

Advancing Leadership, Shaping Change

NASPA RIII Strategic Plan

Updated Strategic Plan November 1st, 2012

2012-2014

Strategic Planning Tool

**Advancing Leadership, Shaping Change
NASPA Strategic Plan 2011-2014**

Prepared for NASPA Region III

Preamble

NASPA is the leading association for the advancement, health, and sustainability of the student affairs profession. We serve a full range of professionals who provide programs, experiences, and services that cultivate student learning and success in concert with the mission of our colleges and universities. Founded in 1919, NASPA comprises more than 12,000 members in all 50 states, 29 countries, and 8 U.S. Territories.

Through high-quality professional development, strong policy advocacy, and substantive research to inform practice, NASPA meets the diverse needs and invest in realizing the potential of all its members.

Mission

To be the principal source for leadership, scholarship, professional development, and advocacy for student affairs.

Vision

NASPA is the leading voice for the student affairs profession worldwide.

Guiding Principles

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.

Strategic Planning Tool Instructions

The Strategic Planning Template is designed to help you identify ways in which your committee can strive to support the goals outlined in the NASPA Strategic Plan, Advancing Leadership, Shaping Change. The Strategic Plan consists of four goals that work towards the indicated objectives.

Using the template below, please indicate your approach to supporting the NASPA Strategic Plan over the next two years. If applicable, please provide at least one measurable strategy per objective.

Strategies: What do you want to do or implement to achieve the indicated objective?

Tactics: What specific steps/actions will you put in place to go about accomplishing your strategy?

Responsible Party/Partnerships: Who on your committee, KC, or State/Counry Director is responsible for the direct oversight of this strategy? Who do you need to partner with to operationalize this objective?

Current Status of the Strategy: Where are you currently, as it relates to the progress in this particular area?

Please provide an answer from one of the following options:

New

Ongoing

Not Started

Complete

Target Date for Completion: When do you plan to complete the strategy associated with the objective?

Please provide an answer by choosing a semester and year from one of the following options:

Fall 2012

Spring/Summer/Fall 2013

Spring/Summer/Fall 2014

How will you measure if the strategy has been met? What does 'success' look like? Please provide information regarding how you plan to indicate that the strategy has effectively been achieved in a way that supports the indicated objective and goal. This may include quantitative or qualitative data. Describe what success will look like once the strategy has been met.

Please direct any questions about the Strategic Planning tool to mshivers@utk.edu.

Goal 1: Build the capacity to create knowledge and use data to provide evidence that will support excellence in practice.

Objective 1.1: Be the primary source of data on the experience of college and university students.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
1 st Sustainability Pre-Conference	Coordinate with all national KC representatives to promote, recruit, and select relevant programming for sustainability initiatives	Region III KC Representative	In-Progress CHALLENGE: Originally planned for Spr '13, but had to postpone to Spr '14	Spring 2014	Established Pre-Conference for NASPA Annual Conference			
This newly formed Adult Learners and Students with Children KC will begin by recruiting members for the KC in August and September 2012	An article was submitted and published in the national KC newsletter. An email will be generated to the Region III members. A sign-up sheet will be made available during the NASPA Region III conference in November 2012.	Adult Learners and Students with Children KC Representative - Thomas Moorman	In Progress	May 2012	The number of NASPA Region III members			

Objective 1.2: Demonstrate the impact of student affairs on student learning, persistence, and success through scholarship, assessment, evaluation, and research.

Strategies	Tactics	Responsible Party/Partnerships	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Recruit a Research Division representative to the NASPA-FL Board for 2012 – 2014.	Provide monthly up-to-date information concerning national, regional, and state	Research Division representative and Xue Qin Wang	Completed	October 2012	NASPA-FL has recruited Willys G.			

	updates through various means of email and social networking.				Michel from the University of Central Florida for this Research Division position.			
Objective 1.3: Tighten and align the connections among theory, research, and practice.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
1 st Sustainability Pre-Conference	Coordinate with all national KC representatives to promote, recruit, and select relevant programming for sustainability initiatives	Region III KC Representative	In-Progress CHALLENGE: Originally planned for Spr '13, but had to postpone to Spr '14	Spring 2014	Established Pre-Conference for NASPA Annual Conference; Diversity of re-conference sessions involving theory, research, and current practices of sustainable initiatives			
Increasing awareness and usage of new professional	Presentations at scholarly and	Pam Havice	Proposals to two	June 2014	Successfully		In progress	None

<p>competencies among professionals, faculty and graduate students.</p>	<p>professional meetings. Email KCs and encourage adding competencies to professional development programs and offerings. Discuss in faculty forums usage of competencies within curriculum development for graduate prep programs.</p>		<p>conferences have been developed and submitted. Developing email messages to KCs. Planning opportunities to discuss with faculty.</p>		<p>presented new professional competencies at a minimum of two scholarly meetings in Region III by June 2014. Samples of KC programs with new professional competencies integrated. Examples of usage of professional competencies within graduate prep programs.</p>		<p>In progress In progress</p>	<p>Need time None</p>
<p>Enhance the NASPA-FL Case Study Competition at the annual state drive-in</p>	<p>Survey the graduate students who participated in the case study competition</p>	<p>Rosa Citron, NASPA-FL Case Study Coordinator</p>	<p>Ongoing</p>	<p>October 2013</p>	<p>Assess the graduate students who</p>			

conference.	to create specific outcomes for the 2013 Case Study Competition				participated in the case study competition. This year's case study competition is complete and the survey will be sent out by October 31, 2012			
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Objective 1.4: Enhance skills and provide tools to conduct student affairs program reviews in support of best practice and institutional effectiveness.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
1 st Sustainability Pre-Conference	Coordinate with all national KC representatives to promote, recruit, and select relevant programming for sustainability initiatives	Region III KC Representative	In-Progress CHALLENGE: Originally planned for Spr '13, but had to postpone to Spr '14	Spring 2014	Established Pre-Conference for NASPA Annual Conference; Diversity of re-conference sessions involving theory, research, and current practices of sustainable initiatives			

Goal 2: Lead advocacy efforts that shape the changing landscape of higher education.								
Objective 2.1: Assert NASPA's leadership role in critical issues of public policy regarding higher education.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
This newly formed Adult Learners and Students with Children KC will begin by recruiting members for the KC in August and September 2012	An article was submitted and published in the national KC newsletter. An email will be generated to the Region III members. A sign-up sheet will be made available during the NASPA Region III conference in November 2012.	Adult Learners and Students with Children KC Representative - Thomas Moorman	In Progress	May 2012	The number of NASPA Region III members			
Objective 2.2: Define, adopt, and communicate a public stance in critical policy issues in higher education.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges

Objective 2.3: Build capacity among membership in order to effectively influence public policy.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Establish at least one Sustainability representative from each state (United States of A. only)	Recruit membership during Mid-Year, Regional, and Annual conferences	Region III Representative	In-Progress	Fall 2013	Each state within Region III will have at least 1 representative (United States of A. only)			
Increase state membership to reflect diversity of state memberships and institutions	Actively engage Senior Student Affairs Administrators and Student Affairs Faculty	NASPA TX Board	Beginning/In Progress	January 2012	Texas state membership will increase by 15%			

Re-establish NASPA TX state presence	-Resurrect state logo -Hold regular board meetings -Communicate with membership	-NASPA TX Board NASPA TX Director- C.J. Woods -NASPA TX Board	In Progress Ongoing In Progress	Ongoing	-NASPA –TX brand will be recognized in the state by NASPA members -Board will accomplish goals and tasks due to regular meetings -Membership recruitment and retention will increase due to engagement and communication			
Plan and execute 1 membership drive campaign in Kentucky	Offer a discount to a NASAP Conference or Membership for a person drawn at random who recruits another NASPA member.				If membership has increased by 5 members.	KY State Board	Not exploring at this time – not a priority of the board	n/a
Objective 2.4: Track state and regional issues that might significantly affect students, practitioners, and/or campuses.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges

Establish at least one Sustainability representative from each state (United States of A. only)	Recruit membership during Mid-Year, Regional, and Annual conferences	Region III Representative	In-Progress	Fall 2013	Each state within Region III will have at least 1 representative (United States of A. only)			
Study state membership with regard to institutional classification	Understand the unique classifications and challenges of NASPA TX member institutions	NASPA TX Board	Beginning/In Progress	December 1, 2012	NASPA TX Board goals and membership recruitment strategy will reflect diversity of Texas institutions			
Establish a state Board.	(1) Establish initial Board positions and descriptions. (2) Solicit and identify members for Board positions. (3) Meet with Board and convene business.	Georgia State Director	(1) and (2) In progress (3) Not started	(1) September, 2012 (2) Sept.-Oct., 2012 (3) November, 2012	(1) Board positions and descriptions established. (2) Board members identified. (3) Board meeting accomplished either face-to-face or using technology.			

Recruit a Public Policy Division Representative to the NASPA-FL Board for 2012 – 2014		Anthony DeSantis, NASPA-FL State Director	Not Started	October 2012	This position has not been filled by October 2012. NASPA-FL has extended the target date of completion to December 2012.			
Implement and orient a state board.	Send email recruiting and put in calls to appoint.				If there is an active 5 person board.	State Director	Implemented as of August 1, 2012	None
Draft at least 4 Kentucky newsletters for NASPA members.	Pull information from institutions and draft an electronic report				If 4 newsletters have been emailed.	State Director	In Progress – have drafted two	None
Objective: (IF NEEDED)								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Goal 3: Launch an initiative to collaborate with student affairs worldwide.								
Objective 3.1: Conduct a needs assessment to guide and prioritize NASPA’s international efforts.								

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Objective 3.2 Clarify NASPA's niche in international student affairs.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Objective 3.3: Provide context-appropriate professional development activities to improve knowledge and skills of student affairs professionals both domestic and abroad.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
The Co-Representatives see the opportunity throughout the year to highlight women working in student affairs in international settings.	Highlight women's profiles in e-newsletters, social media posts, and other forms of communication.	WISA Co-Representatives, partnering with various Region III reps and the national KC	New	June, 2014	This strategy could be easily assessed by counting the number of posts, spotlight pieces, etc. If the Region were to send an "end of year" assessment of learning we would like to request a question or two be included on this initiative.	Cara or Dena	In Progress	Access to newsletters, social media, etc.

A conference session at the Summer Symposium.	Propose a conference session for the Summer Symposium to highlight the experiences of women working in international locations in student affairs.	WISA Co-Representatives partnering with Region III reps.	New	June, 2013, June, 2014	This strategy most obviously would be assessed by the proposal and acceptance of a program; however an assessment at the conclusion of a session would provide the most learning.	Cara or Dena	In Progress	We will be ready to propose when the announcement is released
1 st Sustainability Pre-Conference	Coordinate with all national KC representatives to promote, recruit, and select relevant programming for sustainability initiatives	Region III KC Representative	In-Progress CHALLENGE: Originally planned for Spr '13, but had to postpone to Spr '14	Spring 2014	Established Pre-Conference for NASPA Annual Conference; Diversity of re-conference sessions involving theory, research, and current practices of sustainable initiatives			
This newly formed Adult Learners and Students with Children KC will begin by recruiting members for the KC in August and September 2012	An article was submitted and published in the national KC newsletter. An email will be generated to the Region III members. A sign-up sheet will be made available during the NASPA Region III conference in November 2012.	Adult Learners and Students with Children KC Representative - Thomas Moorman	In Progress	May 2012	The number of NASPA Region III members			

Establish a NASPA TX state Board	-Recruit NASPA professionals to serve on the state board -Identify and create board positions to assist with recruitment and retention of members	Texas State Director – C.J. Woods	Ongoing/In Progress Achieved	January 2013 August 2012	-Board members will be selected and in place to serve a two year term -Board positions will be filled and focus on membership will be heightened			
Host or co-host at least 2 professional development opportunities for the State of Kentucky	<ul style="list-style-type: none"> Partner with CPAK to host a VPSA break at CPAK Provide one general drive in opportunity perhaps based around the 10 Core Competencies or another current issue. Coordinate some site visits between Kentucky and perhaps Tennessee. Offer some sort of mentorship program within the state. 				If it is completed	KY State Board	<ul style="list-style-type: none"> In progress, will occur in 2 weeks Will occur Feb. 2, 2013 None – not a priority of the board at this time In progress 	<ul style="list-style-type: none"> None We've identified a host location and keynote, and 1 session speaker, working on a panel and registration details. On-line registration needs to be worked out. None Exploring the best initiation point for this event
Objective: (IF NEEDED)								

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges

Goal 4: Strengthen NASPA by making it a more responsive, vital, and sustainable organization.

Objective 4.1: Diversify and strengthen the sources of NASPA's revenue.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Provide sponsorship opportunities for the 2013 NASPA-FL Drive-in Conference & Undergraduate Symposium	Create a comprehensive marketing campaign and sponsorship package	NASPA-FL Conference committee	Ongoing	October 2013	# of sponsorships received			

Objective 4.2: Increase collaboration and partnerships with higher education and other organizations.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Co-Representatives will implement National NASPA programs at regional meetings and conferences.	The Co-Representatives have proposed implementing "Meal with a Mentor" and "Panel of Listeners" to the SACS conference coordinators.	Co-Representatives partnering with the SACS conference committee.	New/Ongoing	November, 2012	Implementation of the initiatives will measure if the strategy was achieved.	Cara or Dena	In Progress	The SACS conference was at the end of the "planning" phase and therefore

								our attempt to implement our idea was not fully supported. We will attempt to implement something similar for 2013.
Co-Representatives will propose a program for SACSA to highlight women's leadership and career paths in the Region.	The Co-Representatives will submit a proposal for the SACSA 2014 conference to highlight women across the region with diverse leadership styles and career paths.	Co-Representatives and individuals across the region to be co-presenters.	New	November, 2013	Acceptance and presentation of the program will indicate the strategy was achieved. Additional program evaluation/satisfaction will also add insight into learning gained from the program.	Cara or Dena	Achieved!	n/a
Effectively partner with SACSA to offer quality sessions at the SACSA Conference for NASPA	Work with the SACSA Program Chair to name sessions and monitor them appropriately.	Denny Bubrig	Completed for Nov. 2012	November 2012 November 2013 November 2014	The NASPA Session block being "full" Needs for both organizations being met Evaluations of the sessions			
Create opportunities to network and collaborate with other state organizations	-Attend state conferences as a sponsor -Partner with TACUSPA and ACPA TX on professional development opportunities within the state	NASPA TX Board	Achieved Ongoing	October 2012	-NASPA TX Board attended TACUSPA conference as a sponsor and promoted NASPA -Enhanced opportunities for NASPA TX members to gain professional development within state due to communication and collaborations			
Work with newly established Board to provide state-	(1) Host a state-wide drive-in conference in Fall, 2013 (2) Partner with GCPA to	State Director and Board	Not started	Fall, 2013	(1) Conference completed (2) Number of additional professional development opportunities offered and			

wide professional development opportunities.	facilitate conference or offer additional professional development opportunities.				number of attendees; assessment by members of relevance, etc.			
Increase Georgia state membership by 10% each year to obtain 360 members by 2014	(1) Send Welcome/New Member letters (2) Send Renewing Member letters (3) Communicate with Vice Presidents at all member institutions to promote individual NASPA membership among staff	State Director	Ongoing (2)Completed for October (3)In progress	Ongoing	(1) Number of letters sent; number of new or renewing members who increase involvement in Region III and/or GA activities			
Collaborate with the Florida College System and other possible state associations	Invite groups/organizations to host their semester meetings at the NASPA-FL Drive-in Conference	NASPA-FL Board Members	Ongoing	October 2012	NASPA-FL membership has increased from 18 to 25 Florida College System members since March 2012. NASPA-FL also has 3 Florida College System members on the NASPA-FL board. NASPA-FL attended the Florida College System CSAO's and Dean's meeting in October of 2012.			
Co-host an event with CPAK – Kentucky's ACPA Organization	Do this in conjunction to an already established CPAK event				If an event has been completed.	State Director	In Progress – will host a breakfast event for future professionals in student affairs mid-November. Also presenting a 90 minute session about professional involvement mid-	None

							November.	
Hold API Meet-Ups	Seek individuals around the individual who are interested in hosting meet-ups, utilize funding from APIKC to sponsor food, provide structure for meet-ups, and publicize meet-ups via distribution e-mails.	Selby Lo	Ongoing	Spring 2013	If API Meet-Ups take place	Not started	In Progress	Not sure how to move forward with holding meet-ups. Will investigate with others on how to hold a successful one considering the region is so large and the APIKC is limited in number. May not be feasible to host

Objective 4.3: Review and redefine the roles and responsibilities of the NASPA President, Executive Director, Regional Vice Presidents, and Board structure and composition.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges

Objective 4.4: Increase opportunities for innovation through technology.

Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Enhance Region III Sustainability	Coordinate with Sustainability National KC to update events,	Region III Representative	In-Progress	Spring 2013	Region III Sustainability Knowledge Community's			

Knowledge Community's web presence	activities, best practices, and scholarship				website will be updated each Fall, Spring, and Summer (Beginning Spring 2013)			
Utilize social media to connect with NASPA TX member	Create a web presence Create a Twitter Account Explore the use of Facebook	NASPA TX Board	Ongoing/In Progress	October 2012	-Web page is in progress -Twitter account created -Facebook page established			
Establish regular communication with members.	(1) Update and expand information on Georgia website; (2) survey Georgia members to assess needs related to professional development and involvement; (3) establish a NASPA-GA Facebook site and use to provide updated information	Georgia State Director	New (1) "Welcome" and update on website (2)Not started (3)Not started	(1) August, 2012 (2) September, 2012 (3) October, 2012	Update and use of website Completion of survey and tally of member responses Launch of Facebook site and recording of number of likes and updates from Board and members			
Implement a free state-wide job positing board on the NASPA-FL website.	Market and effectively communicate this service to the NASPA-FL members	Xue Qin Wang	Completed	October 2012	Website was launched in early August of 2012. http://www.naspafl.org/jobs			

Objective 4.5: Strengthen NASPA's contributions to student affairs graduate preparation programs.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Encouraging faculty and graduate student participation in NASPA activities.	Distribute email messages to faculty and graduate prep programs regarding new professional competencies as well as appropriate professional development opportunities.	Pam Havice	<ul style="list-style-type: none"> In planning stages for sending information. Have begun to implement new professional competencies in own graduate prep program to use as an example. 	1 st set of messages out by September 2012; Final set of messages out by June 2014.	<ul style="list-style-type: none"> Evidence of faculty and graduate student participation in NASPA professional development activities. Examples of professional competencies being used within graduate prep programs. 		<ul style="list-style-type: none"> In progress In progress 	<ul style="list-style-type: none"> Need time Need time
Enhance the programs provided at the 2 nd Annual NASPA-FL Undergraduate Symposium	Create learning outcomes for each program presented	Jake Shilts	Ongoing	November 2012	Compare results from the 2011 NASPA-FL Undergraduate Conference satisfaction survey			
Objective 4.6: Ensure the participation and inclusion of NASPA's members in leadership and governance.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has been achieved?	Point Person	Progress Status	Challenges
Assure that the NASPA-FL board has representation throughout the state		NASPA-FL Board Members	Completed	October 2012	NASPA-FL has over 16 universities represented on the 2012 – 2014 board			
Objective 4.7: Examine resources and staffing to ensure alignment with strategic planning goals.								
Strategies	Tactics	Responsible Party	Current status of the strategy	Target date for completion	How will you measure if the strategy has	Point Person	Progress Status	Challenges

					been achieved?			
Restructure the NASPA-FL board to ensure alignment with NASPA's strategic goals		Anthony DeSantis, State Director	Completed	October 2012	NASPA-FL added the following positions: NUFP Chair, Community College Division, Research Division, Small Colleges/Universities Division, and Public Policy Division to board. KC Chairs now match those provided by NASPA.			