



NASPA Foundation  
Cherry Callahan, Chair  
Report for the 2012 Summer Board of Directors Meeting  
June 26, 2012

**Discussion Items**

1. *NASPA Foundation board Strategic Plan approved by Foundation Board in March 2012 (see representative report below)*

**Action Items**

*None*

**NASPA GOALS & GUIDING PRINCIPLES**

1. Build the capacity to create knowledge and use data to provide evidence that will support excellence in practice.  
*The Foundation board continues its biannual call for the funding of research proposals due July 15, 2012. These will be reviewed and selections made at the Foundation Board meeting in September.*
2. Lead advocacy efforts that shape the changing landscape of higher education.
3. Launch an initiative to collaborate with student affairs worldwide.
4. Strengthen NASPA by making it a more responsive, vital and sustainable organization.
  - a. *The Foundation Board is working to identify new avenues/strategies for fundraising and will launch a “branding campaign” that will bring more visibility to the work of the Foundation and how it benefits NASPA in this coming year. This will be discussed and finalized at the September Foundation Board meeting.*
  - b. *The Executive Committee is working this summer to finalize a policies and procedures manual for the Foundation Board.*
  - c. *A formal Foundation Board orientation will also be implemented before the end of the summer.*

***Integrity*** – Committed to high moral principles exhibiting authentic, honest, just and ethical behavior.

***Innovation*** – Continuously seeking improvement through new and creative approaches.

***Inclusion*** – Seeking ways to ensure access, voice, acknowledgement, opportunity, and participation at all levels.

***Inquiry*** – Supporting research and scholarship to add to the knowledge base of the profession and ensure that data informs practice.

## NASPA FOUNDATION REPORT



Strategic Plan  
2012-2017  
FINAL  
March 5, 2012

### **Introduction**

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The NASPA Foundation's strategic plan for 2012-2017 was developed through a comprehensive, intentional, and inclusive planning effort of which the capstone event was an intensive 1.5-day retreat for members of the Foundation's Board of Directors in Dallas, TX. Keeling & Associates, LLC (K&A), the Foundation's consultants, facilitated discussion at the retreat, and prepared a first draft of the plan based on agreements reached and decisions made during the retreat.

The emerging plan, which is built upon the goals, objectives, and overarching principles developed by the Board, will guide the Foundation's work in support of and collaboration with NASPA: Student Affairs Administrators in Higher Education. It will provide context, structure, and rationale for its continuing efforts to promote quality in scholarship and practice, ensure organizational sustainability, and increase success in fund-raising.

### **Context**

The development of the Foundation's strategic plan for 2012-2017 occurs in the context of several key events and opportunities:

- The completion, in fall 2011, of NASPA's own new five-year strategic plan.
- The forthcoming (March 15, 2011) transition in both NASPA's executive leadership and its organizational model.
- The need to clearly define a strategic, goal-oriented relationship between NASPA and the NASPA Foundation.
- The opportunity to revisit and update Foundation's mission, direction, and priorities.
- The need to develop a clear agenda and priorities for both fundraising and the expenditure of Foundation dollars.

## **Method and Timeline**

*Below is a summary of the strategic planning activities:*

- Preliminary Data Collection: In early November 2011, K&A (1) reviewed materials, resources, and data to identify potential issues, concerns, opportunities, and challenges pertinent to the strategic planning process; (2) conducted preliminary telephone interviews with eight selected officers and members of the Board; and (3) developed tentative planning themes based on those reviews and interviews.
  
- Survey of Board Members: In December 2011, K&A developed a brief online survey of members of the Board to identify and begin to prioritize planning questions and issues. After the Chair of the Foundation Board approved its content, the survey was implemented in early January 2012, and received 13 responses.
  
- Strategic Planning Retreat: On January 29-30, 2012 K&A facilitated a 1.5-day strategic planning retreat at the DFW Grand Hyatt Hotel in Dallas, TX attended by 19 of the 21 members of the Foundation's Board. The retreat encompassed a number of pertinent and necessary planning activities, including: (1) a review of strategic planning methods and frameworks; (2) a report on findings from the telephone interviews and survey; and (3) small group work and large group discussions in which participants refined the Foundation's mission statement and developed draft goals and objectives.
  
- Strategic Plan: Working with the Executive Committee of the Board, K&A prepared and revised first and final drafts of the strategic plan. This final draft of the plan is ready for the Board's review and approval at its next regular meeting on March 10, 2012.
  
- Implementation Plan: After the finalization of the strategic plan, K&A will advise a designated group of Foundation Board members and NASPA staff as they develop an implementation framework for the plan, including timelines and assessment measures.

## **Preamble**

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The NASPA Foundation advances NASPA and the student affairs profession by raising funds that are used to celebrate achievement, support meaningful research and emergent practices, and honor the legacy of NASPA and of Student Affairs leaders, scholars, and practitioners. By both supporting young scholars and recognizing the importance and impact of the work of distinguished Student Affairs practitioners, the Foundation connects the past and present to the future and infuses a spirit of gratitude and giving among NASPA's membership.

## **Mission Statement**

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The mission of the NASPA Foundation is to raise funds to advance NASPA's mission and legacy.

## Goals and Objectives

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### ***Goal 1: Increase substantially the Foundation's capacity to be a dynamic and sustainable organization.***

#### Goal 1 Objectives:

- 1.1 Strengthen support for the Foundation in the NASPA central office, including the appointment of a development officer.
- 1.2 Review and evaluate all Board operations (internal and external) and make appropriate modifications.
- 1.3 Develop, implement, and provide sufficient resources to support a systematic Board orientation process for new members.
- 1.4 Increase diversity on the Board (institutional, ethnic and cultural, professional roles, etc.).
- 1.5 Align the Foundation with NASPA's mission and goals.
- 1.6 Foster and sustain commitment and loyalty to NASPA, and support its members through effective mentorship.

### ***Goal 2: Heighten the visibility and strengthen the brand of the Foundation.***

#### Goal 2 Objectives:

- 2.1 Closely link existing, successful programs with Foundation identity (i.e. Pillars, capstone program, research grants).
- 2.2 Align the Foundation's programs and activities with its identity and relationship with NASPA.
- 2.3 Develop an integrated marketing plan, including necessary supporting and communications materials, to target both internal and external groups.
- 2.4 Develop a brand, logo, and symbol for the Foundation that will be professional, compelling, and instantly recognizable.
- 2.5 Exploit the current window of opportunity created by change in NASPA to propel the Foundation and accelerate its progress.
- 2.6 Establish a series of programs linked to NASPA's regions.
- 2.7 Plan silent phase of the Foundation's next major capital campaign.
- 2.8 Explore creative ways to disseminate the results of studies that the Foundation supports, thereby promoting the Foundation.
- 2.9 Improve recognition of the Foundation among actual and potential donors.

### ***Goal 3: Increase substantially the Foundation's fund-raising and donor base.***

#### Goal 3 Objectives:

- 3.1 Conduct a donor analysis, including individuals, corporations, and foundations.
- 3.2 Develop case statements supporting the Foundation's major fund-raising priorities and targets.
- 3.3 Develop a culture of giving within the NASPA membership at both national and regional levels.
- 3.4 Set and communicate clear expectations of Foundation Board members to give and raise donations.
- 3.5 Increase the number and variety of planned giving opportunities.
- 3.6 Develop a targeted and segmented annual giving campaign.
- 3.7 Develop plans for a major capital campaign with an aspirational dollar goal.
- 3.8 Increase the fund-raising capacity (knowledge, expertise, and skills) of Board members.

**Goal 4: *Fund meaningful scholarship and emergent practices.***

Goal 4 Objectives:

- 4.1 Create a focused research agenda that remains consistent over three to five years.
- 4.2 Partner with other organizations and institutions to leverage our resources and expand our impact.
- 4.3 Ensure an appropriate and effective peer review process for grant proposals.
- 4.4 Explore creative ways to disseminate sponsored studies, promoting the NASPA Foundation.
- 4.5 Design and implement a system to ensure the accountability of grant recipients and the assessment of all Foundation-funded projects.