



Strategic Plan

Update on the top priorities for each goal
July 2010

Goal 1 – Professional Development - Through the development of a comprehensive educational strategy, NACA will be the preeminent learning source for its members.

Actions taken:

Educational Programs

- a) **Education Advisory Group** - The NACA Education Advisory Group was started in September 2006. The group read information provided from the strategic plan, event evaluations and R&R recommendations and then discussed offerings such as workshops, webinars, and online forums. The group created a comprehensive document to help guide the association in creating relevant professional development opportunities for its members called the Steps to Individual Excellence as a Campus Activities Professional. Assessment tools that incorporate the details of this document were developed to enable individual members to obtain feedback from their institution regarding their own performance. Copies of the Steps documents were mailed to school members and senior student affairs officers. Presentations were conducted at the 2007-2008 regional conferences and the 2008 National Convention and an article published in Programming Magazine as well as presented at the NASPA and ACPA Annual Conferences in 2009. The College Student Leader Competency Guide was created to provide learning outcomes and structure to advising relationships. The guide was sent along with a facilitator's guide and evaluation to each of the staff key contacts and senior student affairs officers at NACA member institutions in Spring 2009. Presentations on the Competency Guide were conducted at the 2008-2009 NACA Regional Conferences and the 2009 NACA National Convention. The EAG also crafted the proposal of the Seminar for New Professionals and provides input for possible magazine topics to cover in the coming year.
- b) **Featured Speakers** - We increased the monies allocated to invite more high-caliber featured speakers for the National Convention and Regional Conferences. We developed new guidelines for the identification of speakers for the Regional Conferences and National Convention. Some of the Featured speakers and NLS scholars over the last four years has included Alexander & Helen Astin, Susan Komives, Peter Lake, Darby Dickerson, Jan Arminio, Michael Cuyjet, Adrianna Kezar, Gwendolyn Dundy, Greg Roberts, Kevin Kruger, Sara Boatman, Gail DiSabatino, David Meabon, Tricia Nolfi, Dennis Pruitt, Robert Nash, Elizabeth Allan, Mary Madden, Marcy Levy Shankman, Caryl Stern, Jon Dalton, Nob Dunkel, Beth Triplett, Jan Walbert, Vasti Torres, John Dugan, Shaun Harper, Jeanne Steffes, Lee Bird, Larry Roper, Bob DeBard, Jennifer McCluskey, Danielle DeSawal, Cherry Callahan, Marlesa Roney, Mona Hicks, Khrystal Smith, Terrell Strayhorn, Dennis Golden, John Lowery, Julie Owen, Bill Smedick, Lee Burdette Williams, Johnetta Cross Brazzell, and Bill Fischer.
- c) **Educational Session Recruitment** – In an effort to increase educational program proposal submissions for all regional conferences and the National Convention as well as streamline the selection process for our volunteers, we developed an online portal to help facilitate the submission, selection and slotting processes. This resulted in the selection processes becoming paperless. The portal enabled presenters to submit one program proposal for multiple events. We developed a Call for Content marketing piece to recruit educational program proposals, research proposals, resources and articles. As a result, submissions from school members increased substantially. Each event has averaged 70 percent of its sessions conducted by school members. The National Convention annually receives an average of 275 proposals for 100 available slots. The Regional Conferences each receives an average of 100 submissions for 55 available slots.
- d) **Professional Development Blocks at the National Convention and Regional Conferences** - We added professional development opportunities at the Regional Conferences and National Convention. The addition of these blocks to the schedule enabled us to bring in more featured speakers for professional staff.
- e) **Summer Institutes** – The Workshop R&R Team examined a variety of issues in 2007 and concluded with a new volunteer staffing structure and the new name of institutes. Increased marketing efforts to the specialized audiences of these institutes yielded growth in registration numbers over the last four years, culminating with an all-time high over 600 institute attendees in the Summer 2010. Huge Leadership Weekend became a national

event and moved to San Antonio. The Student Government East Institute moved to Washington, DC to take advantage of the government and political resources available there. The Concert Management Institute moved to Milwaukee to successfully forge a new partnership with Summerfest. The Student Government West Institute moved to Denver in 2010 to achieve its highest attendance in years. Through an ongoing partnership with Stetson University College of Law, our programmatic efforts culminated into the development of the Risk Management Institute. This event took place in the summer of 2008 and 2009. The inaugural Student Organizations Institute, a collaboration with ASCA, will take place in July 2010 in an effort to support activities professionals who have oversight of this area and to engage dedicated student organization management staff.

- f) **Webinar Series** – After various attempts, we were able to launch a bimonthly webinar series in 2010. GoToWebinars' low cost service substantially reduced the overhead cost of each webinar. The volunteer position of Webinar Series Coordinator was created. The Seminar for New Professionals was piloted successfully in the fall of 2009 and we look to offer this on an annual basis in the future.
- g) **The Placement Exchange and NACA Career Preparation Center** – In April 2007, NASPA and ACUHO-I invited NACA to join as an inaugural member of The Placement Exchange. This replaced NACA's former career center provided at our National Convention. TPE consists of a searchable website of job postings and candidates and an annual event in March prior to the NASPA Conference. The partnership with TPE also provided NACA with \$6000 of income in the first year as well as savings of \$10,000 on National Convention expenses in the first year. We revamped our career services at the 2008 National Convention to focus more on resume review, mock interviews and career coaching.
- h) **World of Ideas expansion** - We added poster sessions in 2009 in an effort to provide a new element to the World of Ideas. For the 2010 National Convention, we recruited presenters who did not get selected for the National Convention to conduct a poster session at the World of Ideas.
- i) **Member Needs Surveys** - We conducted a member needs survey regarding educational programs in 2008, which provided further direction for the Education Advisory Group. We followed that up with a similar survey in 2009 to two-year institutions in order to further understand the differences from the four-year institutions.
- j) **ACPA Mid-Managers Institute Scholarship** – In an effort to assist professionals in their career development, NACA created the ACPA Mid-Managers Institute Scholarship in 2008. This covered the registration fees for up to three school staff members each year. Rather than creating an event of our own to address these needs, this scholarship allowed us to assist professionals much sooner than otherwise possible.
- k) **Educational Collaborations**
 - The Placement Exchange
 - ▶ Graduate Program Fairs at NACA's Regional Conferences
 - ▶ Careers in Student Affairs Month
 - NACA Research Initiatives
 - ▶ Student Voice
 - ▶ National Hazing Study
 - NACA Sustainability Initiatives
 - ▶ Higher Education Association Sustainability Consortium
 - ▶ Campus Sustainability Day
 - ▶ AASHE Campus Sustainability Leadership Awards
 - ▶ National Wildlife Federation
 - ▶ Chill Out: Campus Solutions to Global Warming
 - ▶ ACPA Institute On Sustainability at Harvard University
 - American College Personnel Association
 - ▶ ACPA MidManagers Institute Scholarship
 - Association of College and University Housing Officers - International
 - Association of College Unions – International

- Association of Fraternity/Sorority Advisors
- Association of Student Conduct Administration
 - Student Organizations Institute
- Collegiate EmPowerment
- Council for the Advancement of Standards in Higher Education
 - CAS Symposium
- Council of Higher Education Management Associations
- Inter-Association Task Force
 - National Collegiate Alcohol Awareness Week
- National Association of Student Personnel Administrators
 - Assessment & Retention Conference
- National Clearinghouse for Leadership Programs
 - National Leadership Symposium
- National InterFraternal Foundation
- National Orientation Directors Association
- National Resource Center for the First-Year Experience and Students in Transition
 - Involvement in Campus Activities and the Retention of First-Year College Students
- Stetson University College of Law
 - Risk Management Institute
- Student Affairs Higher Education Consortium (this includes NASPA, ACPA, ACUHO-I, ASCA, ACUI, NODA, AFA, NACE and NIRSA)
 - Learning Reconsidered Institute
- The Placement Exchange (with NASPA, ACUHO-I, ASCA, NODA and AFA)
- Women's Leadership Institute (with ACPA, ACRL, ACUI, APPA, NAEP, NACUBO and NASPA)

Volunteer Management

- a) **Volunteer R&R Team** – We provided significant support to the Volunteer R&R Team in 2007 which included drafting of the final report and facilitating introductory volunteer training at the National Convention. The Volunteer Management R&R Team issued its report with a series of recommendations.
- b) **National Volunteer Development Team** – This new team was created in 2008 from the final report of the Volunteer R&R Team. This group assists with the recruitment, selection, training, supervision and recognition of volunteers. They have begun creating a volunteer manual with job descriptions for many of the volunteer positions already posted online. Transition reports and evaluations were developed to bring closure to the volunteer experience. Length of service pins were distributed at the National Convention volunteer reception.
- c) **Leadership Fellows** – In 2007, we expanded the number of Leadership Fellows from one to seven. There have been fellows from at least five different regions each year. Many of the Leadership Fellows from the past three years became active volunteers within the Association.
- d) **Regional Conference Program Committees** - Job descriptions were finalized and a training was conducted in Dec. 2008 for the transition to the Regional Conference Program Committee structure. The new RCPC structure

was evaluated after the fall 2009 regional conferences in order to make adjustments. Recruitment efforts in the first year have already led to the submission of applications from over 20 members who have never volunteered for NACA. Earlier deadlines were established for a number of volunteer positions to allow for additional planning time.

- e) **Vice Chair for Programs** – Leading into the 2009-2010 year, the Vice Chair for Regions was changed to the Vice Chair for Programs to be more inclusive of the Institutes, Leadership Fellows and Mid Atlantic Festival in addition to the Regional Conferences. The VCP conducted monthly conference calls with the Program Leaders to improve communication with the Board of Directors. The Program Leaders participated in a seminar regarding knowledge-based decision making.
- f) **Regional Conference Interns and Mentors** – To increase the number of opportunities for graduate students, four regional conference intern positions were added for each regional conference starting in 2009. This also provided additional opportunities for seasoned volunteers to serve as mentors.
- g) **Institute Staffs** - We implemented the recommendations of the Workshop R&R Team. The planning process for each institute became a year-long effort with deadlines to reach certain benchmarks in preparations. The Institute Series Coordinator position was created to provide supervision and support for the current Institute Coordinators. A Coordinator-Elect position was created in 2008 to provide shadowing and continuity for each institute. A requirement was put in place where potential Coordinator-Elects had to serve on an institute staff first.
- h) **Volunteer Recruitment** - Earlier deadlines were established for a number of volunteer positions to allow for additional planning time. There is greater emphasis on recruiting school members through personal invitation to present at the National Convention and Regional Conferences. In 2009, a session called Building Your Professional Portfolio Through NACA was developed and presented at each regional conference and the National Convention. The Steps to Individual Excellence as a Campus Activities Professional serves as the foundation for the content of this program.
- i) **Re-involve seasoned professionals**– New liaison positions have been created to represent NACA in several partnerships. We have involved several seasoned volunteers in the development of the assessment instruments for the Student Affairs Assessment & Knowledge Consortium. We utilized several staff from member institutions to work with the authors of Emotionally Intelligent Leadership to assist in the development of additional tools. We added new mentorship opportunities through the Regional Conference Graduate Intern Program and the Seminar for New Professionals. We continue to recruit volunteers for opportunities like the Career Preparation Center and the Onsite Review Program at the National Convention. The team who worked on the 50th Anniversary was predominantly seasoned professionals who are re-involved as is the Foundation Steering Committee.

Goal 2 – Research - Through NACA's efforts, there will be a robust research agenda that advances campus activities in higher education.

Actions to be taken:

- a) **Student Voice** – In 2006, NACA entered an agreement with EBI to develop two assessment instruments. However, NACA was invited to join the Student Affairs Assessment and Knowledge Consortium in 2008 by NASPA and Student Voice and NACA ended its agreement with EBI. This partnership assists Campus Activities professionals in assessing their programs and understanding the impact of campus activities on various student outcomes. The first year of the Consortium led to over 340 institutions participating in the campus activities portion of the program. In addition, focus groups were conducted at the last two National Conventions with NACA members regarding the web-based benchmarking software to assist member schools with program planning and volunteer management. Student Voice entered into an additional sponsorship with NACA in 2009.
- b) **Research Grants** – The Advancing Research in Campus Activities Award was created in 2007 to provide monetary support and/or membership access to NACA members who are conducting research in the field of higher education, student affairs or campus activities. The NACA Research Grant was approved in 2007 with a first deadline of August 1, 2008. Promotion of this program goes out to all NACA school members and higher education administration faculty. This grant was designed to encourage research that focuses on issues related to campus activities. The NACA Education Advisory Group selected the recipients out of the 15 proposals submitted for the grant in 2008. The recipient of the Comprehensive Award receives a stipend of \$2500 and travel to NACA National Conventions, while those receiving the Secondary Awards receive a stipend of \$500. The Research Award Committee was created in 2010 to facilitate the selection processes for research awards in the future.
- c) **Improve and expand production and publication of research data and analysis, utilizing technology as appropriate** – We continue to explore the development of new publications relevant to campus activities. Two new publications *Financing Campus Activities* and *Assessing and Improving Student Organizations* will be launched in 2010. The authors presented programs at the 2010 Convention on their findings. The Risk Management Reader for Campus Activities Professionals from Darby Dickerson and Peter Lake was published by NACA and marketed to our members. Recipients of the Advancing Research in Campus Activities Award and NACA Research Grant present their research at the NACA events.
- d) **Define the research agenda for the association** – We received preliminary data from the Student Affairs Assessment & Knowledge Consortium in 2009. Executive summaries were developed by Student Voice and reviewed by the volunteer team who assisted in the creation of the surveys. The Education Advisory Group annually generates a list of potential research topics to be the focal point of the NACA Research Grant.
- e) **Online Digital Library** – Launched in 2008, we have nearly 700 resources in the Digital Library. We regularly ask members to submit more resources for inclusion in the library. We promote use of the Digital Library in order to distribute electronic materials from presenters at the National Convention and Regional Conferences in support of NACA's sustainability efforts.
- f) **National Student Affairs Archives** – In 2010, NACA developed a partnership with the National Student Affairs Archives (NSAA), a nationally-known special collection documenting student affairs and higher education located at Bowling Green State University, Bowling Green, Ohio. Comprised of the archives of 20 national professional associations, numerous regional associations, and the personal papers of several people prominent in the field, the NSAA will now hold the archives of NACA. The NACA collection will be inventoried and information about the collection will be placed on the NSAA website. Access to the collection will be open to all NACA members, as well as students and faculty conducting research. The NACA collection will document the establishment and development of the association, its administration, events and activities, and publications. The types of records considered archival include minutes (board, committees, task forces, etc), officer correspondence, reports including financial reports, conference programs and proceedings (including workshops and institutes), records from the regions, membership directories and handbooks, publications including journals, newsletters and monographs, photographs, and audio-visual records. Updates about the collection and requests for additions to the collection to fill in noticeable gaps will be provided through the newsletter and the web site.
- g) **National Hazing Study** - NACA, in partnership with several organizations including The North American Foundation (NIF) sponsored a national research initiative to examine hazing in colleges and universities throughout the U.S. This study investigated hazing traditions among diverse students involved in many types of students organizations including campus clubs, varsity athletic teams, marching bands, recreational sports, and Greek-letter organizations. The findings were released in March 2008 and the principal investigators of the National Hazing Study and presented at the 2009 NACA National Convention.

Goal 3 – Knowledge Source - NACA will be increasingly considered the most credible and trusted source of information about campus activities among our members, higher education and the entertainment industry.

Actions taken:

- a) **Resource for data about campus activities and the college market overall** – We reached agreement in 2008 on a collaboration with Student Voice and several student affairs associations. We assisted in developing assessment tools for the Student Affairs Assessment Consortium. Over 340 institutions participated in the Campus Activities Survey in the first year of the Student Affairs Assessment & Knowledge Consortium. Executive summaries were developed by Student Voice and reviewed by the volunteer team who assisted in the creation of the surveys.
- b) **Further develop the NACA brand by solidifying the message, developing concepts and ensuring consistency** – A new web site was launched in September 2008, which included the release of the digital library. In 2009, regional conference programs were brought in house and designed by one graphic designer for all seven regions, creating a more consistent product. We provided progress reports on the NACA Strategic Plan to the Board of Directors and NACA members in general through the 2007 Leadership Summit, website, discussions at regional conferences and handouts at luncheons and receptions.
- a) **Improve the NACA website** – A Web Site Content Coordinator was hired in October 2007. Professional development blogs were added in summer 2008. The Digital Library, launched in September 2008, now has nearly 700 resources. Campus Activities Programming Magazine and conference programs are now online in digital format. An online bookstore was added in 2008. We expanded our use of social media including the launch of the Campus Activities Network. A new web site will be launched in September 2010.
- c) **Market the availability of this information to all constituencies** – New online resources and other professional development opportunities are marketed to member and non-member schools via the web site, e-newsletters and magazine. Beginning in 2009, NACA's Featured Speakers were marketed more heavily as well.

Goal 4 – Inclusive Membership - NACA will develop and implement programs and services that support its diverse and inclusive membership culture.

Actions taken:

- a) **Expansion of the Leadership Fellows** - The Leadership Fellows Program was expanded from one fellow to seven. The goal is to have one fellow in each region. The added mentor roles increased the number of opportunities for seasoned volunteers.
- b) **Outreach to State Groups** – For the last two years, NACA sponsored a speaker at the Florida Activities Drive-In Conference. We also engaged groups like the Maryland Community College Student Activities Association, the community college system in the State of Washington and the Midwest Activities Group. We continue to explore collaborations with state activities groups across the country. The Membership Committee conducted a one-day drive-in as an outreach effort to Boston-area schools prior to the 2010 National Convention held in the same city.
- c) **Outreach to Non-Traditional Institutions** – For the 2008 National Convention, we created a program called HBCU Connections in an effort to engage staff and students from non-member HBCUs to show the benefits and features of membership. The program has taken place at the last three National Conventions. We have seen increased participation each of the program. We are also investigating the possibility of a similar outreach program to two-year institutions.
- d) **Outreach to International Organizations and Institutions** – NACA charged an International R&R Team in 2009 with examining the opportunities available in other countries both in entertainment and education. The team's final report stated there was ample opportunity and that there was no counterpart to NACA in many parts of the world. Alan Davis attended MIDEM and met with representatives of 20 different countries. Representatives from Barbados, Norway and Canada attended the 2010 NACA National Convention. Memorandums of Understanding are currently being pursued with MIDEM and Barbados. Currently, there are three international universities that are NACA members. A team of volunteers are being appointed to further develop these international opportunities for NACA members.
- e) **Membership marketing efforts to new institutions** – The Membership Committee was created in 2008 to better coordinate recruitment efforts and involve current school members. Significant research continues to take place in an effort to have current contact information for non-member schools. Non-member marketing for NACA events has concentrated on schools with a certain radius of the respective convention/conference locations.
- f) **50th Anniversary** – The Anniversary celebration provided a significant opportunity to reengage longtime members. Events like the Gala drew many individuals to the convention who had not attended in a number of years. Over \$50,000 was raised for the Foundation in 2009-2010. New scholarship opportunities were created. An alumni e-newsletter was created and will be sent quarterly to past volunteers. As a result, greater attention has been given to the Foundation as we approach its 30th Anniversary in two years. A Foundation Steering Committee was created and appointed recently.
- g) **Strengthen partnerships within the education and entertainment communities** – The International volunteer team will examine the opportunities available to NACA and begin to engage other organizations about possible collaboration. New relationships have been established, current partnerships have been strengthened and new opportunities continue to arise. Some of examples include the Student Affairs Assessment & Knowledge Consortium, the Multi-Institutional Study of Leadership, The Placement Exchange, Emotionally Intelligent Leadership, the Student Organizations Institute with the Association of Student Conduct Administration, the umbrella agreement with Stetson University College of Law, the ACPA Mid Managers Institute scholarships, the Learning Reconsidered Institute, the ACPA Institute on Sustainability at Harvard University, the Campus ChillOut event with the National Wildlife Federation, and a partnership with Collegiate Empowerment on the release of its new book.
- c) **Clarify the definition of this goal as well as the current state of inclusiveness for NACA** – The National Volunteer Development Team continues to work on projects identified by the Volunteer R&R Team and the Volunteer Inclusiveness Survey. The Strategic Planning R&R Team started discussions in June 2008 to define this goal. The Strategic Planning R&R Team will report on their progress at the December 2008 Board meeting. A Volunteer Inclusiveness Survey was conducted. The NACA Office followed up with individuals who expressed interest in volunteering with the Association on this survey.

- d) **Partner with student personnel services graduate programs** – For three years, an annual average of 55 institutions participated in the Graduate Program Fairs at the Fall regional conferences. We annually invited faculty and graduate programs across the country to submit proposals for the NACA Research Grant.

Goal 5 – Business Networks - All NACA members will see increased value in their participation and access to business opportunities.

Actions taken:

- b) Explore non-dues revenue sources including new sponsorships** - Night on the Landing for the 2008 National Convention in St. Louis brought in new sponsorship revenue. Similar events took place for the 2009 National Convention in Nashville. NACA received over \$5000 from the Student Affairs Assessment & Knowledge Consortium in its first year of existence. The partnership with The Placement Exchange provided NACA with \$6000 of income in the first year as well as savings of \$10,000 on National Convention expenses in the first year.
- c) International Opportunities** - An international showcase for the 2007 Convention took place at the Nashville Palace on the Friday night before the Convention. The showcase was a cooperative effort among NACA, the Canadian Organization of Campus Activities (COCA) and The Verge College Music Conference. In 2010, international showcases were available in lieu of an offsite event in Boston. Alan Davis attended MIDEM and met with representatives of 20 different countries. Representatives from Barbados, Norway and Canada attended the 2010 NACA National Convention. Memorandums of Understanding are currently being pursued with MIDEM and Barbados. Some countries have expressed interest in sponsoring venues of the Night on St. Louis event for the 2011 convention.
- d) Maximize opportunities to encourage and facilitate productive change, in part through reducing cultural and operational barriers within the association which may impede change** – The Strategic Planning R&R Team issued recommendations including the regional volunteer restructuring and revamping of Policies and Procedures. As a result, the Governing Documents were created. The National Volunteer Development Team is developing a Volunteer Manual to improve communication and clarity regarding volunteer positions.
- e) Increase opportunities to preview talent via technology** - BBIN 2.0 was launched in 2009. Additional ways of accessing both audio and video from associate members are being explored.

Goal 6 – Advocacy - Through proactive advocacy, NACA will increasingly influence the dialogue on campus activities issues.

Actions to be taken:

- a) Research potential advocacy strategies**