



## **Executive Director's Report Board Meeting, March 10-12, 2011 Philadelphia, Pennsylvania**

### **Introduction**

I was invited to attend a board meeting of a sister association to talk about the implications of consolidation for specialty associations and the future of student affairs. To my surprise, there was more interest in talking about board organization, orientation, functions, and the relationship between the board and the executive director. The discussion was revealing in how much esteem is attributed to NASPA as the leading association in student affairs. The board members of this association shared that they saw NASPA as a model association to emulate, and they wanted to know how NASPA had secured the enviable position it holds.

One question raised was what I thought was most significant in helping NASPA to attain its brand and current status. I responded that it was the vision of the board that hired me and subsequent boards to increase the visibility and influence of student affairs through NASPA. I quickly explained that I would not have been able to pursue my role and responsibility in making the association more visible if I had not been fortunate enough to have a strong and talented associate executive director like Kevin Kruger. I explained that it is visionary leadership and a strongly talented staff working as a team that has helped NASPA achieve its vision of being the “leading voice for student affairs administration, policy, and practice.”

The staff, as a team in partnership with the board and many other volunteers, have accomplished the following in support of the association goals between March 2010 and March 2011:

### **Association Goals**

- I. To provide professional development to our members through the creation and dissemination of high quality experiences, information and exemplary models of practice.**

### **Workshops, Conferences, & Institutes**

#### National Conference for College Women Student Leaders

*June 3–5, 2010 ♦ University of Maryland, College Park*

- In 2010, NCCWSL – an annual program sponsored in conjunction with AAUW – celebrated its 25<sup>th</sup> anniversary, with 490 students/administrators from more than 230

institutions from 44 states, the District of Columbia, the West Indies, the Virgin Islands, and Guam.

- More than 50 workshops were offered. Additionally, 100 students participated in four pre-conference sessions—two community service and two skill-building. This year also included a special “Secrets of Powerful Women” panel that included: Gwen Dungy, Lisa Maatz, Angela Lagdameo, and Janice Ferebee

#### NASPA Assessment & Retention Conference

*June 10–12, 2010 ♦ Baltimore Marriott Inner Harbor at Camden Yards*

- **Keynote Speakers:** George Kuh, Indiana University; Michelle Cooper, Institute for Higher Education Policy; Richard Keeling, Keeling & Associates; and Gary Pike, Indiana University Purdue University Indianapolis.
- There were 389 registrants who participated in this year’s conference. 36 institutions sent 2 participants and 29 institutions sent 3 or more participants. Some institutions sent between 7–22 participants. This was a 99% increase in participation from 2009.
- There were 4 pre-conference workshops, 37 concurrent sessions, 7 roundtable sessions, and 4 poster sessions during the event. There were 72 submissions for the conference this year.
- Seven mini-institutes, 2-hour extended learning sessions, were held on the following topics: CAS Learning Domains, Assessment & Accountability for Accreditation, Assessment 101, Co-Curricular Assessment for Retention, Continual Assessment for Community Colleges, and Persistence and Student Engagement.
- Three institutions who received Council of Independent Colleges/Wal-Mart Success Awards presented sessions on their persistence programs.
- The Student Learning Outcomes (SLO) pre-conference workshop had more than 50 participants and provided participants with a foundation of how to write SLOs and recommendations for a learning track for sessions throughout the conference. Registrants for this pre-conference workshop also participated in a follow-up webinar in September.

#### Institute for New SSAOs

*October 8–10, 2010 ♦ Hyatt Regency Washington (DC)*

- There were 40 participants in the 2010 Institute, a 111% increase from 2009.
- The 2010 theme was *Leadership and Management Effectiveness for the New Senior Student Affairs Officer*. Shannon Ellis revised the Institute to be a more interactive and intensive experience.
- Faculty for the Institute included: Shannon Ellis, *Institute Director*, vice president for student services, University of Nevada, Reno; Patrick Day, vice president for student affairs, University of Massachusetts, Boston; Eugene Zdziarski, vice president for student affairs, Roanoke College; Gwen Dungy, executive director, NASPA; Kate Hetherington, president, Howard Community College; Mary Kennard, general counsel, American University; Margaret (Maggi) Vary, Veterans Health Administration

#### Student Affairs Development Conference

*October 10-12, 2010 ♦ University of Missouri*

- The 6th Student Affairs Development Conference had 45 registrants, a 114% increase from 2009.

- Cynthia Woolbright, The Woolbright Group, opened the conference with a workshop on best practices in student affairs development.
- Conference sessions included the following topics: parents as donors, securing major gifts, creating a development plan for student affairs, and a student affairs donors panel.

#### Leadership Educators Institute

*December 5–7, 2010 ♦ University of South Florida*

- NASPA partnered with ACPA and the National Clearinghouse for Leadership programs on the Leadership Educators Institute (LEI), which had a total of 300 registrants, representing a modest increase of 12% from 2008.
- Of the 97 proposals submitted – again, and increase from 2008 – 35 were accepted.
- The Institute included two pre-institute workshops: (1) Navigating LEI: Introduction to College Student Leadership, and (2) Immunity to Change: Exploring the EIL Capacity of Honest Self Understanding. The former program attracted 43 registrants and the latter attracted 18 registrants.
- The opening keynote, "Now's the Time for Change," was delivered by Marcy Levy Shankman, and the closing keynote, "Leading with Your Strengths," was delivered by Mark Pogue, Gallup Education Practice.
- The Institute included a panel on the future of leadership and leadership programs moderated by University of South Florida Associate Vice President for Student Affairs, Tracy Tyree. Panelists included Susan Komives, University of Maryland, College Park; Daniel Tillapaugh, University of San Diego; and Ramona Curtis, Baylor University.

#### Women's Leadership Institute

*December 5–8, 2010 ♦ Ritz Carlton on Amelia Island (FL)*

- NASPA partnered with ACPA, ACRL, ACUHO-I, ACUI, APPA, NACAS, NACUBO, and NAEP, for the 2010 Women's Leadership Institute.
- There were 220 attendees, with 29 being NASPA members. NASPA had the second most attendees representing an organization, the factor determining the share of revenue for each of the partners. The institute has more than doubled its number of attendees since 2009, when there were 95 participants, 6 of whom were NASPA members.
- The keynote speaker was Sally Hogshead, brand expert and author.

#### NASPA Student Affairs Law & Policy Conference

*December 9–11, 2010 ♦ Hyatt Regency Austin*

- There were 123 full-conference participants, 7 one-day registrants, and 29 individuals who participated in the Higher Education Law 101 pre-conference workshop. There was an SSAO luncheon held as a pre-conference workshop, which had 13 participants.
- The 2010 event had a slight decrease in participation from the last time the conference was held in 2008. We anticipate that this was due to the conference not being an annual event, and anticipate an increase in participation in 2011.
- Peter Lake, Stetson University; Dennis Black, vice president for student affairs, University at Buffalo; Kenn Elmore, vice president of student affairs, Boston University; John Lowery, associate professor, Indiana University of Pennsylvania; and Damon Sims, vice president for student affairs, Pennsylvania State University assisted with the content planning for this event. The planning group also participated as presenters in addition to

Mary Kennard, American University; Scott Lewis, St. Mary's College; and Tom Workman, Baylor College of Medicine.

### 2011 Institute for Aspiring Senior Student Affairs Officers

*January 6–9, 2011 ♦ Renaissance Fort Lauderdale Hotel*

- Of the 79 applicants, 62 were accepted as participants. These numbers represent a 58% increase in applicants and a 48% increase in participants from 2009.
- NASPA created a 2011 Aspiring LinkedIn group and one of the participants created a Facebook group before the institute ended. The networking will continue, with a planned past attendee gathering at the NASPA Annual Conference in Philadelphia.

### NASPA Mental Health Conference & NASPA Alcohol & Other Drug Abuse Prevention & Intervention Conference

*January 13–15, 2011 ♦ Miami Marriott Biscayne Bay Hotel*

- The Substance Abuse and Mental Health Services Administration (SAMHSA) was a cosponsor of this event. Cooperating sponsors for this event included AUCCCD, ACCA, ActiveMinds, The Bacchus Network, the Center for College Health & Safety, the Jed Foundation, and the Suicide Prevention Resource Center. The Alcohol & Other Drug, Health in Higher Education, and Disability knowledge communities were also cosponsors for the events.
- The total number of participants in the conferences was 422, very similar to the 416 in 2010. There were 195 participants in the mental health conference and 227 in the alcohol abuse prevention conference.
- The program submissions were slightly increased for mental health and slightly decreased for alcohol abuse prevention, but very similar to last year's totals.
  - Mental health: 42 submissions, 21 accepted, 2 accepted as roundtable sessions, and 3 accepted as poster sessions for 2011
  - Alcohol Abuse Prevention: 62 submissions, 33 accepted, 5 accepted as roundtable sessions, and 5 as poster sessions
- A total of 84 conference registrants participated in the three pre-conference workshops shared across both conferences. Topics included responding to mental health issues on campus, a senior administrator forum sponsored by SAMHSA, and a fundamentals of alcohol abuse prevention & intervention workshop.
- Speakers for the conferences included Richard Lucey, SAMHSA; Gregory T. Eells, associate director, Garnett Health Services, director, counseling & psychological services, Cornell University; Michael McNeil, director, Ask Alice! Program, Columbia University; and Bryan Adams, returning student veteran.
- In addition, there were two plenary panels, one updating student learning outcomes from the National College Depression Partnerships, and the second on Choosing an Online Education Program.

### Certificate in Alcohol Prevention Leadership

*February 9–11, 2011 ♦ Babson Executive Conference Center, Wellesley, MA*

- NASPA and Outside The Classroom partnered on the second annual Certificate Program in Alcohol Prevention Leadership.
- There were 46 participants in this year's certificate program.

## **Community College Educational Programs**

### Student Services Institutes

New branding for the Student Services Institutes was created in the fall and shipped to constituencies in December 2010.

- Metropolitan Community Colleges, Blue River–Independence, Missouri
  - 36 participants from two campuses in the summer and fall of 2010
  - Topics included:
    - Legal Issues in Higher Education presented by Dennis Black, University at Buffalo
    - Program Development, Assessment and Evaluation, presented by Susan Twombly, University of Kansas
    - Student Retention and Success, presented by SueAnn Strom, University of Kansas (Retired)
    - The History of Student Affairs Administration, presented by Kathryn Nemeth Tuttle, University of Kansas
    - Research Methods and Student Development Theory, both presented by Lisa Wolf-Wendel, University of Kansas
    - Diversity, Program, and Service Inclusions (June 2011, presenter TBD)
- Ivy Tech Community College in Lafayette Indiana concluded their third Student Services Institute in the fall of 2010.
  - Topics included:
    - The History, Mission, and Philosophy of the American Community College and Foundational Studies of Student Development and Adult Learning, both presented by Latrice Eggleston, Iowa State University
    - Diversity, Program and Service Inclusion and Student Success and Retention, both presented by José Rodriguez, Penn State
    - Assessing Student Learning Outcomes presented by Kathryn Mueller, Orange Coast College

### Community College Executive Leadership Experience (CCELE)

- The CCELE was cancelled due to low enrollment.
- A minimum class of 12 was required in order for the program to take place and despite extending the deadline and numerous attempts at outreach, the program was not able to achieve a critical mass.

### Community College Online Learning Series

- As a part of the community college communication action plan, the Community College Division is offering an online learning series as an additional institutional member

benefit. These quarterly calls will allow SSAOs to invite members of their staff to participate in a presentation and discussion based on a prearranged topic.

- The first installment of the Online Learning Series took place Friday, February 11, 2011 hosted by John Laws and Denise Swett with 52 participants.

## **Online Programs**

### H1N1 Outbreak: Lessons Learned and Preparation for the Next Pandemic Webinar

*April 15, 2010*

- The American College Health Association and Campus Safety Knowledge Community were cooperating sponsors for this live webinar. A total of 33 campuses registered for the program.
- The webinar reviewed recommendations from experts for better preparedness and strategies. It covered issues of pandemic response plans, primary prevention strategies, isolation strategies, incident command structure, mass vaccination initiatives, and collaboration and transparency during a response.
- Webinar presenters included Donna Barry, director of the University Health Center, Montclair State University; Anita Barkin, director, Carnegie Mellon University Student Health Services; Michael Mardis, dean of students and associate vice president for student affairs, University of Louisville; and Dennis Sullivan, assistant director of environmental health and safety, university emergency manager and adjunct faculty, University of Louisville School of Public Health and Information Sciences.

### Practical Approaches to the Complexities of the Student Threat Assessment Process and Behavioral Intervention Teams

*June 16, 2010*

- The Campus Safety Knowledge Community was a cooperating sponsor for this live webinar. A total of 65 campuses registered for the program.
- Webinar presenters Kelly Wesener, assistant vice president for student services at Northern Illinois University and Micky Sharma, executive director of the Counseling and Student Development Center at Northern Illinois University, focused on legal and practical issues involved in the protocols and daily operations of a student behavioral intervention team. Topics discussed included: defining the breadth of the team's charge, team composition, record keeping, gathering student information, case management, incorporating existing university protocols, and educating the campus community about threat assessment.

### New Professionals and Graduate Students Spotlight Series

- The New Professionals and Graduate Students Knowledge Community led an initiative in partnership with five other KCs to present hour-long webinars during June, July, and August 2010. This Spotlight Series was offered as a free benefit to NASPA members.
- Each hour-long webinar was geared to new professionals and graduate students. Speakers focused on foundational information related to the KC, introduced the KC and its work in student affairs, and then discussed current and relevant topics addressed by the respective KC. Programs included:

- Working Collaboratively with Academic and Student Affairs: A Primer for New Professionals & Graduate Students (June 9, 2010)
  - 64 campuses registered
  - In collaboration with Student Affairs Partnering With Academic Affairs KC
  - Featured Marilyn Amey, Michigan State University and moderated by SAPAA KC Chair Christopher Lewis, Thomas M. Cooley Law School
- Spotlight on GLBT Support (June 23, 2010)
  - 68 campuses registered
  - In collaboration with GLBT Issues KC
  - Featured Kevin Lipine, Northeastern University
- Introduction to Men and Masculinities Practice and Research (July 14, 2010)
  - 87 campuses registered
  - In collaboration with Men and Masculinities KC
  - Featuring Brian Reed, University of Virginia
- Veterans Issues in Higher Education (July 28, 2010)
  - 67 campuses registered
  - In collaboration with Veterans KC
  - Featured Michelle Cyrus and Katrina Whitney, Central Washington University
- Disability in Higher Education–Best Practices, Words of Wisdom, and Resources (August 11, 2010)
  - 43 campuses registered
  - In collaboration with Disability KC
  - Featured Kaela Parks, University of Alaska-Anchorage

#### The DREAM Act: Research and Practice

*September 22, 2010*

- This webinar was sponsored by the Latino/a Knowledge Community and introduced participants to the DREAM Act, presented empirical data from the perspectives of the Latino/a and Asian/Asian American communities, and reviewed experiences of undocumented students.
- Presenters included Juan Guardia, Florida State University; Joel Perez, George Fox University; Susana Munoz, Iowa State University; Angela Chuan-Ru Chen, UCLA; Michelle Espino, University of Georgia; and Rebecca Nelson, The Ohio State University.
- Five campuses participated in the webinar.

#### When is a Counselor Not a Counselor at your Community College?

*September 24, 2010*

- This webinar was cosponsored by ASCA. The webinar presenter was W. Scott Lewis, ASCA president and associate general counsel for Saint Mary's College.
- Webinar content was geared specifically toward community colleges, and included the following learning outcomes for participants: (1) to better understand how FERPA, HIPAA, and privilege intersect on their campus; (2) to identify who are the counselors on their campus and what level of privilege applies to each; (3) to examine and refine job descriptions, procedures and protocols to accomplish institutional goals and missions while complying with the laws regarding confidentiality; and (4) to improve

communication between staff and Behavioral Intervention Teams/Threat Assessment Teams on campus, as well as other campus partners.

- A total of 24 campuses participated in the webinar.

#### When is a Counselor Not a Counselor? Resolving Confidentiality Issues for College Counselors, Faculty and Administrators

*October 1, 2010*

- This webinar was cosponsored by ASCA. The webinar presenter was W. Scott Lewis, ASCA president and associate general counsel for Saint Mary's College.
- Webinar content was geared specifically toward four-year institutes, and included the following learning outcomes for participants: (1) to better understand how FERPA, HIPAA, and privilege intersect on their campus; (2) to identify who are the counselors on their campus and what level of privilege applies to each; (3) to examine and refine job descriptions, procedures and protocols to accomplish institutional goals and missions while complying with the laws regarding confidentiality; and (4) to improve communication between staff and Behavioral Intervention Teams/Threat Assessment Teams on campus, as well as other campus partners.
- A total of 95 campuses participated in the webinar.

#### Campus Sexual Assault: Approaches, Policies, and the Law

*September 28, 2010*

- This NASPA online program was an e-seminar lasting two hours and included a facilitator guide, listing of additional resources, and a case study for participating campuses.
- The program featured Peter Lake, Stetson University College of Law, discussing sexual assault and misconduct policies, the nature and dangers of modern college student high-risk sexual and high-risk alcohol culture, critical legal issues including Clery Act mandates, challenges associated with administering discipline systems when dealing with sexual misconduct, prevention strategies, and legal definitions.
- A total of 30 campuses participated in this program.

#### Documenting Student Learning: Making Meaning from Students' Cocurricular Involvement

*October 6, 2010*

- This webinar was cosponsored by the Student Leadership Programs Knowledge Community. Webinar presenters included Kathy Collins, Matthew Starcke, and Darby Roberts, Texas A&M University.
- The webinar provided resources and ideas to student organization advisors and supervisors of advisors, provided methods to initiate learning conversations, assessing student leader learning across the curriculum and co-curriculum, documenting that learning as direct evidence, and learning about the future of Texas A&M Student Leader Learning Outcomes Project.
- A total of 40 campuses participated in the webinar.



### Voices from the Senior Level–Perspectives from Asian American Administrators

*October 15, 2010*

- This webinar was cosponsored by the Asian Pacific Islanders Concerns Knowledge Community. Webinar speakers included Henry Gee, Rio Hondo College; Julie Wong, University of Colorado at Boulder; Mamta Accapadi, Oregon State University; Evette Castillo Clark, Tulane University; and Daisy Rodriguez Pitel, Pima Community College-West Campus.
- The webinar explored perspectives of seasoned, senior-level student affairs administrators. Panelists discussed skills needed to make policy changes, navigate institutional politics, and implement change regardless of one's position in an institution.
- A total of five campuses participated in the webinar.

### Healthy Campus: Reintroducing the Ecological Model and Collaboration for Sharing Assessment Data

*October 21, 2010*

- This webinar was cosponsored by the Health in Higher Education Knowledge Community. Webinar speakers included Jim Grizzell, Cal Poly Pomona and George Washington University; Karen Moses, Arizona State University; and Donna Schoenfeld, Northern Illinois University.
- The webinar examined nationally recognized approaches to improving health for student success. Webinar speakers introduced NASPA's Health Education and Leadership Program (HELP) and how it uses an ecological approach to understand how the campus environment can assist campus leaders in addressing health related issues with the goal of achieving a healthy campus that is community-based and not just individually focused.
- A total of five campuses participated in the webinar.

### Genderism: Transgender Students and Binary Systems

*October 27, 2010*

- This webinar was cosponsored by the Gay, Lesbian, Bisexual, and Transgender Issues Knowledge Community. Webinar speakers included Brent Bilodeau, University of Wisconsin-Whitewater, and T.J. Jourian, Vanderbilt University.
- Based on the book, *Genderism: Transgender Students, Binary Systems and Higher Education* (Bilodeau, 2009), this webinar explored a two-year, dual-campus study, which resulted in positing a definition and characteristics of genderism. The webinar speakers discussed a research-driven framework for understanding genderism, examination of its primary impact areas on campus, and implications for practice.
- A total of 17 campuses participated in this webinar.

### Developing and Assessing Effective Partnerships in Service Learning and Civic Engagement

*November 18, 2010*

- This webinar was cosponsored by two Knowledge Communities: Student Leadership Programs and Student Affairs Partnering with Academic Affairs. The webinar speaker was Marshall Welch, Saint Mary's College of California.
- The webinar focused on how to develop, sustain, and evaluate staff–faculty partnerships in service learning and civic engagement.
- A total of 12 campuses participated in this webinar.

### Greening Student Affairs: Standards of Sustainability Practice

*January 21, 2011*

- This webinar was cosponsored by the Sustainability Knowledge Community. The webinar speakers were Dave Newport, University of Colorado-Boulder, and Lyndsay J. Agans, University of Denver.
- This webinar offered best practices, tools, and resources student affairs professionals can use to help transform the culture and values of a student population to that of conscious sustainability and eventual carbon neutrality.
- A total of six campuses participated in this webinar.

### Healthy People 2020: Implications for Priorities in Higher Education

*February 17, 2011*

- This webinar is cosponsored by the Health in Higher Education Knowledge Community. Speakers included Jim Grizzell, Cal Poly Pomona and George Washington University; Lynn Russom, Widener University, and Susan Longerbeam, Northern Arizona University.
- This webinar examined recommendations from the U.S. Department of Health and Human Services Secretary's Advisory Committee for the Healthy People 2020 Initiative. These recommendations were also be compared to NASPA and ACHA guidelines and standards.
- A total of 18 campuses participated in this webinar.

## **Free Membership Conference Calls**

### Enough is Enough: A Student Affairs Perspective on Preparedness and Response to a Campus Shooting

*April 2, 2010*

- A total of 44 campuses participated in the call, which focused on several lessons learned, as presented in the *Enough is Enough* book.
- Speakers included Brian Hemphill and Brandi Hephner LaBanc, Northern Illinois University.

### Health Care Reform and Higher Education

*May 26, 2010*

- A total of 59 campuses participated in the call, which focused on specifics of healthcare legislation and consequences for both access to health care for college students and implications for campus public safety and student development.
- Speakers included Jim Turner, President, American College Health Association; Paula Swinford, University of Southern California; Jim Mitchell, Montana State University; and Jim Grizzell, California State University-Pomona.

## SSAO Conference Calls

In September 2010, Dennis Black, vice president of student affairs, University at Buffalo, began coordinating the 2010–2011 Senior Briefings Conference Call Series. In spring 2011, NASPA will revise the marketing, branding and programmatic aspects of the Senior Briefings Call Series in order to encourage more participation.

Date	Topic	Participants
9/10/2010	Reorganization for Results	31
10/15/2010	Voting Delegate Town Hall Meeting: ACPA & NASPA	34
10/29/2010	Consolidation Discussion	21
11/19/2010	Student Trends: The Cooperative Institutional Research Program (CIRP)	19
12/3/2010	Higher Education in the Post-midterm Election Period	7

## 2011 NASPA Annual Conference

The 2011 NASPA Annual Conference, with its theme, *Educating for Lives of Purpose*, has attracted significant interest from members from the beginning of the planning process. The Conference Planning Committee under the leadership of Mary Coburn, vice president for student affairs, Florida State University, did an excellent job in bringing together an outstanding team to create a highly anticipated and, of course, an outstanding conference. Some data from the planning of the conference is as follows:

### Programs, Pre-conference Workshops

- The 2011 Conference Planning Committee and the 2011 Program Committee used the new Professional Competency Areas for Student Affairs Administrators during the program selection process for the 2011 NASPA Annual Conference.
- The call for programs went live in March 2010. The following table provides a comparison of program submission and acceptance data for the last three years:

<i>Completed Programs</i>	<i>2011</i>	<i>2010</i>	<i>2009</i>
<b>General Interest</b>	<b>737</b>	<b>623</b>	<b>632</b>
Accept	356	313	225
Reject	379	329	407
<b>KC Sponsored</b>	<b>200</b>	<b>287</b>	<b>278</b>
Sponsored Accept	65	66	57
Gen Interest Accept	52	102	74
Reject	83	114	137
<b>Pre-conference Half</b>	<b>30</b>	<b>28</b>	<b>72</b>
Accept	15	19	18
Reject	15	9	43

<b>Pre-conference Full</b>	<b>22</b>	<b>8</b>	<b>11</b>
Accept	18	5	8
Reject	4	3	2
<b>KC Pre-conference Full</b>	<b>0</b>	<b>17</b>	<b>8</b>
Accept		11	7
Reject		6	1
<b>KC Pre-conference Half</b>	<b>0</b>	<b>19</b>	<b>7</b>
Accept		4	2
Reject		13	5
<b>Poster Sessions</b>	<b>24</b>	<b>31</b>	<b>22</b>
Accept	20	23	15
Reject	4	8	7
<b>Roundtables</b>	<b>45</b>	<b>36</b>	<b>45</b>
Accept	22	20	15
Reject	23	16	27
<b>Overall Submission Totals</b>	<b>1058</b>	<b>1049</b>	<b>1064</b>

- The program chair for the 2011 conference was Jonathan Eldridge, Southern Oregon University. The pre-conference workshop co-chair was Lorie Kittendorf, University of Tampa.
- Featured educational session presenters included Art Chickering, Goddard College and Larry Braskamp, Loyola University, Chicago; Jane Fried, Central Connecticut State University; Helen and Sandy Astin, Higher Education Research Institute, UCLA; Tom Scheuermann, Oregon State University and Robert T. Carter, Columbia University; Robert Nash, University of Vermont and Michele C. Murray, Seattle University; and the Phallacies group from University of Massachusetts, Amherst.
- Launched in July 2010, potential presenters were able to use the Presenter Matching Tool, which allowed coordinating presenters to match their interests with other presenters in order to maximize the opportunity for networking and collaboration on programs. More than 90 individuals used the matching tool and there were approximately 10 programs that were accepted to the conference, which included multiple perspectives as a result of this matching tool.

### Registration

- As of February 11, 2011, there were 4,120 registrants for the conference. This is very close last year's 4,150 registrants at this same time.

### Hotels

- Between NASPA and the Philadelphia Flower Show, almost all of the downtown hotels in Philadelphia are sold out. For NASPA, this represents approximately 2,000 rooms on peak nights: 100% capacity at all of contracted hotels, including overflow.

## Conference Speakers

- Opening Speaker, Donna Shalala, professor of political science and president of the University of Miami, will facilitate a panel of current students and young alumni who have found purpose in their lives through service experiences with organizations such as Teach for America, the Peace Corps, City Year, and the Clinton Global Initiative University.
- Closing Speaker, Robert F. Kennedy, Jr. has a reputation as a resolute defender of the environment stemming from a litany of successful legal actions.
- Monday speakers are Emmanuel Jal, once a child soldier on the front lines of combat in war-torn Sudan, and Curt Ellis and Ian Cheney, Peabody-winning filmmakers, founders of the national AmeriCorps program Food/Corps, and creators of the traveling public art project Truck Farm.
- Tuesday Speaker is Sarita Brown, President of *Excelencia* in Education, a national nonprofit working to accelerate Latino success in higher education by linking research, policy, and practice to serve Latino students.

## Conference Highlights

- The year's conference will debut the NASPA mobile conference app which will enable attendees to view the event schedule, exhibitors, speakers, sponsors, floor plans, receive instant alerts, changes, and updates right on their mobile phone. In addition to native applications for iPhone, Android, and Blackberry, a web-based application is also available.
- NASPA is partnering with Project H.O.M.E. (Housing, Opportunities for Employment, Medical Care, and Education) to allow service project participants to prepare, serve, and clean up lunch for residential homeless men and/or perform general maintenance, cleaning, and painting of the Project H.O.M.E. facility. Project H.O.M.E. empowers people to break the cycle of homelessness, address the structural causes of poverty, and attain their fullest potential as members of society.
- NASPA is also partnering with Better World Books to collect gently used or newly purchased books during registration and check-in. Better World Books is a for-profit social enterprise that collects used books and sells them at discounted prices online to raise money for literacy initiatives worldwide.
- For the second year, a lounge will be available for SSAOs to pick up conference materials, have a cup of coffee, check e-mail, etc. This year, each registered SSAO visiting the lounge will receive a leather portfolio engraved with the NASPA logo that has been provided by one of our sponsors.
- New this year, a first-time attendee lounge was created to allow for a place for networking or just to sit and relax before going to the next session of the day.

## The Placement Exchange: Philadelphia '11

The Placement Exchange continues to increase its presence in the placement market in student affairs. As of February 15, 2011, 431 jobs had been posted online, compared to 296 last year at this time—a 46% increase. Candidate and employer registration continues to track at or ahead of last year:

	TPE '11	TPE '10
Candidates	1,070	1,027
Positions	361	285
Standard Tables	428	286
Premium Tables	49	50

- Through a partnership with Gallup and StrengthsQuest™, free assessments were provided for candidates and employers registered by the early-bird deadline
- Candidates who are registered to attend The Placement Exchange are given complimentary registration for TPE 365, an educational webinar series started last year. TPE's presence in social media channels, including Facebook and Twitter, has been a main marketing strategy for these events.
- More than 200 resumes have been reviewed this interview season through a free service offered through TPE.
- New this year as a result of participant feedback will be the "TPE C.A.R.E.S Initiative." On Friday March 11, 2011, from 1:00–2:00 p.m., all interviews will pause to give candidates and employers the opportunity to:
  - **Connect:** Network with colleagues.
  - **Appreciate:** Write thank you notes and encouraging words to peers and mentors.
  - **Reflect** on the placement process thus far and truly consider the importance of individual strengths and fit throughout the job search process.
  - **Energize:** Utilize one of many ways you can rejuvenate before heading back in to the interview setting. Activities such as yoga and an organized fun walk will be taking place or use available quiet space to get centered.
  - **Strategize** how to maximize the experience while practicing self-care.
- TPE is also continuing a special "TPE Elite Training" orientation before the event for candidates. Capacity for the event is 75, and there is currently a waiting list of more than 50 individuals.
- During TPE in Philadelphia, professionals will serve as "coaches," individuals available to address questions or offer advice to candidates. The following is the list of coaches: Courtney Barry, Florida State University; Allan Blattner, UNC Charlotte; Karla Carney-Hall, Hendrix College; Brian Chisom, Roanoke College; Mary Coburn, Florida State University; Jonathan Eldridge, Southern Oregon University; Ron Gaschler, Bridgepoint Education; Beth Hagovsky, Saint Joseph's University; Kevin Hearn, Niagara University; Linda Kasper, Oregon State University; Eric Klein, Lehigh University; Patrick Lukingbeal, Georgetown University; Anne Newman, Rutgers University; Paul Lynch, Marymount University; Cheryl Lyons, The Ohio State University; Phyllis McCluskey-Titus, Illinois State University; Julie McMahon, Arkansas State University Jonesboro;

Jeff Rosenberry, Montana State University Billings; Rebecca Schaller, University of Dayton; Kurt Stimeling, Clarkson University; Dan Stypa, University of South Florida; David Vale, California Polytechnic State University

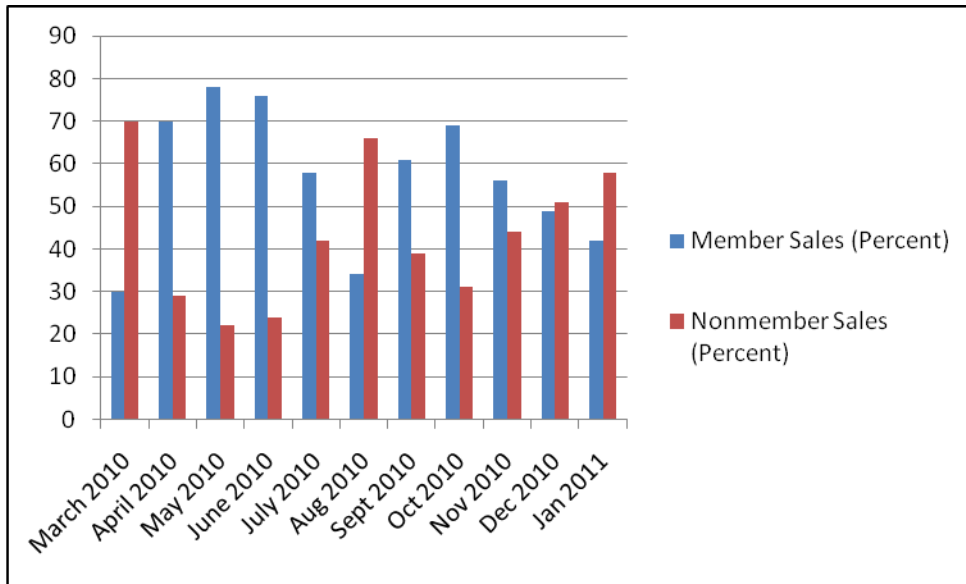
## **Publications**

### **Sales and Marketing**

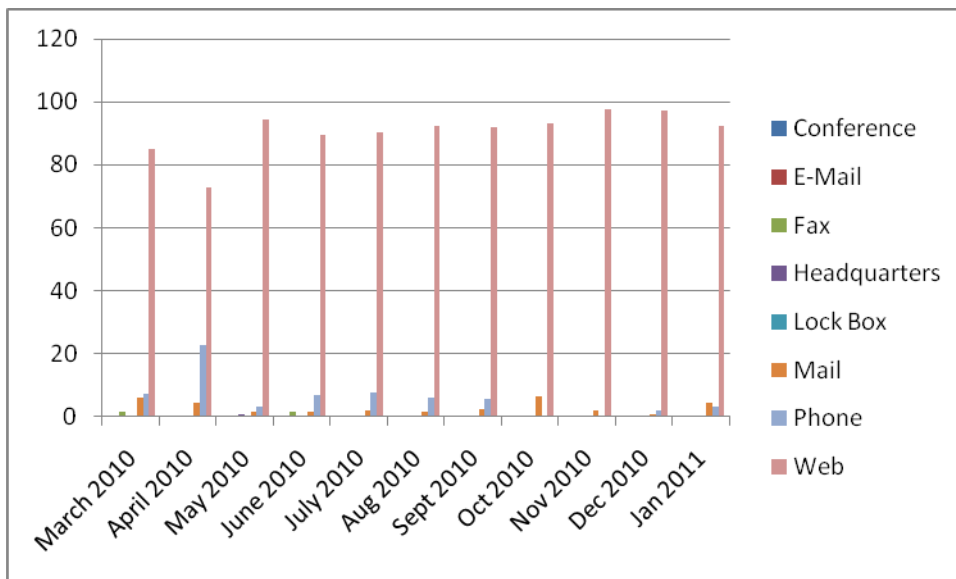
Ongoing strategic marketing efforts, sales promotions, and multiple sales channels helped sustain publications revenue. In particular, cross-promotions of publications with programs engaged readers and built community around publications.

- Sales directly through the publisher continued to generate the largest portion of publications sales. However, sales via Amazon grew and played a more significant role in publications sales success. NASPA's Amazon seller account maintains a five-star feedback rating.
- From March 1, 2010 through January 31, 2011, the NASPA Bookstore received 13,210 visits and 46,167 pageviews, and achieved a 7.81% e-commerce conversion rate. The top five products sold were: *Learning Reconsidered 2*, *Professional Competency Areas for Student Affairs Practitioners*, *Learning Reconsidered*, *More Than Listening*, and *Assessment Reconsidered*.
- The breakdown of traffic sources to the NASPA Bookstore website during this same time period is as follows: Direct Traffic: 25.23%; Referring Sites: 37.45%; Search Engines: 37.32%.
- A publications catalog was mailed at the end of February 2011 to all members, institutional library directors, and leaders in the Washington Higher Education Secretariat and the Council of Higher Education Management Associations.
- Doris Ching conducted a webinar in August 2010 based on the book *More Stories of Inspiration*.
- Brian Hemphill and Brandi Hephner LaBanc conducted webinars in March and April 2010 that focused on topics covered in the book *Enough is Enough*.
- Scannable tags were incorporated into publications marketing. The back cover of the new book *Exceptional Senior Student Affairs Administrators' Leadership* featured a Microsoft Tag that when scanned with a smart phone links to a free Executive Summary of the book. The tag will also be featured on posters in the NASPA Bookstore at the 2011 Annual Conference.

The following chart shows member versus nonmember publications sales as a percentage of total dollar sales for March 2010–January 2011.

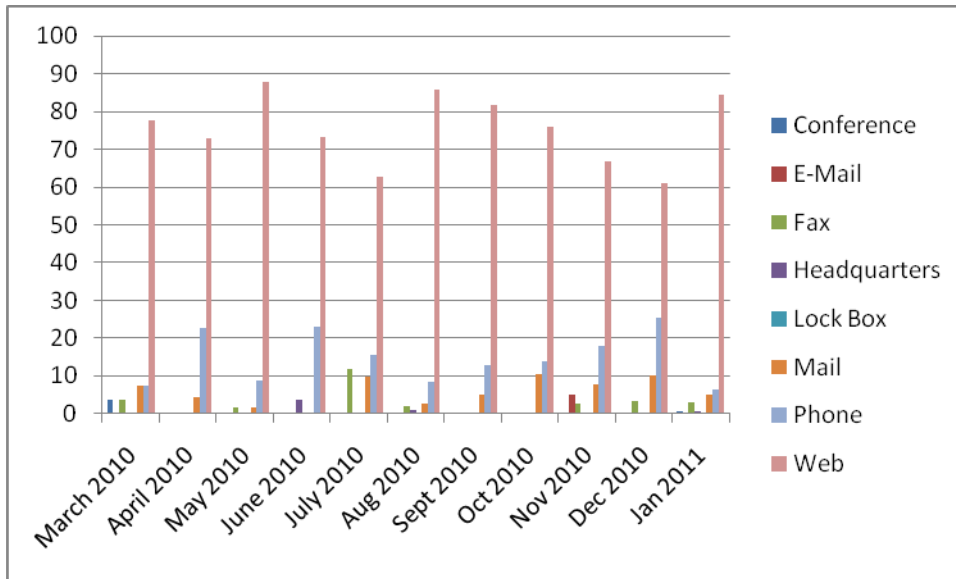


The following chart shows order sources for **members** as a percentage of product quantity sales for March 2010–January 2011.





The following chart shows order sources for **nonmembers** as a percentage of product quantity sales for March 2010–January 2011.



The following chart shows the total number of orders placed through Amazon and the web (i.e., NASPA Bookstore) from March 2010–January 2011. Spikes in orders tend to occur at peak times for course adoptions.



## Books Released Between March 2010 and March 2011

- *Exceptional Senior Student Affairs Administrators' Leadership: Strategies and Competencies for Success*, Gwendolyn Jordan Dungy and Shannon E. Ellis, Editors (March 2011)
- *Professional Competency Areas for Student Affairs Practitioners* (December 2010)
- *Enough is Enough: A Student Affairs Perspective on Preparedness and Response to a Campus Shooting*, Brian O. Hemphill and Brandi Hephner LaBanc, Editors (March 2010)

## Forthcoming Titles

- *Foundations of Higher Education Law and Policy: Basic Legal Rules, Concepts, and Principles for Student Affairs*, Peter F. Lake (July 2011)
- *The Law and Student Affairs: What Every Practitioner Needs to Know*, Dennis Gregory, Editor (January 2013)

## Magazines and Newsletter

### Leadership Exchange

- *Leadership Exchange* continues to be published quarterly. The hardcopy is mailed to voting delegates and subscribers, and the digital edition is sent via e-mail to all NASPA members and subscribers.
- Advertising revenue continued to grow. Total advertising revenue for the 2010–2011 issues was \$80,225, which was slightly above 2009–2010.
- Between March 1, 2010 and January 31, 2011, 10,628 visitors accessed the digital edition of *Leadership Exchange* for 103,490 pageviews.
- The top 5 viewed articles in the digital edition between March 1, 2010 and January 31, 2011, were:
  1. The Future of Campus Counseling Centers (Winter 2011)
  2. Mapping the Future of Student Affairs (Summer 2010)
  3. Generation X Senior Student Affairs Officers (Summer 2010)
  4. Career Services in the 21st Century (Winter 2011)
  5. The Virtual World of Student Services (Winter 2011)

### NetResults

- *NetResults* continues to be published the second and fourth weeks of every month. Between March 1, 2010 and January 31, 2011, the *NetResults* homepage received 7,366 pageviews, of which 5,167 were unique.
- The January 12, 2011 issue featured a collection of Journal of College and Character articles that tied in with the Annual Conference theme "Educating for Lives of Purpose."

## Forum

- The *Forum* continues to be published the first week of every month. It is sent via e-mail to all members and available on the NASPA website. Between March 1, 2010 and January 31, 2011, the *Forum* homepage received 3,135 pageviews, of which 1,993 were unique.

## **Journals**

NASPA contracted with the Berkeley Electronic Press (BePress) to provide publishing services for *Journal of Student Affairs Research and Practice*, *NASPA Journal About Women in Higher Education*, and *Journal of College and Character*. Following is a summary of activity for each journal. Please see reports from the editors and BePress for more details.

### Journal of Student Affairs Research and Practice (formerly NASPA Journal)

*Kathleen Manning, executive editor*

- The first issue (Volume 47, Issue 1) was published in March 2010 through BePress, and was available in both print and electronic formats. A hard copy was mailed to all voting delegates.
- Publication maintained a regular schedule. Subsequent issues for volume 47 were published in June, September, and December. Volume 48, Issue 1 was published in March 2011.

### NASPA Journal About Women in Higher Education

*Marilyn Amey, editor*

- For the 2010 volume, 49 manuscript submissions were received and reviewed, 10 were selected for publication; the acceptance rate was 20.4%.
- The 2010 volume was published in February through BePress.
- Manuscript submissions increased and, as a result, the 2011 volume includes two issues (previously only one issue per year was published). This will make *NJAWHE* more competitive with its peer publications and help to develop a manuscript backlog. The first issue of 2011 was published in February, the second will be published in September.

### Journal of College and Character

- The *Journal of College and Character* editorial board remained under the leadership of Jon Dalton and Pamela Crosby.
- Two new associate editors were added to the editorial staff: Alyssa Bryant, North Carolina State University, and Daniel Chen, University of North Texas.
- Noting that a primary source for research and information on moral education of college students is the *Journal of College and Character*, organizers of the 2010 International Conference on Process Philosophy and Moral Education at Claremont Graduate University invited co-editor Pam Crosby as a plenary speaker to present on the topic of character programs and publications in the United States and participate in a panel discussion.

**II. To provide leadership in higher education through policy development and advocacy for students on important international, national, state and local issues.**

**Public Policy**

*Please see Public Policy Division report for more details.*

- Continued leadership in the Consortium on Government Relations for Student Affairs
- Part of convening “Act on the DREAM Act” coalition of higher education associations spearheaded by HACU
  - Gwen speaker at press conference launching coalition
  - Initial lead referrer site to coalition site
  - Information added to website and sent out via *Updates*
  - Feature article written for *Leadership Exchange*
  - Related webinar held
  - Focus of policy breakfast at annual conference
- As part of public policy efforts, NASPA works in coalition with other higher education associations to amplify our voice on policy matters of significance to those in higher education and student affairs. One way this is done is through signing on to statements regarding such policy matters, which this year included the following:
  - FY 2011 Budget letter;
  - income-based repayment letter;
  - *CLS v. Hastings* amicus brief;
  - health care/student loan legislation letter;
  - required community service for federal higher education tax credits letter;
  - common core standards letter;
  - gainful employment letter;
  - Title IV regulations letter;
  - letter in support of S. 3447, a bill to make improvements to the Post-9/11 GI Bill;
  - expired/expiring higher education related tax provisions letter;
  - credit hours letter
- Supported NIRSA in efforts opposing proposed NCAA men’s basketball regulation

**Media Relations**

Worked with *The Chronicle*, *Inside Higher Ed*, AP, *TIME* magazine, *CBS News*, *The New York Times*, *USA Today*, *The Christian Science Monitor*, *University Business*, *Business Journal*, *Hartford Courant*, *Diverse*, *Philadelphia Inquirer*, and *Bloomberg News* on various stories. The following table shows a sampling of press clips:

<b>Date</b>	<b>Headline</b>	<b>Outlet</b>
2/6/2011	BEARER OF BAD NEWS: Officials notify parents of alcohol, drugs violations	redandblack.com
2/4/2011	Church and State (Universities)	Inside Higher Ed ( <i>picked up</i> )

		<i>by multiple outlets)</i>
2/1/2011	#NASPACPA Consolidation–Are we practicing our values?	Inside Higher Ed ( <i>picked up by multiple blogs and reTweeted frequently</i> )
1/13/2011	Expected National Merger of Student Affairs Organizations Facing Opposition From Within	Diverse Issues in Higher Education
1/10/2011	Colleges limited in what they can do about troubled students	McClatchy Washington Bureau ( <i>picked up by several outlets</i> )
12/9/2010	Universities Cater to Student Veterans One Program at a Time	KUNC (Northern Colorado NPR affiliate)
11/30/2010	Lumina Awards Third Quarter Grants	InsideINDianaBusiness Lumina Foundation Newsroom
11/21/2010	25 Higher Ed News Sources to Follow on Twitter	Huffington Post
10/19/2010	The Next Student Health Problem?	Inside Higher Ed ( <i>picked up by USA Today and others</i> )
10/7/2010	New breed of clubs arrive on campus	The Chronicle of Higher Education
10/3/2010	After a Suicide, Questions About Promoting Privacy on Campus	The Chronicle of Higher Education
10/1/2010	Rutgers student death: Has Digital Age made students callous?	Christian Science Monitor (USA)
9/30/2010	\$800K grant to help adults earn degrees	Charleston Gazette (WV)
9/2/2010	Caring for Vets in College	Huffington Post
9/2010	Extra Care for Foster Youth	University Business
8/23/2010	Even bizarre college clubs get students more engaged	USA Today
8/20/2010	Ultrinsic Sponsors Gambling On Grades At 36 Colleges	The Capital Times (Madison, Wisc.)
8/11/2010	Bettor Grades	Inside Higher Ed

### **III. To promote pluralism, diversity and internationalism in NASPA and the profession.**

#### **NUFP (NASPA Undergraduate Fellows Program)**

##### Annual Conference

- NUFP Fellows will have an exclusive reception Friday evening for all NUFP affiliates in Philadelphia for The Placement Exchange or the NASPA Annual Conference. This will be in addition to the Monday night NUFP Reception

- The NUFP two-day pre-conference will occur concurrently with the NASPA Student Affairs Leaders of Tomorrow pre-conference for undergraduate students on Saturday and Sunday. The keynote for this event will be Larry Roper, 2012 NASPA Annual Conference Chair.
- Sixty-nine fellows applied for stipends to the annual conference. Eight Fellows received a full stipend to attend the conference through a grant from Sodexo. Additionally, 30 Fellows received a \$200 stipend to help defray costs for attending the conference.
- Three students applied for the Sodexo NUFP Graduate School scholarships (two \$2,500 scholarships), compared to eight students last year. The recipients will be announced at the NUFP Reception Monday night.
- New this year, NUFP Fellows will be paired with a “NUFP Buddy,” an alumnus of the program, to help guide them through the event. More than 56 alumni have volunteered for this opportunity.

### Summer Leadership Institute

*July 12-16, 2010 ♦ University of Illinois*

- There were 62 applications, and 32 fellows were accepted, the maximum amount allowed. Last year, there were 51 applications, and 30 fellows were accepted.
- Renee Romano of University of Illinois served as the Institute Director.
- The 2011 SLI will be held at the University of Connecticut, with Lester Manzano of Loyola University-Chicago serving as institute director.

### Summer Internship Process

- Twenty institutions applied to host 30 NUFP Summer Interns, down from 24 institutions hosting 37 interns last year.
- The Internship Process garnered 133 applicants, up from 79 last year. This shows a 70% increase in internship applications.

### Sodexo/NUFP Partnership

- Sodexo, Inc. has recommitted \$15,000 to NUFP for the 2010-2011 year. This money will be used in the following ways:
  - Annual Conference Attendance Stipends: \$6,000 (8 students at \$750/each)
  - Annual Conference Pre-conference Workshop: \$4,000
  - Graduate School Scholarships: \$5,000 (2 at \$2,500/each)

### NUFP Welcome Packets

- For the spring and fall acceptances, Fellows were re-directed to an electronic welcome page specific for their region. In addition to the welcome letter from the regional coordinator, welcome letters from all KC representatives on the NUFP Board and an invite to join the welcome webinar question hour were on the page.
- A calendar of all important deadlines for the program was created and disseminated to all fellows. This calendar, called NUFP stUFP, was made available to increase transparency and adherence to program deadlines.

### NUFP Notes

- In an effort to increase communication about unique offerings to NUFP Fellows, NUFP Notes were reinstated this year. This monthly newsletter covers specific things for NUFP Fellows and was shared via weblinks.

Program Numbers:

- There are a total of 320 Fellows for the 2010-2011 academic year. Fall applications saw an 85% increase (137 in 2010 vs. 74 in 2009). Please see the following chart for a demographic breakdown by region. “.5” indicates that a Fellow selected more than one option.

<b>Program Status</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4E</b>	<b>4W</b>	<b>5</b>	<b>6</b>	<b>Total</b>
Spring Applicant	6	20	25	29	24	16	21	141
Fall Applicant	13	17	45	12	16	16	14	133
Returning Fellow	2	4	6	9	11	6	8	46
<b>Total</b>	<b>21</b>	<b>41</b>	<b>76</b>	<b>50</b>	<b>51</b>	<b>38</b>	<b>43</b>	<b>320</b>

<b>Class Year</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4E</b>	<b>4W</b>	<b>5</b>	<b>6</b>	<b>Total</b>
Sophomore	3	5	10	5	5	0	1	29
Junior	8	13	17	18	15	11	17	99
Senior	9	22	44	23	25	24	21	168
5th Year	1	1	5	4	6	3	4	24
<b>Grand Total</b>	<b>21</b>	<b>41</b>	<b>76</b>	<b>50</b>	<b>51</b>	<b>38</b>	<b>43</b>	<b>320</b>

## **International Education Programs**

SAHEC International Student Affairs Study Tour

- NASPA, ACUI, ACPA, ACUHO-I, and NIRSA are continuing conversations regarding the Study Tour. The committee is finalizing the memorandum of understanding, location, and faculty for the study tour in May 2012.

International Symposium

- This year’s International Symposium is being co-chaired by Oscar Felix, , and Cyndy Howman, Texas A & M at Qatar.
- The featured speaker for the International Symposium is Wasif Rizvi, CEO of the Habib University Foundation.
- As of February 9, 2011, the Symposium has 60 registrants.

2011 In-Bound Exchanges

- A Spanish delegation representing the Consejo de Colegios Mayores Universitarios de España (CCMU) will be visiting the Philadelphia area. Confirmed dates are March 7-11, 2011. Confirmed host institutions are Gettysburg College, Northampton Community College, and the University of Pennsylvania.
- Mexican delegation representing The Instituto Tecnológico y de Estudios de Monterrey (ITESM) will be visiting NASPA Region III. Confirmed dates are March 21-25, 2011.

Host institutions will be selected from the following schools who have volunteered to assist: Davidson College, Forsyth Technical Institute, Johnson C. Smith University, North Carolina A&T, Salem College, University of North Carolina--Greensboro, University of North Carolina--Charlotte, Wake Forest University, and Winthrop University.

- A United Kingdom delegation representing the Association of Managers of Student Services in Higher Education (AMOSSHE) will be visiting Rochester, NY. Confirmed dates are June 13-17, 2011. Confirmed host institutions are Monroe Community College, Rochester Institute of Technology, State University of New York–Geneseo and the University of Rochester.

#### **IV. To provide leadership for promoting, assessing, and supporting student learning and successful educational outcomes**

##### **Knowledge Communities**

- The MultiRacial Knowledge Community is NASPA's 25th and newest Knowledge Community. The proposal for this KC was composed by Yvonne Giovannis, Texas Christian University. The KC will introduce itself to NASPA members and participate in the NASPA Communities Fair at the 2011 NASPA Annual Conference.
- Each of the 25 KCs submitted an article for the 10th Anniversary Knowledge Community publication, *NASPA Knowledge Communities: Celebrating Ten Years of Educating for Lives of Purpose*. University Parent Media is producing 5,000 copies of this publication at no cost for distribution to 2011 NASPA Annual Conference attendees.
- Monthly conference calls for National KC Chairs, Regional KC Coordinators, National KC Chairs-Elect, and the KC Public Policy liaison occurred in FY10-11. The calls were moderated by KC Director David Zamojski, and included KC Director-Elect Evette Castillo-Clar, and NASPA Office KC liaison Joseph DeSanto. The purpose of these calls was to train and support KC chairs and Regional KC Coordinators.
- Seven hour-long, online trainings for National KC Chairs and Regional KC Coordinators who began their terms with the 2010 NASPA Annual Conference were offered in July 2010. Chairs-Elect and continuing KC Chairs and Regional Coordinators were also invited to attend these trainings. Training topics included: Expectations of National Chairs and Regional Coordinators; Generating Knowledge; Finances; Technologies; Communications; Volunteers and Recognition; NASPA 101
- The NASPA Leadership Portal was completed in 2010 and introduced to KC Chairs for use in storing documents like meeting minutes, KC logos, and leadership resources.
- A KC Membership and Marketing Committee was appointed by David Zamojski during the summer months of 2010. This committee met via conference call over the course of five weeks to: (1) compile a list of recommendations for KC Leadership Teams and NASPA Board of Directors with ways to increase the number of NASPA members who are affiliated with one or more KCs; and (2) compile a list of recommendations for KC



Leadership Teams and the NASPA Board of Directors on ways to market Knowledge Communities to non-NASPA members as a way to increase membership in the association. The committee, chaired by Jimmy Doan, University of Vermont, and Mary Hall, University of Virginia, generated a report currently being reviewed by staff in the NASPA office for implementation.

- A total of 24 Knowledge Communities ordered table banners with their official NASPA logo to promote their group during the Communities Fair at the NASPA Annual Conference, regional conferences, and other NASPA events. These banners are stored in the NASPA office.
- An orientation for National KC Chairs and Regional KC Coordinators beginning their elected two-year term will take place at the annual conference.
- An annual assessment of needs and satisfaction of KC National Chairs, Regional Coordinators, and other KC Leadership Team members was administered in December 2010 and January 2011. The survey was e-mailed to 436 NASPA members and 199 of these members provided responses. Key findings are listed below:
  - 70.35% of respondents were either "Very Satisfied" or "Satisfied" with the *frequency* of communication in their Knowledge Community. This is an increase in respondent satisfaction on this question from the previous year when 64.58% of respondents indicated they were "Very Satisfied" or "Satisfied" with KC communication frequency.
  - 67.84% of respondents were either "Very Satisfied" or "Satisfied" with the *quality* of communication in their Knowledge Community. This is a slight decrease in respondent satisfaction on this question from the previous year where 68.06% of respondents indicated they were "Very Satisfied" or "Satisfied" with KC communication quality.
  - 41.32% of respondents rated their orientation and training for their KC role as "excellent" or "good." This represents an increase from last year when 37.14% of respondents answered the same question by selecting "excellent" or "good."
  - 86.23% of respondents answered that they felt "very valued" or "somewhat valued" in their KC role. This is a slight decrease from last year when 87.14% of respondents indicated they felt "very valued" or "somewhat valued."
  - Common challenges reported by respondents include:
    - Lack of responses from others in the KC
    - Maintaining involvement
    - Lack of time to commit to the role
  - When asked "What should NASPA change about the KC program?" most respondents indicated:
    - Clearer goals and objectives
    - Expanded training for KC leadership roles
    - Greater presence online and in online communities

## Knowledge Community Membership by Region

	I	II	III	IV-E	IV-W	V	VI	Total
AAKC	134	375	528	418	133	93	194	1875
AGAPSS	167	381	533	424	171	130	306	2112
AOD	185	399	406	373	162	102	195	1822
API	71	128	97	141	42	77	196	752
Assessment	213	573	693	586	231	222	349	2867
Campus Safety	72	202	275	244	106	71	110	1080
Disability	98	198	233	218	76	83	134	1040
Fraternity & Sorority	96	297	586	384	167	76	161	1767
GLBT	216	396	401	454	150	148	231	1996
Health	146	279	349	315	115	114	179	1497
IEKC	137	305	368	374	116	130	221	1651
IPKC	49	87	93	133	56	73	91	582
Latino/a	99	210	243	225	94	94	221	1186
MMKC	121	221	285	326	113	78	160	1304
NPGS	324	585	934	851	343	230	473	3740
Parent & Family	150	301	389	322	155	115	199	1631
SA Development	150	443	532	492	187	148	286	2238
Student Leadership Programs	401	845	1143	971	409	298	609	4676
SAPAA	359	841	984	886	366	280	541	4257
Spirituality & Religion	143	295	435	381	149	119	204	1726
Sustainability	59	152	208	190	78	68	108	863
Technology	81	189	253	231	92	83	143	1072
Veterans	30	61	75	61	22	25	35	309
WISA	309	640	812	746	309	245	481	3542
<b>TOTAL</b>	<b>3810</b>	<b>8403</b>	<b>10855</b>	<b>9746</b>	<b>3842</b>	<b>3102</b>	<b>5827</b>	<b>45585</b>

## Regions

Following are regional conferences for which the national office handled registration. For further information on regional conferences and activities, please see individual regional board reports.

<b>Region I</b>			
Dates	Event	Location	Registrants/ Institutions
7/2/2010	2010 Student and Spiritual Wellness and You Conference	Central Connecticut State University	24/11
7/24-25/2010	Green Mountain Getaway Drive-In Conference	University of Vermont	5/2
10/15/2010	Advising and Mentoring Students of Faith (Drive-In Workshop)	Suffolk University, Boston, MA	8/8

10/16/2010	Men and Masculinities Drive-In	Roger Williams University, Bristol, RI	42/21
11/7-8/2010	Student Affairs Leaders of Tomorrow (SALT) Conference	Radisson Hotel, Manchester, NH	55/25
11/7-10/2010	Region I Conference	Radisson Hotel, Manchester, NH	320/89
11/12/2010	New Professionals Institute	Seton Hall University, South Orange, NJ & Slippery Rock University, Slippery Rock, PA	238/80
1/ 27/2011- 6/23/2011 (four sessions)	New Professionals Mentoring Institute	several locations	9
<b>Region II</b>			
Dates	Event	Location	Registrants/ Institutions
6/6-10/2010	Mid-Managers Institute	University of Maryland Baltimore County	43/28
6/13-15/2010	Region II Conference	Oglebay Resort, Wheeling, WV	92/54
10/2/2010	Careers in Student Affairs Month Mini-Conference	Towson University, Towson, MD	78/21
<b>Region III</b>			
Dates	Event	Location	Registrants/ Institutions
6/6-11/2010	Mid-Managers Institute	Saint Leo University, Saint Leo, FL	38/30
6/13-16/2010	Summer Symposium	Ponte Vedra Inn & Club, Ponte Vedra Beach, FL	123/76
6/21-25/2010	New Professionals Institute	Emory University, Atlanta, GA	62/45
9/30/2010- 10/1/2010	Florida Drive-In Conference	University of Central Florida	185/26
<b>Region IV-East</b>			
Dates	Event	Location	Registrants/ Institutions
9/24/2010	Men and Masculinities Drive-In	Ball State University, Muncie, IN	61/31
11/7-9/2010	Region IV-East Conference	Minneapolis Marriott City Center	325/107
<b>Region IV-West</b>			
Dates	Event	Location	Registrants/ Institutions
11/3-5/2010	Region IV-West Conference	Omaha Marriott, Omaha, NE	325/72

<b>Regions V&amp;VI</b>			
Dates	Event	Location	Registrants/ Institutions
11/3-6/2010	Western Regional Conference	Portland Marriott Downtown, Portland, OR	556/131
<b>Region VI</b>			
Dates	Event	Location	Registrants/ Institutions
11/12/2010	Mental Health Concerns Drive-In	Loyola Marymount University, Los Angeles, CA	47/19
1/14/2011	Women in Student Affairs (WISA) Conference	Loyola Marymount University, Los Angeles, CA	45/22

## Awards Programs

### Excellence Awards

- A total of 202 award nominations were submitted for 2010–2011. Since the program began in 2005, this is an all-time high number of submissions for the Excellence Awards program.

2010	2009	2008	2007	2006	2005
202	201	165	179	117	120

Category	Submissions Received
Admin., Assessment, Information Technology, Fundraising, Professional development	15
Athletics, Recreation, etc	14
Career, Academic Support, Service Learning, etc.	25
Enrollment, Orientation, etc.	32
Housing, Residential Life, etc.	24
Intercultural, Multicultural, etc.	20
Off-campus, non-traditional, etc.	8
Student Health and Wellness etc.	25
Student Union, Activities, etc.	30
Violence Education, Prevention, etc.	9

- Gold, Silver, and Bronze designations were granted in each of the ten Excellence Awards categories. The ten Gold honorees were further judged for the status of Grand Gold, Grand Silver, and Grand Bronze Medal honorees. Those selected were:
  - Grand Gold: NYU's Health Center Without Walls, New York University
  - Grand Silver: University 101 Program Instructor Development Process, University of South Carolina

- Optimizing Technology to Increase Non-Traditional Student Engagement & Bring Drexel Co-Curricular Programming to Students Worldwide, Drexel University
- All ten Gold category honorees will present their program/initiative as a poster session at the 2011 NASPA Annual Conference.
- The 2011 NASPA Annual Conference will mark the end of George McClellan's term as Excellence Awards Director. NASPA truly appreciates McClellan's leadership in growing this awards program.

#### Melvene D. Hardee Dissertation-of-the-Year-Award

- 30 applications were received for the 2011 Melvene D. Hardee Dissertation-of-the-Year-Award. This is a 36% increase from 22 applicants in 2009.
- The Hardee Committee selected the following dissertations as winner and runner-up:
  - Winner: Merna Jacobsen, Texas A&M University  
Dissertation: *Leadership Strategies Dealing with Crisis as Identified by Administrators in Higher Education*
  - Runner-Up: Amy Franklin-Craft, Michigan State University  
Dissertation: *An Assessment of the Intercultural Competence of Student Affairs Administrators*
- The 2011 Hardee winner and runner-up will be recognized at the NASPA Annual Awards Luncheon on March 15, 2011 in Philadelphia, Pennsylvania.
- Cheryl Lovell, chief academic officer for the Colorado Department of Higher Education, is the Committee Chair. Lovell's term as chair will end with the 2011 NASPA Annual Conference. Her continued service to NASPA in this role has been invaluable.
- The Dissertation-of-the-Year Award will celebrate its 35<sup>th</sup> anniversary in 2012. NASPA is running a series highlighting a different award winner in each month's issue of the *Forum* in preparation for this event and to highlight the award throughout the year to NASPA members.

#### Ruth Strang Award

- The winner of the 2011 Ruth Strang Award is Lea M. Jarnagin, assistant to the vice president for student affairs, California State University, Fullerton.
- Jarnagin's submission was titled, *Mentors are from Venus and Mars: Exploring the Benefits of Homogeneous and Heterogeneous Gender Pairings in the Mentoring Relationships of Female Senior Student Affairs Officers*.
- There were seven abstracts submitted for the 2011 Ruth Strang Award. Three of those abstracts were invited to submit the full article for final review. In 2010, there were five submissions. Publicity and fundraising for the Ruth Strang Award will increase in 2011–2012.

#### NASPA Annual Awards

- The NASPA Board is recognizing the following professionals with awards in 2011:
  - Mid-Level Student Affairs Professional Award: Bobby Kunstman, Colorado State University
  - Outstanding Contribution to Higher Education Award: George Boggs, American Association of Community Colleges (retired)

- Outstanding Contribution to Literature and/or Research Award: Gregory Blimling, Rutgers University
- The President's Award: Bobby Fong, Butler University
- Robert H. Shaffer Award for Academic Excellence as a Graduate Faculty Member: Jan Arminio, Shippensburg University
- Fred Turner Award for Outstanding Service to NASPA: Janet E. Walbert, Arcadia University
  - Scott Goodnight Award for Outstanding Service as a Dean: Dennis Pruitt, University of South Carolina
- Each award recipient will be recognized at the NASPA Annual Awards Luncheon on March 15, 2011 in Philadelphia, Pennsylvania.

## **Elections**

- Voting for NASPA President-Elect and Regional Vice Presidents in Regions I, III, IV-West, and VI occurred between January 13 and February 11, 2011. The following NASPA members were elected:
  - President-Elect, Levester Johnson, Butler University
  - Region I Vice President-Elect, David Zamojski, Boston University
  - Region III Vice President-Elect, Jeanine Ward-Roof, University of Florida
  - Region IV-West Vice President-Elect, Tim Alvarez, University of Nebraska-Lincoln
  - Region VI Vice President-Elect, Henry Gee, Rio Honda College
- The following Knowledge Communities are holding elections for National KC Chairs in February 2011. Voting ended in KC elections February 25, 2011.
  - Administrators in Graduate and Professional Student Services
  - Alcohol and Other Drug
  - Fraternity and Sorority
  - Gay, Lesbian, Bisexual and Transgender Issues
  - Health in Higher Education
  - International Education
  - Latino/a
  - New Professionals and Graduate Students
  - Student Leadership Programs
  - Sustainability
  - Veterans
- NASPA KCs holding elections were instructed in the elections process during July 2010 KC trainings and by e-mail in August and September 2010.

**V. To maintain, evaluate, and develop a high quality association infrastructure and national office to meet current needs, anticipate future trends, and promote growth**

**Membership Initiatives and Activities**

Total membership for NASPA continues to be more than 12,000 members for the fourth consecutive month. The December membership numbers set a new NASPA record with 12,691 members. Although slightly down from the December record, the January membership numbers continue to be excellent. The current membership of 12,388 is a 12.6% increase from last year at this time. Several key membership categories have seen significant increases in the past year:

Professional Affiliates	11.8%
Faculty Affiliates	15.5%
Graduate Students	23.8%

Overall, institutional memberships are at 1,156 and have remained relatively stable with an increase of two from the previous year.

Institutional Renewal for 2010-2011 membership term: Ninety-nine Institutions were deactivated at the end of their grace period. Staff and Board members contacted expired Voting Delegates reminding them to renew. These contacts resulted in the renewal of 32 institutions, as the lapse in membership in most cases was due to an oversight or change in contact. The overall Institutional retention rate was 96%.

In-house renewal campaign: In August 2010, the membership staff began contacting individuals whose membership had expired 18 months prior with a simple “Come back and renew” e-mail message. Year-to-date, 2,624 e-mails were sent, resulting in 168 renewals (6.4%). Results are tracked up to 45 days after the message is sent.

Associate Affiliate Recruitment Campaign: In December, letters were mailed to SSAOs who were Associate Affiliate members with an invitation to join or renew as an Institutional member with a one-time dues discount as an incentive. Three new Institutions joined NASPA and brought a total of 14 staff members joining as individual members.

**NASPA Finances (As of 12/31/2010)**

NASPA continues to operate from a strong financial position. As of December 31, 2010:

- Total net assets were \$6,943,362, a decrease of \$21,343 from last year this time. Total net assets have increased \$1,371,594 since July 1, 2010, reflecting very strong revenue, a significant increase in investment performance and expenses that are well within budget.
- Total assets were at \$12,107,116 an increase of \$4,064,411 from last year this time, a measure of the effect of the condominium purchase.
- Total revenue from operating activities was \$2,993,371 which was 64% of budgeted revenue.

- Total operating expenses are well within budget. As of December 31, total expenses were \$2,281,138 or 47% of the budget.
- NASPA investments have gained \$659,361 since July 1, reflecting the overall improvement in the performance of the stock markets.
- In summary, NASPA is operating from a very strong financial position and expects to end the year with a significant increase in net assets.

## **Corporate Relations**

### Strategic Partners

- NASPA is proud to once again have ten Strategic Partners supporting its work and programs: USA Today, Student Voice, Sodexo Education, Chartwells, Aramark Higher Education, Golden Key, EBI, The Spelman & Johnson Group, Life Advantages, and Outside The Classroom.
  - Three Food Service Companies: (Aramark Higher Education, Sodexo, and Chartwells) continue to support NASPA's programs.
  - Golden Key renewed their scholarship stipend program supporting the annual conference, International Symposium, and regional conferences.
  - S&J continue to support the Institute for New SSAOs, the Steven's Institute, the Outstanding New Professional Award, and the Small College and University Institute.
  - Outside The Classroom continues to partner with NASPA in providing the Certificate in Alcohol Prevention Leadership Program.
  - USA Today continues as a strategic partner, but will be evaluating how to better support NASPA's initiatives, both nationally and regionally.
  - In its third consecutive year, Life Advantages continues its partnership with NASPA. Beginning fall 2011, NASPA member schools will be offered NASPA's CU Thrive program to enhance their campus culture by building community, communication, and connections through peer-focused, Web-based learning.

### Exhibits

- 2011 Annual Conference
  - Despite challenging economy, sold out in August 2010 with 85 Exhibitors, 100 Booths sold, with just 1 booth cancellation. Despite smaller exhibit hall compared to 2010 (35 less booths), just \$16,800 less revenue from 2010 exhibits.
  - Implemented new break times in the 2011 exhibit hall (dedicated time when program sessions are not occurring).
- 2011 Mental Health Conference: 14 exhibitors: More than \$14,000 in revenue for mental health conference budget.

### Sponsorships

- There are 38 (most ever) sponsors for the 2011 NASPA Annual Conference. A complete list can be found at [www.naspa.org/conf](http://www.naspa.org/conf). New 2011 sponsors include:
  - Microsoft (Tech Room)
  - 3<sup>rd</sup> Millennium Classrooms (SSAO Lounge)



- Bon Appétit (SSAO Reception)
- Xpedx and Global Financial Aid Services (Mobile App)
- Baudville and Pharos Resources (Community College Reception)
- Innovative Educators, National Society of Collegiate Scholars (Community College Institute)
- Capstone and xpedx (Sustainability KC Reception)
- Stylus Publishing (SAPAA KC Reception)
- xpedx (Graduate/New Professional KC Reception)
- In-Kind Support for the 2011 NASPA Annual Conference totaled approximately \$60,000 in items for attendees. Some new in-kind sponsored items include:
  - Attendee Java Mugs (Whirley Drinkworks)
  - KC Booklets (University Parent Media)
  - 2012 Promo Flash Drives (CampusFlashDrives.com)
  - SSAO Writing Journals (Eco Promotional Products, Inc.)
  - SSAO Lounge Furniture (Adden Furniture)
- New Sponsorship Initiatives
  - Sustainability Handbook/White Paper (Capstone Companies)
  - 2010 NCCWSL: Note Pads for attendees (Eco Promotional Products, Inc.)
  - 2010 Institute for New SSAOs: Writing Padfolios for all attendees (publicidentity)

## Advertising

- *Leadership Exchange*: Advertising remains strong with the most revenue ever for the four 2010-2011 issues, totaling \$80,225.00 (up slightly from 2009-2010 editorial year).
- 2011 NASPA Annual Conference Program Guide: \$12,800 in revenue, largest revenue generator to date for annual conference program guide. (25 Total Advertisers)
- Mental Health Program Guide: Eight total advertisers – the most advertisers ever for mental health program guide.
- Website advertising. In February 2010, implemented new home page web advertising. Currently \$6,000 in additional advertising revenue. This is a three-month trial run.

## **Information Technology**

### Web Stats

*NASPA.ORG Summary*

**Stats for March 1, 2010–February 10, 2011**

- 2,042,639 page views (1,758,653 last year; **increase of 16%**)
- 572,465 total visits (484,766 last year; **increase of 18%**)
- 41% new visitors
- 3.6 average page views per visitor
- 3:32 average time on site
- Top Pages/Directories: NASPA Home; Conference; Grad Prep Search; Programs

*THEPLACEMENTEXCHANGE.ORG Summary*  
**Stats for March 1, 2010–February 10, 2011**

- 1,500,000 page views (1,311,106 last year; **increase of 14%**)
- 207,054 visits (176,477 last year; **increase of 17%**)
- 22% new visitors
- 7.2 average page views per visitor
- 5:07 average time on site
- Top Pages/Directories: Home; Job Search; Candidate Search
- 10,982 Candidate profiles (8,226 last year; **increase of 36%**); 991 Registered for Philadelphia (995 last year)
- 2,433 Employer profiles (1,969 last year; **increase of 23%**);
- 452 Purchased Interview Tables (320 last year; **increase of 41%**): 405 Standard (274 last year; **increase of 48%**); 47 Premium (46 last year)
- 337–TPE–Philadelphia positions (269 last year; **increase of 20%**)

The following is a list of projects completed since March 2010:

Hardware

- Moved into 111 K Street in July, with minimal downtime. Supervised and directed the installation and configuration of network servers, updated firewall policies, updated Network Solutions record.
- Configured all staff workstations on the network at 111 K. Configured and installed new printers on the network.

Software

- Purchased, configured and installed Office Status software on the NASPA office network.
- Working with new AMS to migrate ACGI data to Avectra.

Applications

- Developed and deployed updated NASPA Members-only section with Leadership Portal directory. Portal contains NASPA's online leadership manual, and includes applications to allow Knowledge Communities, Regional Communities, Divisions, and Board members to upload, download, and manage documents.
- Launched upgraded e-mail / mailing list application for regional and Knowledge Community users. With enhanced HTML, WYSIWYG, and image management tools, users can now deliver high-quality HTML e-mails to their communities. They can also view e-mail reports and re-send saved e-mails.
- Launched new volunteer application on NASPA's Members-only site for NASPA volunteer administrators and users. Gives volunteer administrators the ability to post and edit volunteer opportunities and track and review applicants; Volunteer users can review opportunities and apply online.
- Upgraded/launched 2011 NASPA Excellence Awards Application

- Managed program submissions, reviewer assignment set-up and troubleshooting, and sent accept/reject e-mails for NASPA professional development events, including the Alcohol conference, Mental Health conference; Assessment & Retention Conference; NCCWSL 2011; and several Regional Conferences.
- Updated/launched TPE 2011 site with new product offerings. Updated TPE admin section with new reports/downloads for 2011.
- Made significant edits/upgrades to Conference 2011 Administrator; updated downloads; sent out reviewer e-mails (recruitment; assignments; reminders; thank you); accept, reject, and hold coordinating presenter e-mails in process.
- Launched Philadelphia 2011 Housing access form; 2011 Conference Volunteer administrator and user application; 2011 Conference/TPE roommate matching application.
- Developed and deployed dynamic Pre-Conference Workshop schedule on conference website.
- Upgraded NASPA’s search engine and search indexing.
- Managed integration of social media apps to the NASPA site.

Other IT

- Managed the migration of data from current customer management system, ACGI, to new CMS/AMS, Avectra.
- Electronic Communications: Since March 1, we have sent out more than 150 e-mails (requiring significant design/html work) to NASPA membership (includes *NASPA Update*; professional development workshop announcements, national and regional conference reminders, etc.).

## Social Media

Since July, infrastructure has been built around NASPA’s social media initiatives. Over the past six months, various social media initiatives have been undertaken, mostly centered around educational programs. The following is a list of the initiatives and metrics:

Twitter

NASPA has a branded account on Twitter ([www.twitter.com/naspatweets](http://www.twitter.com/naspatweets)). The following chart shows the growth of the NASPA Twitter account over the past year:

	6/18	10/26	2/15
<b>Followers</b>	1,074	1,752	2,486
<b>Tweets</b>	1,203	1,564	1,780
<b>Ranking</b>	94,745	93,002	83,941
<b>+followers/day average</b>	+6	+5	+8

## Facebook

NASPA has a few branded accounts on Facebook, including [www.facebook.com/naspaFB](http://www.facebook.com/naspaFB) and [www.facebook.com/nufpFB](http://www.facebook.com/nufpFB). The following chart shows the growth of the primary NASPA Facebook account over the past year:

	<b>6/18</b>	<b>10/26</b>	<b>2/15</b>
<b>Likes</b>	4,616	5,341	5,797
<b>Unsubscribe rate (hiding posts in feed)</b>	1.9%	2.0%	<i>Stats unavailable due to change in Facebook settings</i>
<b>Total page views</b>	21,391	31,606	
<b>Comments</b>	54	122	
<b>Wall Posts</b>	39	71	
<b>Video Plays</b>	248	334	
<b>Photo Views</b>	962	1343	

Demographics for Facebook are as follows:

	<b>Female</b>	<b>Male</b>
<b>18-24</b>	10%	6.4%
<b>25-34</b>	34%	17%
<b>35-44</b>	12%	7.7%
<b>45-54</b>	4.4%	2.2%
<b>55+</b>	1.9%	1.2%

## Video

NASPA has continued its use of video on its branded YouTube channel ([www.youtube.com/naspastuaff](http://www.youtube.com/naspastuaff)). The following is a list of videos and how many views they had received as of February 15:

Who are the 2010 Summer Interns?	483
Moving on up...NASPA visits its new space!	392
Why apply to be a NUFP Fellow	359
Moving on up...NASPA cleans its office!	275
1875 CT to 111 K: NASPA moves!	266
2010 NUFP SLI Graduation Speaker: Leezel Ramos	209
Why are you interested in student affairs?	193
Host the 2012 NUFP SLI!	186
NASPA Open House	153

## **Volunteer Access Initiative**

- Judy Albin, Pennsylvania State University, was appointed to serve as the National Volunteer Coordinator in March 2010. In this role, she has worked with Joseph DeSanto in the NASPA office to design and implement an expanded, online NASPA Volunteer Database.
- The design for this database was originally shared with all Regional Volunteer Coordinators in July 2010. They were asked to offer feedback for the database design. The updated database was then introduced to Regional Volunteer Coordinators in January 2011 and they were again asked to offer feedback. Feedback was incorporated into a final Volunteer Database, which launched in February 2011.
- The database allows various NASPA leaders to post volunteer opportunities for which members can then indicate their interest in volunteering (e.g. reviewing conference programs, serving in a KC role, etc.)
- The National Volunteer Coordinator is working with each Region's Volunteer Coordinator to begin using this database as a resource for involving NASPA members in meaningful opportunities with the association.
- The NASPA office will use the Volunteer Database for educational program calls for reviewers effective with the 2011 NASPA Assessment and Persistence Conference. It will also be employed for volunteer opportunities with the 2012 NASPA Annual Conference.

## **NASPA Foundation**

### Research Grants

- Five grants awarded totaling \$10,000 for the July 1, 2010 submission deadline
- Seven research grant applications submitted for the January 1, 2011 submission deadline

### Ruth Strang Research Award

- During the 2010 NASPA Annual Conference in Chicago, the Center for Women recognized Sally Click at the first Ruth Strang Award Winner.
- The winner of the 2011 Ruth Strang Award is Lea M. Jarnagin.

### Pillars of the Profession

The NASPA Foundation and the volunteers for each Pillar have been fundraising for the 2011 *Pillars of the Profession* class that was approved in September 2010:

- William Banis, Northwestern University
- Charlotte Gaylord Burgess, University of Redlands
- Michael J. Cuyjet, University of Louisville in Louisville, Kentucky
- Margaret A. Healy, University of North Dakota, Grand Forks
- Joan Kindle, Harper College
- Phyllis L. Mable, Council for Advancement of Standards in Higher Education
- James E. Moore, La Salle University

- Steven S. Neilson, Rollins College
- Penny Rue, University of California San Diego
- Robert H. Shaffer, Indiana University (Emeritus)
- Gail Short Hanson, American University
- Bette Simmons, County College of Morris
- Jim Thorius, Simpson College

#### Annual NASPA Foundation Silent Auction

The NASPA Foundation is preparing for the 2011 Silent Auction to take place under the direction of Kathleen Cramer at the NASPA Annual Conference in Philadelphia. This year's silent auction will be located in the atrium of the convention center next to registration. In addition to the silent auction, the Foundation will be raffling off an iPad.

## **Additional Goals for the Executive Director**

- 1. Support the President in the accomplishment of her goals related to improving learning results, advocating for the *Enough is Enough Campaign*, providing support and oversight for our international efforts, working with staff to continue to look for new effective strategies for program dissemination, and heeding recommendations from the report on the *Joint Task Force on the Future of Student Affairs*.**

#### Improving Learning Results

- Reached out to Peter Smith, vice president of academic strategies and development for Kaplan Higher Education to discuss creating learning environments for marginalized students by connecting the curriculum to life experiences of students.
  - Author of book on harnessing America's wasted talent in order to incorporate ideas about how colleges and universities need to succeed with students who would not pass the meritocracy test if we want to achieve president Obama's goal of the U.S. once again having the highest proportion of college graduates in the world. Smith's concepts of the new space for higher education will be helpful in future planning for NASPA's professional development programs and publications.
  - I was prompted to reach out because, as we're reminded in the final report of the *Joint Task Force on the Future of Student Affairs*, "the field of student affairs has had a key role in bringing to light the disparities in students' educational opportunities." I thought that Peter Smith would be an excellent resource for some of our future work.
  - At the invitation of Molly Corbett Broad, president of ACE, I had a meeting with Peter Smith and some of his staff to talk more extensively about his ideas about the promise of education. I think it was a nod to NASPA and student affairs to be invited to this meeting with Peter Smith and ACE staff.

### Enough is Enough

- Along with national volunteer coordinator Brandi Hephner LaBanc, then-Region VI Enough is Enough coordinator Steve Jacobson, and NASPA's marketing and communications director Kaaryn Sanon, presented a day-long pre-conference session at NCORE on violence and NASPA's *Enough is Enough Campaign*.
- I also made a speech at the University of the Pacific, at our president's invitation, on the *Enough is Enough Campaign*. The University of the Pacific is a model program for *EiE*.
- A presentation to HBCU police chiefs, security directors, and administrators was also given regarding the Enough is Enough campaign, and a poster session was presented at the Department of Education's national conference on mental health, AOD, and violence prevention.
- The first Enough is Enough community forum will take place prior to the 2011 NASPA annual conference, bringing together institutions of higher education and K12 and community partners from the Philadelphia area to develop a concrete plan of action for working together to address matters of violence particular to their given communities. *For more details on Enough is Enough efforts, please see the national volunteer coordinator's board report.*

### International Efforts

- I've had several conversations with Brett Perozzi, the current chair of international efforts, on the integration of all of NASPA's international efforts. Under Brett's leadership and with the heightened interest of the board on an international focus, I'm convinced that within the next two years, NASPA will be well positioned to establish its brand internationally.

### Program Dissemination

- As you can see from the report above, staff continues to create new ways to **disseminate professional development** to members. Topics for the free phone calls have expanded and member awareness of this benefit continues to increase.

## **2. Continue the activities related to the final negotiations to purchase the office condo and provide oversight to the actual move into the condo.**

- The work of final negotiations went smoothly and key staff executed all aspects of the move with immense professionalism. The hard work and negotiations for all business aspects of the condo, for all intents and purposes, were completed by April.
- The move-in plan was flawlessly executed from my viewpoint.

### **3. Continue efforts to further diversify funding sources by seeking grant and corporate sponsorship support for initiatives related to the work of our members such as student persistence and completion, productivity in student services, and strategies to provide campus wide holistic and seamless services for veterans.**

- We were awarded a grant by the Lumina Foundation, and we are working in collaboration with Dr. Stephen Porter, Iowa State University as the principal investigator.

I am particularly pleased that the small request of \$100,000 was approved by the Lumina Foundation. I had an excellent relationship with the program officer who I did not know until we began the proposal process. The proposal process was time-consuming and grueling for such a small grant, but the work we are doing is critical to setting a baseline for future work in tying expenditures on student services to the success of students. This phenomenon is being referred to as productivity and efficiencies in higher education. I see this first grant as the foundation upon which we can stand for future grants around the impact of student affairs on learning and successful completion.

As a nod to NASPA and student affairs, Stan Ikenberry, previous president of the University of Illinois and past president of ACE, and now co-principal investigator for NILOA along with George Kuh, requested an interview with me and other critical leaders in higher education to talk about assessment and student learning. He came to the NASPA office for the interview and I invited Stephanie Gordon, Director of Educational Programs, to join in the interview. One of the questions Ikenberry asked was where did we see student affairs three years from now. My response was that realistically and ideally student affairs would possess data to answer the questions that will surely be posed about productivity and efficiencies in our work. In translation, student affairs will have to demonstrate with quantitative and qualitative data the return on investment. In other words the value of expenditures will have to be demonstrated unequivocally by the impact on students successfully completing their education with quality degrees.

- Partnering with the West Virginia Higher Education Policy Commission (HEPC) and the West Virginia Community and Technical College System on the *Degree Now* Lumina grant.

You may recall that I inquired of Lumina about whether or not NASPA could apply for a grant to improve the completion rates of adults returning to college. After being informed by Lumina program officers that NASPA was not eligible to apply, but we could become part of a college or university grant, my Avatar and I sent out a call to NASPA members to see who was focusing on adult learners, and we encouraged them to apply and offered NASPA's assistance. As a result, we discovered that adult learners were a target population for the West Virginia HEPC and the Community and Technical College System. My avatar knew the leaders in the WVA system and made the trip to talk about their proposal to the Lumina Foundation and how NASPA could strengthen their proposal. After a few follow-up conference calls, NASPA was invited to be a partner in the proposal. The goal of NASPA's part of the proposal is to design and deliver a training



infrastructure to help student affairs professionals increase their ability to assist adult learners to enter, remain enrolled in, and graduate from college. I will partner with Dr. Maggie Culp as the co-facilitator of the training sessions. Because the grant is approximately \$50,000 a year, my work will be NASPA's contribution to the project. Though the actual money for the grant is small and will go mainly to the outside consultant and logistics, participating in this significant project is a tremendous opportunity for NASPA in innumerable ways. For example, with my service as a trainer, NASPA's visibility will increase, and the participants who will receive the training the participants will become NASPA members, and will be referred to other NASPA programs that can contribute to their training as well. The orientation and training for eight participants will occur at the conference in Philadelphia. The indirect benefits of participating in this grant are incalculable and will be the foundation for future grants in the area of adult learning.

#### **4. Continue to support the Consolidation Steering Team in its due diligence and communication efforts.**

- The Executive Committee calls, CST conference calls, and calls and e-mails with attorneys and individual members have consumed a large part of my time as well as associate executive director, Kevin Kruger's and director of communications and marketing, Kaaryn Sanon's. The learning experience and the opportunity to participate in this historical moment for student affairs is something we will always value highly.
- As a footnote, I want to acknowledge the incredible amount of time and energy our NASPA president and members of the Board of Directors have spent in these efforts as well.

#### **5. Place more emphases on NASPA's communication and marketing strategies to increase our competitive positioning among both not-for-profit and for-profit entities that provide professional development and other resources for student affairs professionals.**

What I do day-to-day in my role is one way that NASPA is increasing its competitive positioning in the market. Whenever I collaborate, meet with, and speak with people beyond the NASPA office, I have an opportunity to bring the NASPA and student affairs message to a new market. Other staff members also are increasingly moving out to take the message, representing NASPA and marketing the fact that NASPA is an outstanding resource for professional development.

Here is a sample of my marketing NASPA's product by collaborating with other organizations and being visible among our own members.

##### Speaking

- **AAC&U Annual Meeting**-AAC&U invited me to speak to representatives of the 28 schools in their *Roadmap Project* as a pre-conference to the annual meeting; I also had a

featured presentation at the meeting on my work with the WHES working group on persistence and completion.

- **ASCA** opening keynote speech and coordinating presenter for day-long pre-conference on veterans for SSAOs
- **University of Arizona's Veterans' Summit** opening keynote speaker
- **CHEMA & SAHEC** presentations on trends in student affairs
- **Assessment & Retention Conference** opening remarks-Heeding the final report of the *Joint Task Force on the Future of Student Affairs* that says little has been done to determine the impact of professional development on the effectiveness of student affairs practice, I pledged that NASPA would provide support throughout the year following the conference to all participants who responded positively to our call. I wanted us to begin to follow our product (professional development) in order to begin to assess its impact on what participants do when they return to campus.
- **AAUW & NCCWSL** remarks at conference
- **NCORE** presentation with Kaaryn Sanon
- **HACU and DREAM Act** Steering Committee and spokesperson for student affairs at Summit in Washington, DC
- **Other Speaking**-Regional conferences, NUFJ Summer Leadership Institute, New SSAO Institute, Aspiring SSAO Institute, Mental Health and Alcohol Conference, John Blackburn Memorial Service as the voice of student affairs, NASPA/ACPA Leadership Educators Institute

### Collaboration

- **AAC&U Community College Roadmap Advisory Board** member
- **WHES Working Group on Persistence and Completion**- As chair of the Washington Higher Education Secretariat Working Group, I had the pleasure of presenting my group's recommendations to Martha Kanter, Undersecretary, U.S. Department of Education, Dane Linn, Director, Education Division Center for Best Practices of the National Governors Association, Mark Milliron, Deputy Director, Postsecondary Improvement, U.S. Program, Bill and Melinda Gates Foundation, and Gene Wilhoit, Executive Director, Council of Chief State School Officers responded to the reports along with comments from our colleagues on the Secretariat.
- **ACE Veterans' Success JAM**-Served as a virtual host
- **CCELE & UMUC**-with the tremendous help of John Laws, the Community College Advisory Board and NASPA staff, I gave the launch of the Community College Executive Leadership Experience at the Philadelphia conference my best shot in marketing, personal contacts, forging an agreement with the University of Maryland University College, and sometimes negotiating turbulent waters among the members of the community college leadership. My conclusion is that the time is not right for this promising program.
- **Volunteer Boards**-Berkeley College, IHEP (Institute for Higher Education Policy), and Heads Up

## Writing

- ***Exceptional Student Affairs Leadership*** book co-edited with Shannon Ellis-I think Shannon and I take the record in having the shortest time-line in NASPA's publishing history to bring a book to press. We began our discussions in July and the book will be ready for the March conference. We solicited work from numerous incredibly busy exceptional leaders and think that the book will be well received.
- **Chapter in book on Millennials**-the book is edited by Fred Bonner, Professor at Texas A & M University.
- **JSARP article accepted** for fall 2011 issue
- **Co-author with Stephanie Gordon** of chapter in fifth edition of Student Services Handbook.
- **Other Writing** for *NASPA Forum* and *Leadership Exchange* and comments on books others have written; speaking for graduate classes

## Conclusion

If you are overwhelmed by the length of this report, know that it represents much of what has been accomplished by the NASPA staff, you, and the many other volunteers who are the lifeblood of NASPA. As you read this report, you may have been struck by the statistics, for example, that show a 99% increase in the number of participants in the Assessment & Retention Conference; the 111% increase in participants for the Institute for New SSAOs; the 114% increase in the number of participants in the Student Affairs Development Conference; the 58% increase in the number of applicants for the Institute for Aspiring SSAOs; the 46% increase in jobs for The Placement Exchange; the 30% increase in publications revenue over last year; the 85% increase in fall NUFP Fellows applications; the increase in overall membership, corporate partners, and applications for the Hardee Dissertation-of-the-Year Award; and an all-time high for the number of nominations for all awards.

While we have no empirical evidence as to why there has been such an increase in participation in professional development programs, logic will lead us to think that our increased efforts in marketing such as earlier announcements of programs, personal letters, revised content based on previous evaluations, and making professional development available in multiple formats—on site, online, and free all-member conference calls and SSAO conference calls—contributed to NASPA's continued success in these areas. We always have strong volunteers serving as presenters and our members know to expect high-quality programs. I think that the increases in all the other examples I've shared are fruits of the quality NASPA is known for throughout the profession. Whatever we're doing, the formula is working, I'm happy to report.

Collaborations and partnerships continue to be strong suits for NASPA and you will see that we're working with groups as varied as AAUW, the CHEMA organizations for the Women's Leadership Institute, and a number of partners and cooperating sponsors for our Mental Health and Alcohol & Other Drug Abuse Prevention & Intervention conferences and our online programs. It is particularly gratifying to see how the Knowledge Communities are working with

the NASPA staff to cosponsor online programs. The KCs help us tap into the skills of our members in a way that keeps the KCs engaged and visible.

Speaking of Knowledge Communities, there are now 25 KCs and lest one might think that they are just proliferating without quality control, the activity and engagement of the KCs and the national volunteer and staff leadership exceeds any that has come before in the history of Networks and Knowledge Communities. One example of this commitment is the 10<sup>th</sup> anniversary KC publication that will be available to all participants at the 2011 conference. It has been a long time coming, but I can say that the KCs, as a group, are a model for member engagement.

Finally, I want to draw attention to the conference theme, our president, and the outstanding work of the conference committee chair. The theme—*Educating for Lives of Purpose*—has been inspiring and the work of the committee has been equally inspired. This conference will be the perfect culmination for a fantastic year for NASPA.