



ASHEVILLE INSIGHT MEDITATION

Strategic Plan

August 2015 – December 2018

Table of Contents

Introduction

History

Purpose, Mission, Vision

Values Statement

Guiding Principles

Spiritual Path

Evolution

Ethical Guidelines

Assumptions

Critical Success Factors

Goals & Objectives

- Community
- Culture
- Communication
- Organization
- Programs
- Sustained Financial Support
- Facilities
- Marketing
- Technology
- Alliances/Networking

INTRODUCTION

In March 2015 Ronya Banks, Director of Asheville Insight Meditation (AIM), held a meeting open to the AIM community to discuss challenges associated with supporting AIM's growing population within its current facility. After lively discussion, several committees were established, including the AIM Strategic Planning Committee (SPC). The purpose of the SPC has been to develop a strategic plan to address our current and growing needs. Several Core Members volunteered to participate on the SPC and identified 1 August 2015 as their deadline to submit a proposed, strategic (three-year) plan to the AIM Board of Directors for approval.

The SPC, together and individually, has dedicated many hours to writing this plan. While our desire was to develop a plan that represented the vision of our Board and members, due to time constraints we were unable to formally reach out to the entire community¹. Therefore we included actions to ensure community feedback is requested and considered in all future plans.

In formulating the plan, we considered the following: the AIM Strategic Plan dated 2 October 2013, strategic plans from other meditation/Buddhist communities, and information gathered on the operations of other centers. We also considered ideas generated during the March 2015 meeting and follow-up conversations among SPC members and Core Members. Additionally, we asked a local attorney to review our bylaws along with the Strategic Plan to identify any areas where our recommendations might be out of sync.²

Within the plan's goals and objectives are proposed measurements. It is the Strategic Planning Committee's intention to provide some recommendations while inspiring individuals or committees assigned to those goals and objectives room for their own creative endeavors. This is true regarding all goals, objectives, and actions, for this plan is a living document that we believe will grow as AIM grows. To that end, we recommend an annual review of this Strategic Plan and a formal update by committee (or the Board) in 2018. (This plan expires in December 2018.)

Members of the Strategic Planning Committee:

Ronya Banks
Kate Freeman
Michael Scardaville

Trish Rux
Ken Cooper
Gwen Boyd

With Support From:
Mary McKenzie
Mark Threlkeld
Suzanne Hahn

¹ Our current lease expires October 2015, and we wanted our plan to support any decisions made regarding the lease. All effort was strictly volunteer and we did not feel we had the resources to support a formal survey at this time.

² An attorney who specializes in non-profits reviewed the bylaws and plan. She stated there are no conflicts between the plan & bylaws. However, she did offer modifications that were included in the final plan.

HISTORY

"To know your future, you must know your past." Margaret Jang

Asheville Insight Meditation (AIM) is a relatively young organization. In September of 2010, Ronya Banks began leading a weekly meditation group in the Women's Wellness Center - with a whopping 3 to 10 attendees per session. Upon the request of several attendees, a name for the group was determined and Asheville Insight Meditation applied and was approved for 501-C (3) Non-Profit status in the summer of 2012.

After filling the Women's Wellness Center to its maximum capacity (about 20 attendees), A.I.M.'s Non-Profit Board members were faced with the reality that we needed a bigger space, but our monthly donations could not afford higher rent. So in the fall of 2012, we instituted a Core Membership model and asked our sangha members to step up their commitment level by signing up to give a monthly dollar amount to AIM on an ongoing basis. Eighteen members signed up to become core members with monthly donations ranging from \$10 to \$100 per month. As a result, our incoming donations increased enough to afford a new, larger space. We leased and moved into the Professional Building at 29 Ravenscroft, Suite 200 in October, 2012. This is where we currently reside.

Renting a room full-time greatly expanded the dynamics of our group. Because of this privilege, we were able to add many more meditation offerings, specialized classes, as well as meditation and community events (Morning and afternoon Open Sits, morning Buddhist chanting, two Sunday sessions, Buddhist Book club, Movie night, Bi-weekly Introduction to Mindfulness Classes, various Mindfulness/Buddhist Class Series, and a Facilitators Training Program, etc.).

Today we have 48 Core Members and a community of engaged members. Yet we are faced with a hauntingly similar situation in that we are filling our room beyond its capacity for regularly scheduled sangha events, and yet we cannot afford the incredibly high rents in the bigger spaces available in the greater Asheville area. We are also faced with dealing with the many noise and parking limitations inherent with the Ravenscroft Professional building.

PURPOSE

Asheville Insight Meditation provides a community that inspires the cultivation of compassion, generosity, wisdom, peace, and spiritual growth.

MISSION

Asheville Insight Meditation is a dharma without the dogma meditation center and community. We nurture and support the teaching and continuing practice of Insight Meditation and its mindful integration into daily life.

VISION (Three Years)

Asheville Insight Meditation is a welcoming and self-sustaining meditation center that offers innovative mindfulness programs and Buddhist teachings to an engaged and culturally diverse community.

VALUES STATEMENT

Asheville Insight Meditation will operate as a community with the following values as a foundation for decision-making:

Open	Accessible	Respectful	Ethical	Safe	Aware
Diverse	Visionary	Hospitable	Accountable	Transparent	Insightful
Non-sectarian	Spiritually Intimate	Community-oriented	Motivational	Intuitive	Supportive

GUIDING PRINCIPLES

Sangha/Community

Asheville Insight Meditation promotes a learning community of spiritual companions to offer support and refuge for each other's practices.

Diversity

While acknowledging that insight meditation is rooted in Buddhism, Asheville Insight Meditation welcomes new and experienced students from all contemplative and spiritual traditions. AIM makes both classical and modern Buddhist teachings (particularly in the Theravada tradition) available to all who seek them.

SPIRITUAL PATH

We recognize that this spiritual path has many dimensions, including the following:

Exploration	Compassion	Generosity	Morality/Ethics
Investigation	Clarity	Service	Gratitude
Concentration	Equanimity	Loving Kindness	Personal Responsibility
Insight	Wisdom	Joy	Integrity

EVOLUTION

Asheville Insight Meditation is a non-profit volunteer organization that encourages participation and involvement. While AIM has a leadership board, our positive momentum and evolution are dependent upon the generosity, volunteerism, and service of those who come to our center.

ETHICAL GUIDELINES

We seek to be a respectful and compassionate community that intends no harm to others or ourselves through speech or actions. We understand that conflicts may arise, and we are committed to dealing with them mindfully, compassionately, and constructively.

ASSUMPTIONS

The Strategic Planning Committee agreed to several assumptions in the development of this strategic plan.

Asheville Insight Meditation will enact the following:

- Remain dogma-free (free of rites and rituals).
- Remain in its current location if funds and/or a new place are not available in time to move when the current lease expires in October 2015.
- Call on Core Members to help fund an increase in rent if rent for the current location increases.
- Continue to look for alternative locations, even if we stay at the current location.
- Assign all financial goals in the Strategic Plan to the Finance Committee
- Implement all Goals/Objectives/Actions within this Strategic Plan that are within current budget constraints (taking into consideration the fundraising identified within this plan).
- Provide Board oversight and engagement regarding the implementation of this plan.

- Establish the following committees to support current and future initiatives:
 - *Facilities Committee*: searches for a potential facility in the form of room rental, building space, or land for AIM's future home.
 - *Financial Committee*: tracks AIM's current financial status and also designs and executes a financial budget that best suits AIM's short-term and long-term financial commitments and goals; is also responsible for directing fund raising activities.
 - *Program Committee*: searches for, communicates with, and coordinates reputable outside Vipassana teachers for AIM special events.
 - *Membership Committee*: connects with new attendees to welcome them into the AIM community; provides them with information and motivation to sign up as new Core Members; keeps connected with current Core Members to ensure their continued engagement and satisfaction; greets current and new attendees at group meditation events; and helps new attendees feel welcome and oriented.
 - *Technology Committee*: designs, carries out, and troubleshoots all audio/video processes for AIM.
 - *Marketing Committee*: plans and executes all actions to market AIM's ongoing group meditation gatherings, special classes, events, and retreats.
 - *Community Support Committee*: maintains awareness of and provides assistance to community members in need of additional daily-life support.

CRITICAL SUCCESS FACTORS (CSF)

CSF is a management term for an element that is necessary for an organization or project to achieve its mission. It is a **critical factor** or activity required for ensuring the **success** of a company or an organization. The Strategic Planning Committee identified the following CSFs:

- Without a well thought-out business plan and Core Member buy-in, remaining at the current location or moving to another location may adversely impact the capability of Asheville Insight Meditation to achieve its mission and goals. It could create a situation in which we are unable to meet other commitments that could, in turn, impact our reputation.
- The successful operation of AIM and the ability to implement the Strategic Plan will depend on the sustained commitment of a sizeable group of reliable volunteers.
- Change is difficult for some people. Therefore, we risk losing some members who may be opposed to proposals adopted from this plan. Consequently, basic Organizational Change Management principles are required for a smooth transition from our current to our future state.
- A clear, concise, timely communication is required to satisfy the needs of our many stakeholders: Board of Directors, Core Members, General Members, and all interested parties. Upon approval by the Board, a community meeting will be required to present this plan.

GOALS & OBJECTIVES

Community

GOAL: Sustain and grow an engaged community that supports the sangha financially and physically.

1. **Objective:** Fully understand the community's membership makeup (visitors, Core Members, and potential Core Members). Use this knowledge of community makeup for planning (e.g., space requirements, budget) and for identifying volunteers, marketing, etc.
 - a. **Action:** Develop a tracking system to identify visitors/potential new Core Members. (Quick Hit³)
 - **Measure:** (per month) number of visitors, number of Core Members, average Core Member donation, average cash donation, number of members who volunteer time/talents.
 - b. **Action:** Build and maintain a list of active volunteers.
 - **Measure:** number of volunteers, number of volunteer hours, number of people receiving outreach, number of outreach programs, committee assignments (where applicable).
 - c. **Action:** For those committees that require it, develop and offer training programs.
 - d. **Action:** The sangha leader will ask people to invite their friends, family, and anyone else they would like to practice with.
 - e. **Action:** Develop and implement quarterly Core Member meetings with specialized themes.

2. **Objective:** Demonstrate volunteer appreciation.
 - a. **Action:** Express volunteer appreciation on the website and/or in the newsletter monthly, quarterly, or as events occur.
 - b. **Action:** Institute an annual volunteer appreciation event.
 - c. **Action:** Ensure volunteer opportunities are meaningful and engaging.

3. **Objective:** Give the community a voice.
 - a. **Action:** Provide both a physical and an online suggestion box for community input.
 - b. **Action:** Talk to Suzanne about adding the above to the website.
 - c. **Action:** Ask someone to build a box. Place the box in the meditation center with pens and paper.

³ A *Quick Hit* is an action the SPC believes can be done immediately with little to no resources.

- d. **Action:** Identify an individual to monitor and manage suggestions.

Culture

1. **GOAL:** Maintain and extend AIM community's welcoming, inclusive, non-dogmatic, and nonjudgmental atmosphere.
 - a. **Objective:** Offer diverse (broad appeal/broad topics) programs, in keeping with our Vision and Mission, in innovative ways that result both in positive reactions to Asheville Insight Meditation and in a desire to learn more about the AIM community.
 - **Action:** Continue to undertake volunteer community service projects approved by the Volunteer Coordinator as a way both to share information about AIM throughout the region and to share our generosity practice.
 - b. **Objective:** Respond to member suggestions to promote a warm, intimate and inviting environment.
 - **Action:** Identify a sangha member/committee to review and respond to suggestions. (Membership Committee.)
 - **Measure:** Number of suggestions received, responded to, and implemented.
2. **GOAL:** Support members' spiritual growth and development.
 - **Objective:** Keep members focused and motivated by providing opportunities to support their individual needs.
 - a. **Action:** Continue daily morning chant and meditation opportunities.
 - b. **Action:** Design and implement a buddy system for those who are interested.
 - c. **Action:** Design and deliver a class or workshop intended to support those who feel "stuck" in their practice.
3. **GOAL:** Continue to encourage an environment that facilitates mindful communication among members.
 - **Objective:** Create and maintain a safe and nonjudgmental environment for people to connect.
 - a. **Action:** Develop a code of conduct for the AIM community that includes skillful actions and positive ways to address unskillful behavior. The code will base the concepts of skillful and unskillful actions and behavior upon

the concepts of *Right Speech* and *Right Action*, as defined in the Buddhist *Eightfold Path*.

- b. **Action:** Publish a code of conduct on the website, display this code at the meditation center, lead by example, and remind sangha members of the code at appropriate times (e.g., beginning of dharma discussions).
- c. **Action:** Set positive example for how to follow the code of conduct and encourage members to do the same (e.g., what to do when a possible breach of the code occurs).

Communications

GOAL: Maintain and, where appropriate, improve current communication strategies to create an inclusive and well-informed community.

- **Objective:** Timely, relevant, and concise communications among AIM members, visitors, and leadership.
 - a. **Action:** Expand the current weekly newsletter to include community member life events (e.g., deaths, births) and volunteer activities.
 - b. **Action:** Survey the community annually to ensure needs are being met and opportunities explored.
 - c. **Measure:** Conduct an annual survey between October and November of each year.
 - d. **Action:** Tabulate, review, and present survey results to the Board within 60 days of survey closure.
 - e. **Action:** Develop a regularly updated blog (review/update the current blog) and invite guest bloggers to author posts.

Organization

GOAL: Develop a broader base of internal support within the AIM community to ensure its sustainability.

1. **Objective:** Maintain a productive and engaged non-profit Board of Directors
 - a. **Action:** Identify specific skillsets required for a well-balanced board.
 - b. **Action:** Identify the person(s) who will introduce potential Board members to the Director, Ronya Banks.
2. **Objective:** Maintain a self-directed organization utilizing volunteers, Core Members, and, eventually, some paid staff positions.
 - a. **Action:** Maintain and/or establish the following positions and committees:

- **Greeters** – Identify more community members who are willing to be greeters on the Membership Committee and then train them appropriately.
 - **Multiple teachers** – Continue the Facilitator Training Program.
 - **Back-up people for key jobs** – Identify key responsibilities that can be handled by someone other than Ronya and then ask for volunteers.
 - **Marketing Director** – Describe the specific responsibilities for this position and then recruit a volunteer.
 - **Librarian** – Maintain facility library.
 - **Web Designer** – Identify other talented web designers in the group who can support the present volunteer.
 - **Volunteer Recruiter** – Identify responsibilities of this position and then recruit a volunteer.
 - **Chanting Leaders** – Identify and schedule morning chanting leaders.
 - **Committees** -
 - Facilities Search Committee
 - Financial Committee
 - Program Committee
 - Membership Committee
 - Technology Committee
 - Marketing Committee
 - Members Support Committee
- i. **Measure:** One to two backups are identified for every critical function.
 - ii. **Measure:** [Multiple Teachers] AIM's programs and functions continue to operate even in the absence of key leaders (e.g., programs are not cancelled, events are still scheduled).
 - i. **Risks:** Negative impact to committee membership, programs, etc. if skilled backups are not available.
 - ii. **Risks:** Committee members becoming disenchanted with constant requests for volunteer participation.
- b. **Action:** The Volunteer Coordinator develops and maintains a master list of primary and back-up contacts. The Coordinator also notifies leaders of current and pending gaps in volunteer scheduling.
 - c. **Action:** Committee Leaders maintain a list of their committee members and identify when a replacement is required.
 - d. **Action:** Publish the volunteer list online (limited access) so that it is always available.
3. **Objective:** Ensure that the current bylaws reflect the current state of the organization and that the bylaws are in alignment with this Strategic Plan.
 - **Action:** Identify a person or committee to review the current bylaws and provide the Board of Directors with revision suggestions.

- **Action:** The Board should meet with the attorney who reviewed this document (or an attorney of its choice) to discuss our way forward. [This seemed evident by our attorney review and her recommendations regarding such things as, "...putting in place conflict of interest and self dealing policies. These are important for grants and business dealings like land/property."] Gwen Boyd is the point of contact for this action.

Programs

1. **GOAL:** Offer a variety of challenging and diverse programs to meet current member needs and to attract new members.
 - a. **Objective:** Continue to provide the programs that are currently well received.

<ul style="list-style-type: none"> ○ Retreats ○ Movie night ○ Potlucks ○ Group meditation events ○ Specialized classes ○ Bookclub 	<ul style="list-style-type: none"> ○ Visiting world-class teachers ○ Buddhist studies ○ Consultation services ○ Facilitator training ○ Daily open sits and morning chanting
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 - b. **Objective:** Offer new programs.
 - i. **Action:** Explore the possibilities of creating/implementing potential programs such as these:
 - Specific group meditation events (e.g., LGBTQ, Children, Family)
 - Non-Buddhist meditation events (Mindfulness-Based Stress Reduction, Focused Awareness)
 - Tea nights
 - Blessings/Weddings/Life events
 - Multiple daily open sits
 - ii. **Action:** Survey community members to determine the level of interest in potential programs.
 - **Measure:** Number of programs offered, how often, how many attendees
 - iii. **Action:** Facilitators offer an orientation session 6:30 p.m. - 6:45 p.m. before the Thursday group meditation for people who have not previously experienced Insight Meditation.
2. **GOAL:** Make Buddhist teachings and meditation instructions available to everyone through various media.

- **Objective:** Within the facility, continue to provide relevant reading/audio material for community sharing.
 - a. **Action:** Encourage member donations of books and other materials, and renewal of current magazine subscriptions.
 - b. **Action:** Encourage use of current library on website and in dharma talk announcements.
 - c. **Action:** Maintain and update current library with relevant materials.
 - **Measure:** Number of books, tapes, magazines; number of items checked out monthly/yearly.

Sustained Financial Support

1. **GOAL:** Follow financial best practices to maintain AIM's financial well-being.
 - a. **Objective:** Maintain ongoing budgetary and financial record-keeping practices.
 - i. **Action:** Develop an annual budget that includes revenue and detailed expenses and manages deficits and overages.
 - ii. **Action:** Obtain the services of a bookkeeper, either volunteer or paid, to maintain accurate and up-to-date financial records.
 - b. **Objective:** Provide financial transparency.
 - i. **Action:** Provide financials to Core Members at annual meetings.
 - ii. **Action:** Continue to post financials on the bulletin board biannually.
 - c. **Objective:** Ensure accurate tax liability.
 - i. **Action:** Contact a tax specialist to determine our tax liability and implement legal and up-to-date tax paying measures.
2. **GOAL:** Develop a financial plan to support current and future facility needs.
 - **Objective:** Determine the amount and sources of recurring funds necessary to support renting the current or a new venue at the expiration of the current lease (October 2015).
 - i. **Action:** After determining the amount needed, ask Core Members and other sangha members to increase their contributions to cover the additional cost of renting a new venue from October 1 - December 31, 2015.
 - ii. **Action:** Determine the appropriate level of annual financial support from Core Members that will support and maintain a new venue in 2016.

- iii. **Action:** Work with the Membership Committee to identify Core Membership revenue that is required to support current budget needs.
3. **GOAL:** Develop funding mechanisms for each of the three space scenarios outlined under 'Facilities'."
- a. **Objective:** Establish a Building Fund Campaign to purchase an existing building or buy a lot and construct a new facility.
 - i. **Action:** With the input of the Finance Committee, the Board will undertake a feasibility study that should address such topics as potential purchase cost, the possibility of securing a mortgage/construction loan, expenses for utilities and ongoing upkeep, and other factors that constitute the amount of funds necessary to purchase and maintain the building and grounds. Any feasibility studies should identify potential large donors and include an assessment of the risk factors associated with the acquisition or construction of a lot/building.
 - ii. **Action:** If the acquisition of a building is deemed feasible, the Board will develop a strategy to implement a Building Fund Campaign, request preliminary drawings of a new building from an architect, and task the Facilities Committee to begin the process of looking for available lots and/or buildings.
 - iii. **Action:** Develop a communication plan that focuses on the Building Fund campaign.
 - a) **Risk:** Members may feel pressured to donate and therefore leave the community.
 - b) **Risk:** Members may not want a larger facility and therefore be unwilling to support one financially.
 - b. **Objective:** Ensure AIM has an appropriately paid staff.
 - i. **Action:** Find ways to pay the Director commensurate with her responsibilities.
 - ii. **Action:** Determine the cost of hiring a bookkeeper.
 - c. **Objective:** Find ways to generate sources of income and alternative means of support in addition to weekly/monthly dana and Core Membership fees.
 - i. **Action:** Create and distribute (or have available at programs), one-time, tax-deductible donation envelopes for cash, checks, and credit card information.
 - ii. **Action:** Make sure Core Membership is accessible, by displaying Core Member Sign-up forms on greeters table.
 - iii. **Action:** Hold a monthly Core Membership information meeting to educate and answer questions of potential Core Members.

- iv. **Action:** Ask people to pledge for specific financial items. (e.g., pay the electric bill for one month) [Quick Hit]
- v. **Action:** Develop a “wish list” of needed items and invite members to donate such items. A “wish list” could be added to the AIM webpage and included in the weekly newsletter.
- vi. **Action:** Consider sending an annual fundraising letter.
- vii. **Action:** Work with the Membership Committee to explore offering different levels of membership in a way that ensures no connotation of “classing” members.
- viii. **Action:** Plug into iGive so people can donate through purchasing at other businesses.
- ix. **Action:** Determine a strategy to identify and approach potential sponsors/benefactors who might be willing to help with recurring and one-time expenses.
- x. **Action:** Explore the possibility of creating a Kickstarter, GoFundMe, or Indiegogo account to obtain funds to support our specific needs.
- xi. **Action:** Explore the possibility of creating a Planned Giving program.
 - **Measure:**
 - a) Budget increased by determined amount.
 - b) Number of Core Members and average Core Membership amount increased by an amount determined by the Finance Committee.
 - c) Percentage of recurring expenses covered by sponsors.
 - **Risk:** If a move is made without the requisite funds, a larger facility might not be financially sustainable.

Facilities

NOTE: The following list provides the minimum essential requirements for a new facility (either rented or purchased):

- Affordable
- Professional, quiet, peaceful, aesthetically pleasing
- Sufficient space to accommodate Thursday/Sunday dharma talks and special events while providing comfort and room to grow
- Chemically free
- Handicapped accessible
- Ample free parking
- Easy access/egress
- Library
- Kitchenette
- At least two bathrooms
- More than one room in order to accommodate training and other activities, such as offering a venue for recovery groups (AA/NA) or accruing rental income
- Coat room with shoe rack

- Ample natural light from windows
1. **GOAL:** (Scenario 1) Purchase or build our own facility.
 - **Objective:** Identify a new location to purchase.
 - a. **Action:** Formalize a Search Committee responsible for identifying a new venue that includes the above list of minimum and essential facility requirements.
 - b. **Action:** Identify a potential location.
 - **Measure:** A new center location should be identified by 31 August 2015 (If not possible at this time, then 31 August 2016. However, moving prior to 31 August 2019 will result in breaking the lease and possibly paying some sort of fine/buy-out.)
 2. **GOAL:** (Scenario 2) Rent a new facility.
 - **Objective:** Identify a new location for rent to coincide with the expiration of the lease in October 2015.
 - a. **Action:** Formalize a Search Committee responsible for identifying a new venue that includes the afore-mentioned list of minimum essential facility requirements.
 - b. **Action:** Determine a location within budgeted rent.
 3. **GOAL:** (Scenario 3) Stay in the current location.
 - a. **Objective:** Sustain our commitment to support the AIM community comfortably.
 - i. **Action:** Formalize a Search Committee responsible for identifying a new venue that includes the afore-mentioned list of minimum essential requirements.
 - ii. **Action:** Determine the length of time we want to stay in the current location.
 - b. **Objective:** Manage the current space so as to accommodate the growing number of meditators during Thursday and Sunday dharma talks and special events until a new facility that meets AIM's requirements is identified and acquired.
 - i. **Action:** Continue to maximize present space potential.
 - ii. **Action:** Determine the budget required for special events and identify venue(s) that will support 25-100 people.
 - **Measure:** Venue(s) identified and availability confirmed.

Marketing

GOAL: Implement a marketing strategy to grow Core Membership and public attendees.

1. **Objective:** Create a marketing strategy that includes a budget approved by the Finance Committee.
 - a. **Action:** Establish the Marketing Committee.
 - b. **Action:** Identify optimal marketing materials to purchase.
 - c. **Action:** Develop flyers, brochures, pamphlets, etc., for distribution at optimal locations (e.g., schools /universities, health-related or other sustainable development organizations or institutions).
 - d. **Action:** Place ads in publications (e.g., *Mountain Express* and *Scene*).
 - e. **Action:** Identify key influencers who might recommend others to AIM.
 - f. **Action:** Gather additional marketing data from current sources (e.g., Greets log).

2. **Objective:** Increase awareness of the AIM community to area newcomers.
 - **Action:** Contact the Chamber of Commerce and identify other opportunities to welcome Asheville newcomers (e.g., Visitors Center, distributing trifolds).
 - **Action:** Stock our brochures at information centers like the Chamber of Commerce.

3. **Objective:** Associate the AIM “brand” with innovation and technical savvy in terms of novel and diverse ways to teach Insight Meditation.
 - a. **Action:** Identify ways to capitalize on Social Media (e.g., Insight Timer, Twitter, Facebook, LinkedIn, Instagram).
 - b. **Action:** Install Skype capabilities (to connect with teachers and other Meditation Centers/leaders from around the world).
 - c. **Action:** Support live streaming on our website.

4. **Objective:** Track website activity to continuously improve marketing initiatives.
 - **Action:** Optimize website design (using the Stats function of WordPress or Google Analytics).

Technology

GOAL: Provide and maintain properly operating, state-of-the-art technology in support of the AIM purpose, mission, and vision.

1. **Objective:** Ensure sufficient skills to maintain and extend web presence and content.

- a. **Action:** Establish a Technology Committee.
 - b. **Action:** Maintain volunteer(s) to keep website refreshed and up to date, including external partnership links.
2. **Objective:** Offer live streaming on the website.
- **Action:** Identify the components and cost necessary for providing live video/audio streaming.

Alliances/Networking

GOAL: Establish and maintain mutually beneficial alliances within Asheville and among Insight Meditation communities.

1. **Objective:** Strengthen our relationship with Southern Dharma Retreat Center.
 - **Action:** Contact Southern Dharma Retreat Center and offer to forward their needs for volunteers to our email list.⁴
2. **Objective:** Identify and create speaking/teaching opportunities for Ronya Banks.
 - **Action:** Review local and regional publications/events/announcements for such opportunities.
3. **Objective:** Foster alliances among national and regional Insight Meditation Communities and Retreat Centers.
 - a. **Action:** Connect with the Insight Meditation Society of Barre and Spirit Rock.
 - b. **Action:** Connect with local Vipassana sanghas in the Carolinas and neighboring states.
 - c. **Action:** Connect with UNCA: Osher Lifelong Learning Institute (OLLI), the meditation group (that hosts teachers), and the mindfulness event coordinator.

⁴ Forward SDRC's email to our list; do not give our list to SDRC.