in ways that encourage people to participate in nude recreation on their own terms rather than to identify themselves with the vision and mission of the world-wide nudist cause. People can join a club or AANR and never be asked to commit themselves to the body acceptance principles and to challenge the assumptions about human sexuality that dominate our culture. The Officers and Directors (Leadership Team) are responsible for turning our current situation into positive actions that will reverse this trend by changing the way we think, behave and perceive our mission.

This report contains the Strategic Planning Team's assessment of AANR-East's Current Situation and the Leadership Team's Vision, Mission, Strategic Intent, and Key Result Areas (KRAs) for prioritizing and organizing AANR-East's work to achieve its vision.

The diagram on page 8 illustrates how the elements of the organization's strategic plan relate to each other and the role of the Leadership Team in guiding the organization to its desired state. Think of the organization as analogous to a spaceship on a mission. It is launching from its current state towards a desired future state. The payload is the organization. The fuel is the organization's human and financial resources. The Key Result Areas are the engines propelling the spaceship towards its destination...multiple engines, working together are required, all are necessary to reach the desired destination. The AANR-East Leadership Team is the control system for the spaceship...it provides the guidance and manages the use of resources.

Looking into the future requires that our Key Result Areas extend far beyond our current fiscal year, which will address our strategic issues, but also express the vision and extend the mission. This is a critical step to avoid the "activity trap" and our focus always needs to be on the results.

Our Core Beliefs and Values guide how our organization will approach our work, how our internal affairs are managed, and how we relate to one another and the wider culture. It is through the day-to-day decisions and actions of key leaders that core beliefs and values are confirmed and strengthened

The current emphasis on "nude recreation" is too shallow and too self-serving to generate deep commitment. Much more is needed.

Our next steps are to construct a five-year plan with initiatives and specific action steps designed to:

- express the Guiding Vision,
- fulfill the Mission,
- utilize the Strategic Intent,
- achieve the Key Results and Goals,
- involve, support, and influence the various Target Populations and
- convey the Core Beliefs and Values.

## OUR GUIDING VISION

A guiding vision is a picture of a desired future that an organization hopes to bring into being. A guiding vision creates a contrast between the actual and the possible. It defines a free space for the continuous interplay between “what is” and “what is to be.” This dialogue between *what is* and *what is to be* provides a constructive way of change. A guiding vision provides the substance for subsequent steps in the strategic planning process as (1) the guiding vision is turned into a (2) mission statement, which is turned into (3) a statement of strategic intent, which is turned into (4) positive and meaningful outcomes defined as key result areas and goals. In turn these will be transformed into (5) long- and short-term objectives, which, in turn, will be turned into (6) time-bound and specific action plans. Underlying the entire process are the core beliefs and values of the social nudity cause.

Under the AANR banner, we continue to live, plan, and work together in ways that challenge many assumptions of the world around us, including presuppositions about human sexuality, social life, privacy, transparency, and morality. Our forerunners have worked and fought for the privileges nudists enjoy today, although the struggle for our nudist way of life is far from over.

We long for the day:

- when body acceptance is the norm rather than the exception;
- when fear of social nudity by the general public is greatly diminished;
- when all major metropolitan areas within the region have community-accepted areas for clothing-optional social nudity;
- when nudists within the region talk freely about their clothing optional activities with family and friends and are comfortable having their name and images associated with social nudity in the media;
- when mental health and other professionals within the region recognize the value of clothing optional experiences for persons with body acceptance issues;
- when a large segment of the region’s non-nudist population occasionally participate in clothing optional activities;
- when teenagers are more accepting of their bodies and the mystery about the human body is reduced; their romantic relationships focus more on interpersonal relationships and result in more mature and long-lasting relationships and fewer unintended consequences;
- when people who are widely known as nudists serve as political and community leaders within the region;
- when the differences between social nudity and sexually oriented businesses are widely recognized by the region’s communities and their leaders;
- when nudist venues will be places where positive and life-affirming support can be found, persons aggrieved by repressive social norms can find healing and resources for body acceptance issues, and where being naked can be experienced as something to be enjoyed for the sheer pleasure and freedom that social nudity brings.

We recognize that what is kept deliberately hidden has an unnatural power to obsess us and that many people are terrified of the many manifestations of human sexuality. Yet we envision and will attempt to create a world in which different manifestations of human sexuality are accepted and even valued.

We also recognize the importance of collaboration between AANR-East and AANR. Our vision is that the roles and responsibilities of AANR-East and AANR are clearly understood as they work together to challenge these many misunderstandings of social nudity and promote acceptance of social nudity in the United States and Canada.

## **Our Mission**

The foremost direction-setting question facing leaders of all organizations is, “Who are we, what do we do, where are we headed?” A written description of what an organization seeks to do and become is commonly termed its *mission*. A mission statement broadly outlines the organization’s future course and serves to communicate what it is, what it does, where it’s headed.

### **OUR MISSION**

AANR-East is a political and cultural membership organization that advocates for body acceptance. **Our mission is to promote and support societal acceptance of social nudity in our region.**

## **Our Strategic Intent**

The Guiding Vision points the way to the future we desire. The Mission Statement clarifies what business we’re in. Strategic Intent clarifies what AANR-East must go after immediately in order to realize the Guiding Vision and fulfill its Mission. Strategic Intent provides a specific point of view of the future aspired. It conveys a sense of direction, provides an opportunity to explore new possibilities, and stimulates a sense of discovery. The most important role of the Strategic Intent is (1) to bring more clarity to the Guiding Vision in a form that people can remember, (2) to help leaders and members focus their efforts, and (3) to motivate people by challenging them to make a difference.

### **OUR STRATEGIC INTENT**

“Make social nudity cool!”

## **Our Core Beliefs and Values**

In most organizations the statement of core beliefs and values (or commitments) becomes a permanent part of the organization. They become organized and codified into a philosophy of operations which explains how the organization approaches its work, how its internal affairs are managed, and how it relates to its context including its key customers, clients, and other participants.

An organization’s core beliefs and values, if they are to have meaning, must be adhered to in all situations, including crisis situations. It is through the day-to-day decisions and actions of key leaders that

core beliefs and values are confirmed and strengthened—or become only meaningless words on a piece of paper.

## **OUR CORE BELIEFS**

We believe:

1. That the human body is wholesome and a wonderful work of nature.
2. That social nudity is a way to achieve healthy body acceptance.
3. That seeking a healthy mind in a healthy body is a way of life.
4. That social nudity enhances positive social interactions.
5. That social nudity is independent from sexual innuendos and behavior.

## **WHAT WE VALUE**

We prize, cherish, and consistently act upon the following commitments:

1. Promoting and supporting social nudity.
2. Promoting and supporting body acceptance.
3. Cultivating healthy minds in healthy bodies.
4. Nudity as quite natural, neither inherently disturbing nor sensational.
5. Including all people who are willing to conform to our beliefs and values.

## **Key Result Areas**

The action of determining key result areas involves clarifying the “work” that AANR East exists to do. A key result area is an area of work to be performed in order to achieve desired results. A goal defines the key result area. Goals are broadly-worded statements of intent. Taken as a whole, an organization’s key result areas and goals convert the Mission Statement into areas of the work to be done in order to fulfill the Guiding Vision and the Mission. Goals, unlike “objectives” are not time-bound or measurable but stated broadly, with each goal defining an area of the organization’s work. The process of defining key result areas and setting challenging but achievable goals helps guard against complacency, internal confusion over what to accomplish, and mediocre organizational performance.

Key result areas and their goals specify the results that are desired in pursuing AANR-East’s mission. They normally extend far beyond the current fiscal year of the organization. Short-range objectives are performance targets, normally of one year’s duration, that are used by leaders to achieve the desired key results (as defined by the strategic goals). Ideally, AANR-East’s key result areas and goals should not only

address strategic issues but also express the vision and extend the mission. They should match the organization's strengths to opportunities, minimize threats to the organization, and eliminate organizational weaknesses. The mix is important.

In strategic planning it is essential at this step to avoid the "activities trap" where activities are substituted for results. Busy-ness is not a goal. Feverish activity is to be avoided. The focus must always be on results. "Means" should not be confused with "ends." All objectives should be evaluated on the extent to which they achieve a desired key result.

### **Governance KRA**

**Goal:** To develop a governance structure to effectively manage the AANR-East's plan, policies, processes and procedures.

**The Work:** Governance of the region involves establishing the strategic policies, structuring the organization and the work, enlisting, supervising, and supporting management in order that the work of AANR-East is properly planned, organized, staffed, coordinated, and controlled. No organization can function effectively without creative and strategic governance. All work related to governance will be organized under this key result area.

### **Advocacy and Alliances KRA**

**Goal:** To build strong alliances with other groups/organizations that can help achieve our Guiding Vision so that we are able to position the Region as a primary promoter and supporter of body acceptance throughout the wider community so that a high degree of body acceptance becomes the norm rather than the exception.

**The Work:** This area of AANR East's work reaches outward to the community to make everyone aware of the wholesomeness of all parts and functions of their bodies. This healthier attitude will allow people to concentrate on developing self-confidence and more positive personalities by reducing their preoccupation with bodily shame and feelings of physical inadequacies. To achieve these results, AANR East will promote, inform, interpret, lobby for, defend, and extol the practice and benefits of social nudity. This goal positions the Region as an active force for political and social change.

The achievement of the Guiding Vision, with its organizational and political aims, requires the active support and participation of other key groups. The work will involve identifying and enlisting such groups as AANR, The Naturist Society, Young Naturists, as well as non-nudist groups (Parks Departments, Land-Management Groups, Recreation/Travel companies and trade associations, Sierra Club, advertising agencies, movie/TV companies, etc.) that might support large parts of our vision. It will require the identification of common interests, clarifying goals, building commitment to work together, clarifying roles and responsibilities.

## **Finance KRA**

**Goal:** To increase financial support from sources friendly to social nudity.

**The Work:** AANR-East requires funds in order to carry out its mission. The current membership-based funding system is insufficient for the strategic development of AANR East and therefore new sources of funding are required. This means that a financial development system must be created and embedded in the organization. Specialized skills and competencies are required to achieve this goal.

## **Brand KRA**

**Goal:** To build a strong and engaged membership that is committed to promoting body acceptance through social nudity.

**The Work:** The membership lifecycle is five steps and they are not separate unto themselves. They include engagement, renewal, reinstatement, awareness and recruitment. They must be taken together to deliver a continuous stream of qualified prospects, new members, renewing members, and former members. Some of this may need to be coordinated with AANR to make a significant difference. This will involve many of the same components (Membership, Marketing, Media Relations and Government Affairs), but each will have to shift its emphasis to operating as a part of a team dedicated to a common goal.

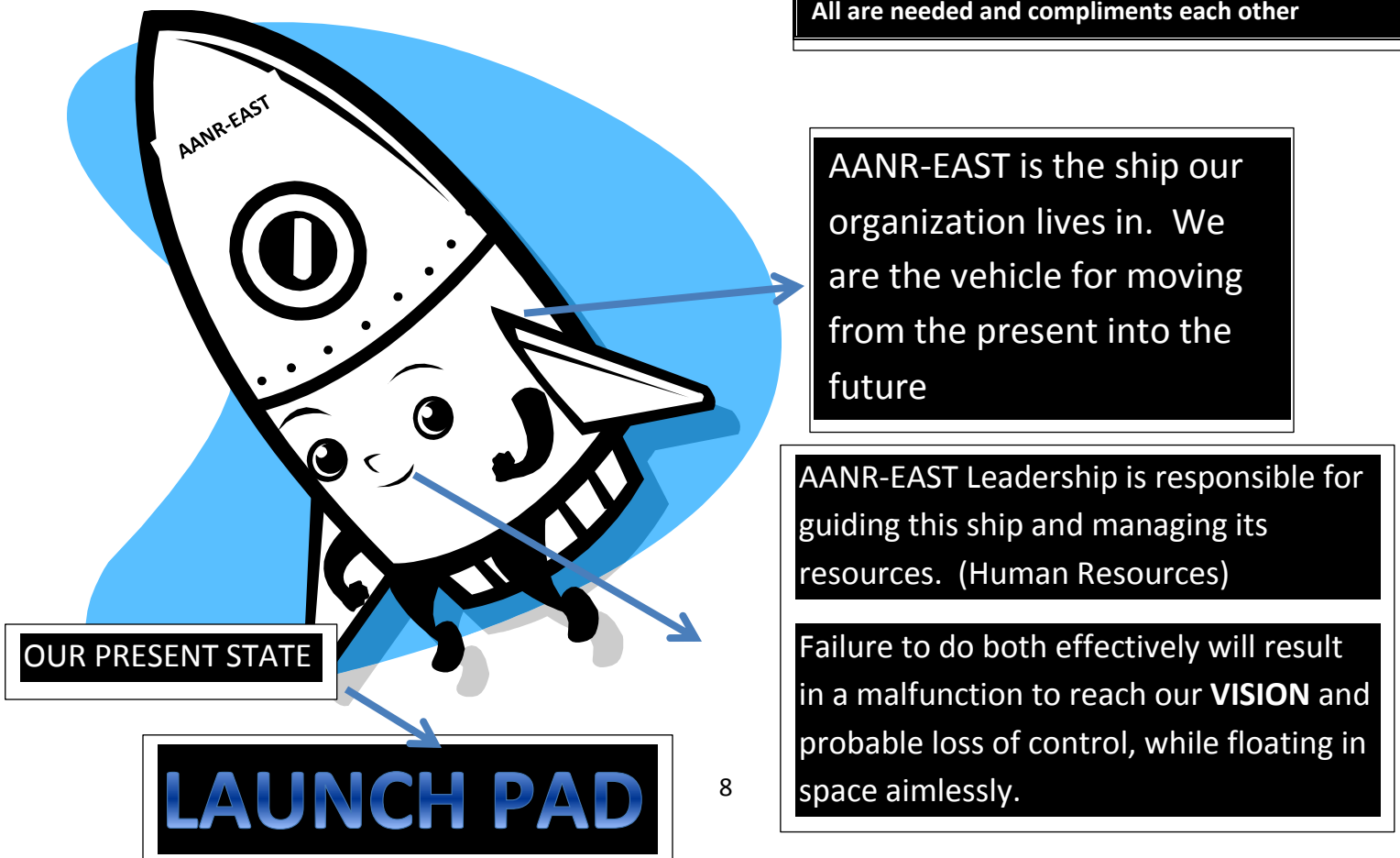
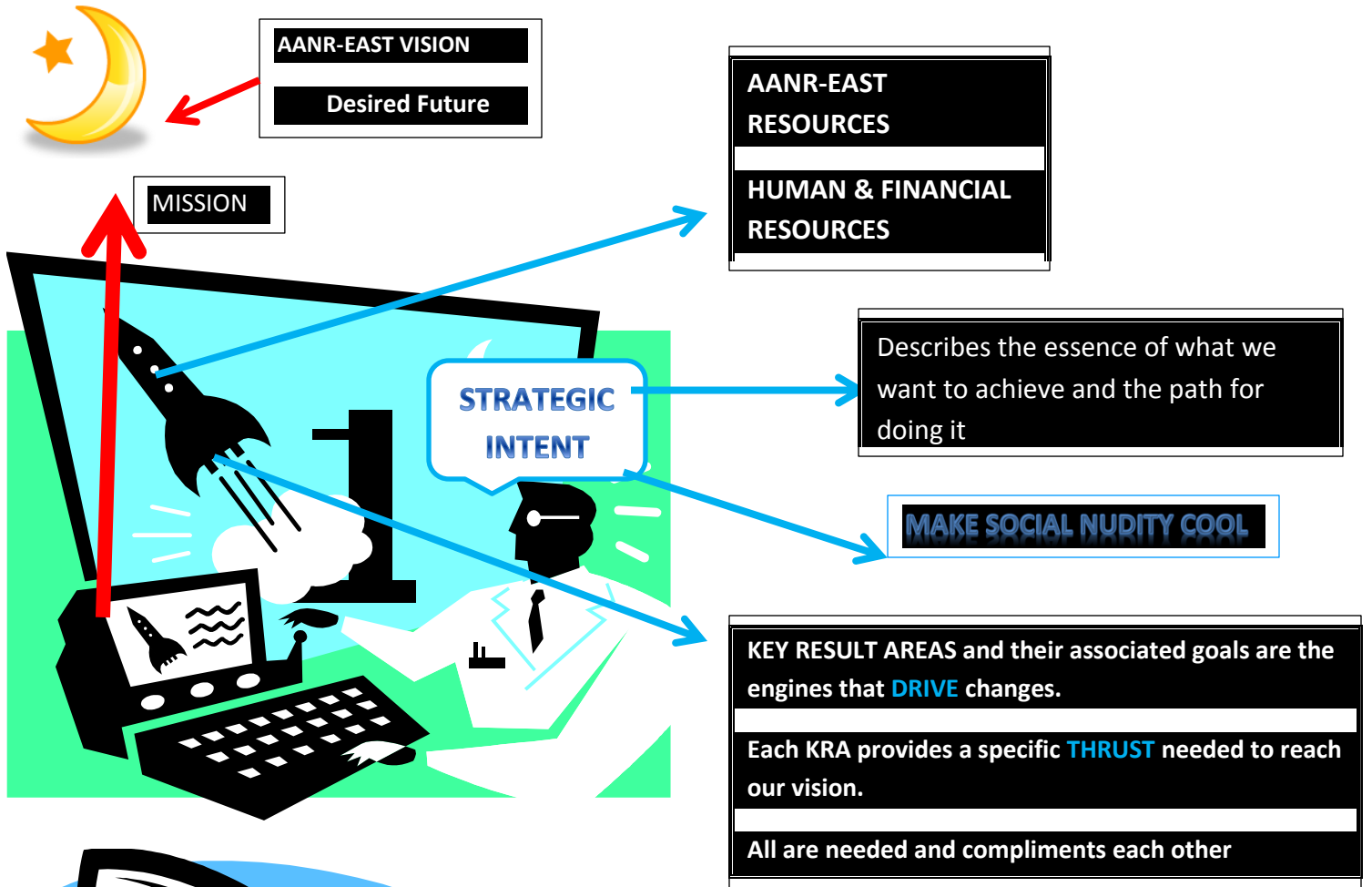
## **Linkage KRA**

**Goal:** To enable the flow of important and essential information to, from and among nudists and facilities as well as the general public. The relationship between this KRA to the other KRA's is to establish and develop an effective communications system to provide information across all domains of the strategic plan.

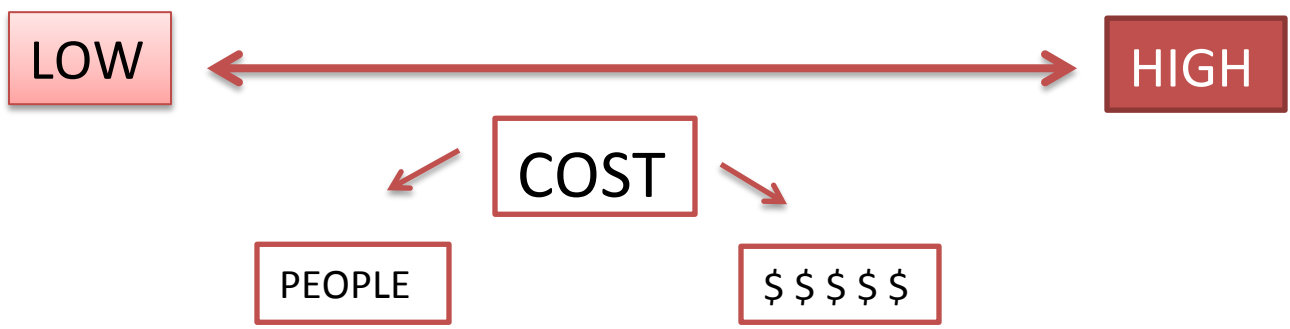
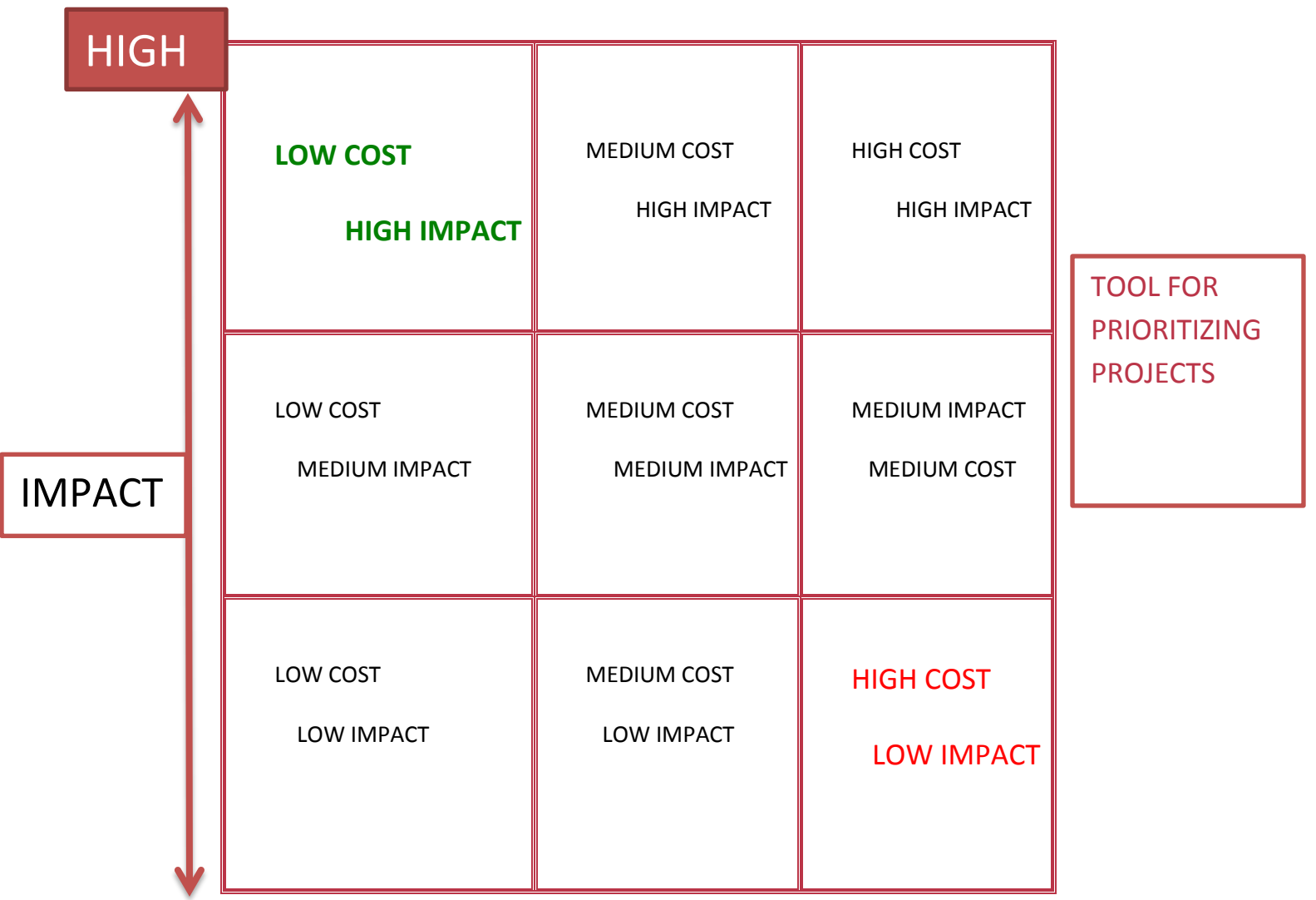
**The Work:** The AANR-East procedural manual sets forth important information, based on awards to members, clubs and the general public. The historical aspect of AANR-East allows us to follow the development of our organization to the present day. We must also take into consideration our Youth. Youth camp, and our Young Nudist Leaders (YNL) as they represent our future of social nudity.

Communications which includes the website, social media, and roving ambassadors constitutes the essential information to be disseminated to all nudists, facilities and the general public as well as target populations.

# AANR-EAST'S RELATIONSHIP OF STRATEGIC PLAN ELEMENTS - All Systems Go!!







THE HIGHER THE IMPACT THE BETTER  
 THE LOWER THE COST THE BETTER