MISSION

MISSION is the fundamental reason for being, serving to answer the question of “why does this organization exist?” The mission statement need not be a “tagline” but must primarily resonate with key stakeholders as the primary direction setting statement for the association’s work.

The mission of the Marble Institute of America is to serve and support the dimensional natural stone industry by providing an array of services, products, and authoritative information important to, and valued by, industry members.

ENVISIONED FUTURE

ENVISIONED FUTURE\(^1\) is a vivid description of the organization’s definition of success. It provides adequate detail for the people working in and around the association to understand specifically what it must do and how it will “look” when key strategic outcomes have been achieved. From this perspective, we can say that envisioned future describes “what success looks like.”

Ten Year Vision: To establish an industry-leading reputation for providing valuable services, products and authoritative information to the natural stone industry through a commitment to quality and member service.

- Natural stone will be the leading choice for appropriate hard-surface applications.
- Members will see MIA as an essential partner in their success.
- Membership is representative of the diverse nature of the natural stone industry.
- MIA accreditation is widely regarded as the leading indicator of a company’s commitment to high standards of business practice and to quality stone craftsmanship.
- The design community will specify accreditation of fabricators/installers.
- Industry members view accreditation as a competitive advantage.
- MIA standards are universally recognized and accepted/specifed.
- MIA is widely recognized as the leader in stone industry education.

\(^1\) Adapted from *Built to Last*, Jim Collins and Jerry Porras
STRATEGIC THEMES

THEMES are descriptive statements representing a major component of a strategy, as articulated at the highest level in MIA’s Envisioned Future. When considered in context with an organization’s mission and vision, themes represent a conscious decision about a chosen strategic path – running through all of the organization’s work and decision-making.

MIA’s strategic themes include:

**To Represent the Dimensional Natural Stone Industry**

MIA’s focus on growing membership is strategic in order to support the association’s broader goals. MIA will focus on targeting specific segments (type of company) of the industry to grow and diversify the Regular member category and Associate member category. This includes applying a regional approach to membership recruitment and retention. MIA will also define a strategy for acquiring international members.

**To Be An Essential Partner To All Segments of the Dimensional Natural Stone Industry**

MIA members look to the association to promote natural dimension stone as the leading materials choice for residential and commercial applications and serve as the voice of the industry. With the recent need to respond to threats on the industry, MIA has also broadened its role to include both promoting and defending natural stone. MIA will continue to ensure that the association is playing a role in shaping perceptions of natural stone as safe and sustainable, as well as promoting the use of MIA members in order to position members for enhanced business opportunities.

**To Be Recognized As An Educational Leader For the Dimensional Natural Stone Industry**

MIA has invested in expanding its educational offerings to ensure member companies have the information and knowledge to be on the leading edge of the industry. With an accreditation program and awards programs in place to recognize the commitment to high levels of professionalism and craftsmanship, MIA must also ensure that the educational content and technical standards developed equip members to deliver the highest quality stone craftsmanship.

**To Develop and Promote Universally Accepted Standards**

A core component of MIA’s legacy is serving as the authoritative source for information on standards of natural stone workmanship and practice, and the suitable application of natural stone products. A critical next step for MIA is to promote the use of its technical standards beyond the MIA membership, particularly among the architect and design community, so the standards become universally accepted and specified.

**To Maintain A High Level of Organizational Effectiveness**

MIA must ensure that its infrastructure and financial resources support successful execution of the association’s strategic goals.
OBJECTIVES

OBJECTIVES are concise statements articulating a specific component of what the strategy must achieve/what is critical to its success. Each theme usually contains 3-6 primary objectives that state a key aspect of the strategy to be achieved over the next 1-3 years. Objectives are best stated as action phrases (verb/object) and may include the means and/or desired results as well as the action.

NOTE: Added sub-bullets for known tactical measures being taken to address these objectives as part of an annual operational plan. MIA staff will hold a work session to further expand the list.

To Represent the Dimensional Natural Stone Industry

- Engage MIA board as a key intelligence source to help inform development of recruitment and business development / fundraising strategies
  - Utilize board and past president contacts and networks to reach new industry audiences and potential members
    - Successful International Membership Recruitment Campaign conducted in 2010
- Apply a regional approach to recruitment, retention and business development / fundraising
  - 10/09 – MIA Board of Directors (BOD) created a membership committee and subcommittee structure to address several membership recruitment/retention matters.
  - Continue networking/recruitment at regional educational events
- Recruit Affiliate members to become champions of natural stone (architects/specifiers and designers)
  - Expand role of members conducting CEU credits to assist identify architect/designer champions
  - Continue exposure at applicable trade shows (AIA, Construct, KBIS)
- Recruit sectors with the greatest potential to be served by MIA (government sector - ex. US Department of State)
  - 03/10 – conducted initial training with US Department of State. Maintain ongoing communication and explore expanded interaction (e.g. spec documents, etc).
- Recruit Associate members who are large players in the industry (ex. commercial setting supply companies) who would benefit from MIA offerings and serve as financial supporters
  - 01/10 – Created a membership subcommittee – chaired by BOD Peter de Kok
  - 05/10 – Added a “benefits of being a supplier” page to the MIA website
- Define MIA’s value to international companies and devise an international strategy
  - 10/09 – Created new promotional flyer highlighting benefits of international membership
  - 11/09 – Created a membership subcommittee – chaired by BOD Jonathan Zanger – 30 members participating

To Be an Essential Partner To All Segments of the Dimensional Natural Stone Industry

- Leverage MIA’s strengths to address industry and legislative issues of broadest impact to the membership
  - Create a sustainability fund to provide revenue to the NSC and other key MIA initiatives (CEU class, promotion, etc)
    - Spring 2010 – Created the MIA Natural Stone Sustainability Fund
• Engage US-based and international companies in the industry in grassroots initiatives (promotion, advocacy)
  • TBD
  • TBD
• Build a funding stream to support MIA promotion and advocacy initiatives
  • Develop special funds like Truth About Granite and Natural Stone Sustainability to support the work of the MIA.
  • TBD
• Coordinate with relevant industry groups (i.e. AIA, CSI, NKBA, IDCEC, etc.) at the national, state and local level to expand the acceptance and use of MIA standards and accreditation
  • Publicize the MIA CEU Program to designer audiences
  • Continue to submit requests to speak at their national conferences (AIA, KBIS, etc.)
• Promote MIA standards and accreditation to key audiences (consumers, designers and architects, specifiers)
  • 06/10 – expand CEU offerings regarding MIA standards (2 new classes)
  • Continue to advertise MIA’s technical standards in architect and designer magazines.
  • Continue to offer a letter writing campaign on behalf of accredited companies to architects and designers
  • Develop “Apps” for the Design Manual and for popular consumer brochures
• Provide a platform that gives members business opportunities (leads)
  • Enhance and promote the MIA websites for customers/designers/clients to find MIA member firms
  • Highlight the MIA Directory in all PR reaching the consuming public.

To Be Recognized As an Educational Leader For the Dimensional Natural Stone Industry

• Build a portfolio of educational offerings that allow MIA to “come to the member” (i.e. virtual)
  • 12/09 – secured a grant from Kohler Corp to provide free webinars for 2010
  • Expand safety initiative to include online offerings
• Build a portfolio of educational offerings that are relevant to Associate members
  • 03/10 – utilize Associate Member subcommittee to outline an action plan
  • TBD
• Identify sectors that are underserved where MIA is well positioned to deliver education, professional development
  • Develop and offer a Natural Stone Distributor credential partially based on safety.
  • Expand regional education program to include “installer-focused” seminars
• Ensure MIA is the thought leader for the industry by engaging experts in the field for content development
  • Expand committee structure to meet this goal
  • TBD
• Position MIA as the provider of business management education and resources for small to medium-sized member companies
  • Continue to expand the Management Toolkit series in the MIA Bookstore
  • Following a 2-year absence, begin to offer an annual management workshop
• Successful Leadership Workshop Held October 19, 2010 in Grapevine, Texas
• Dedicate MIA resources to support companies in the accreditation process
  • Continue to support the accreditation process by having a staff position dedicated to this activity.
  • TBD
• Continue to expand the accreditation program by identifying opportunities / demand in the marketplace for industry segments in most need
  • Launch a Natural Stone Distributor credentialing program in early 2011
  • Research the need for and market for a Natural Stone Restoration Specialist credential in 2011 and 2012.

To Develop and Promote Universally Accepted Standards

• Establish a review process to ensure standards as articulated in the Dimension Stone Design Manual (DSDM) and other recognized standards (e.g. ASTM, ANSI, TCNA, etc) remain relevant, updated and forward thinking
  • Utilize and support the MIA Technical Committee on an ongoing basis
  • TBD
• Ensure standards are easily accessible via multiple channels (online, hard copy, etc) for use by a wide user audience
  • Expand MIA bookstore downloads to include new technical bulletin series / offer free to architects
  • TBD
• Provide the industry with regular technical bulletins on technical issues affecting various industry segments
  • 01/10 – announced schedule of technical bulletins to be introduced in 2010-11
• Build opportunities for natural stone to be recognized as a “green” material
  • Support the efforts of the Natural Stone Council and its sustainability initiatives
  • Develop CEU courses on the sustainability of natural stone for use by member companies – 2010
    • Advertise the environmental preference of natural stone in designer trade magazines.
    • Keep moving the Pinnacle Awards Program toward a GREEN Award category.
• Provide opportunities for recognition of firms and individuals for craftsmanship and applying industry standards to projects
  • Support and promote the Natural Stone Craftsman of the Year Award.
  • Continue the Pinnacle Awards program to recognize members’ outstanding work
  • Reintroduce the Advertising Awards in 2012
To Maintain A High Level of Organizational Effectiveness

• Ensure real time monitoring of financial performance relative to established benchmarks
  • Review monthly financials to ensure MIA is on track to budget goals
  • Ensure all invoices are approved by the appropriate staff person responsible for the expense
• Establish criteria for use of reserves for support during downturns and for support during downturns and for investments in new initiatives
  • 5/10 - Discuss with the Board the allowance for some equity stocks in the MIA portfolio
  • Reserves to be used currently to fund budgetary shortfalls caused by the 2007-2010 housing crisis and the economic recession.
• Provide professional growth opportunities for the MIA staff.
  • 01/10 - Budget financial resources for continuing education.
  • Continue to encourage participation in professional organizations like ASAE, GCSAE, and MPI.