

N4A STRATEGIC PLAN (Approved by Board of Directors-January 28, 2010)

Strategic Goal 1:

Increase the association's financial resources in order to support its mission and future development.

Objective #1:

Increase total income of N4A's budget by \$10,000 for 2009-10, \$15,000 for 2010-11, \$20,000 by 2011-12.

Implementation Strategy:

1. Increase cost of membership by \$5 or other designated figure per membership each year for the next five years. {National Office & Membership committee}
2. Empower national office to apply for funding through grant opportunities identified by the membership or research committee. {National Office & Research committee}
3. Explore membership packages for institutions that may create additional revenue for the association and explore the impact of employees leaving schools if continue individual memberships. {Membership committee}

Objective #2:

Increase sponsorships to \$10,000 for 2009-10, \$15,000 for 2010-11, \$20,000 by 2011-12.

Implementation Strategy:

1. Recruit active members for the sponsorship committee {Finance Committee & National Office}
2. The N4A could "sell" sponsorship packages for specific amounts, targeting various business partners (NBA, NFL, universities, individual donors, corporations, etc). Ideally, they could be step-up programs over the next 3 years (i.e., \$1000 year 1, \$3000 year 2, \$5000 year 3). The more specific, the easier to track the growth in sponsorship amounts (and being able to rely on future funds). {Sponsorship Committee/National Office}
3. Sponsorship committee reaches out to conferences to focus on sponsorships; especially given the economic times facing universities. {Sponsorship Committee/National Office}
4. Sponsorship committee in partnership with the national office needs to clearly define the benefits and exposure of the sponsorship. {Sponsorship Committee/National Office}
5. N4A renewal form and N4A website will have a place for individuals to make donations to the N4A (per overall budget or a specific N4A Program). {National Office}

Objective #3

Deliver educational initiatives (e.g. consulting and workshops) that generate funding.

Implementation Strategy:

1. Deliver N4A certification (individual and program) curriculum that can be accessed by regional or national conference attendance and/or through online distance education. {Education Management Services (EMS)}

Objective #4

Identify and create additional initiatives (e.g. webinars) to generate funding.

Implementation Strategy:

1. Possible options include Webcasts, webinars, conference calls, consultation training packets, and or during site Conferences. Fee structure will be \$35-\$50, per institution, for participation. {EMS}
2. Develop partnerships with specific organizations (NCAA, NFL, NBA, WNBA, NHL, and MLB). {EMS & National Office}
3. Provide incentives to schools hosting events that generate income for N4A. {Finance and National Office}

Strategic Goal 2:

Enhance communication within the membership to aid networking and the promotion of the information and services offered to Association members.

Objective #1:

Educate the membership on the role of the national office, the role of the executive director and the role of the leadership positions within the association.

Implementation Strategy:

1. Monthly or bi-monthly emails to membership to maintain communication, keep the membership informed, and to direct the membership to the website. {National Office}
2. Reinstate "The President's Corner" and have it emailed to the membership on a quarterly basis. {National Office}
3. N4A Executive Director provides board orientation at national meetings on an annual basis. Presentation would also be updated on the N4A website.

Objective #2:

Increase the quality of resources available to the membership through the N4A website.

Implementation Strategy:

1. Create and monitor usage reports. {National Office}.
2. Survey membership concerning the changes of the website that will be implemented Fall 2009. {National Office and Research Committee}
3. Learning Concerns and Enhancement Committee will update its website to improve the information and resources available to the membership.
4. Two-Year College Committee will produce relevant articles to post to the website.
5. Legislative Services committee will 1) communicate with membership on NCAA Legislative Proposals currently in cycle, 2) provide a link to each of the conference offices, and 3) provide a list of N4A members on various working groups with the NCAA along with information/reports disseminated by those groups.
6. Membership committee will develop a New Member area. One function is to provide New Member information related to the upcoming national convention and regional conferences.

7. PDI shares information about its programs and also can expand its efforts during the year to foster new educational initiatives for PDI graduates.
8. Wilma Rudolph Awards Luncheon award winners and nominees are listed on the N4A Website. Video of the awards is placed on the website or YouTube to allow institutions to promote the award winners and the program as a whole {Student-Athlete Recognition}.
9. LGBT researches articles and has the national office load the links onto the website. In addition, LGBT created a YouTube channel that will be linked to the website (www.youtube.com/N4ALGBT).
10. Utilize the N4A website as the access point for online distance education {EMS}.
11. Research committee posts articles related to the profession on the website in addition to creating a Practitioner's Update.
12. Life Skills Committee will update its web page and make resources available to the membership.
13. Ethnic Concerns Committee will link the committee's FaceBook page to the N4A website and provide resources for diversity training.

Objective #3

Advance the strategic plan by utilizing technology at each level of the organization.

Implementation Strategy:

1. The National Office will create a resource locker room on the N4A website where student-athlete service programs and services can be stored for review by the membership. The Model Practices Committee will assist the national office in suggesting topics/resources and reviewing documents submitted for sharing amongst the membership in the locker room.

Strategic Goal 3:

Improve membership participation within the association.

Objective #1:

Identify factors contributing to satisfaction and/or dissatisfaction with current membership services or benefits.

Implementation Strategy:

1. Utilize different modes of assessment to learn about the member's satisfaction or dissatisfaction and conduct the survey every three years or as deemed appropriate. {Membership & Research Committee}
2. This can be assessed annually at the mid-year meeting through reports given by the Past President, President, President-Elect, and Executive Director. {BOD/National Office}
3. Membership Committee will work with Research Committee to survey New Members at the national conference. This can be efficiently assessed by adding a section to the membership application which asks, "What expectations do have relative to your involvement in N4A programs, services, and activities." Do not add categories that list current programs, services, and activities, but rather discover what surfaces without presumptions. The results might be shared with the board of directors, membership committee and professional development division chairs.
4. Require upon conference on-site registration that attending members complete and return assessment. For non-attending members, give choice of email, paper, or website to complete

evaluation. Results can be published on website & distributed through regular mailings. {National Office & Membership & Research}

Objective #2:

Explore opportunities to increase professional development participation by the membership.

Implementation Strategy:

1. The {Membership and Research committees} will partner to assess the training and development interests of the membership using a survey that can be distributed electronically by Convention 2010.
2. Grow leadership training opportunities (besides PDI) to cultivate future leaders within the N4A organization. {EMS}
3. Each committee needs a plan for succession, a means for placing documents on N4A website, communication plan during the year, transition of leadership during the conference, and recruitment of active members—how many are necessary each year for the committee to accomplish its goals (at least one from each region). The entire membership would be welcome to attend committee meetings at the national convention. During the year, committees need a more formal process to assist individuals who volunteer to chair committees. Each committee has established goals based on the N4A strategic plan. {Committee chairs with assistance from Division Directors}
4. {Membership committee} recruits members of the Board of Directors, Committee Chairs and graduates of PDI to serve as mentors for the new members of N4A.
5. Division directors establish a working protocol that defines the responsibilities of the job to ensure a seamless transition every two years. {Division Directors}
6. {Ethnic concerns committee} will provide a form of diversity training at regional conferences or the national conference.
7. {LGBT committee} will present a proposal for one workshop every year at the national conference. The committee will present through the workshop and the N4A website different training parts for people to use at their schools to incorporate into life skills or a freshman orientation course.
8. The {Life Skills committee} will provide an onsite community service project annually at the national convention.
9. The {Research committee} will present a Research Award annually who will then present a workshop at the national convention.
10. The {Model Practices committee} will present Model Practice Awards at the national convention based on nominations received for designated categories of programming.

Objective #3

Establish specific areas/processes/modes of/for growth in membership actual numbers.

Implementation Strategy:

1. Partner with the {Membership and Research committee} to assess the needs of H.S. professionals.
2. Partner with {PDI} to create a track that addresses the needs identified by the assessment.
 - i. Implement pilot at selected regional conferences

- ii. Implement H.S. track 2011 Convention agenda
- 3. **Region Directors and schools hosting** regional conferences will send a regional meeting and national convention invitation to every State High School Association and State Guidance Counselor Association. The N4A National Office will track the attendance of High School personnel at the 2009-10 regional meetings and national convention and report the data at the N4A mid-year Board of Director's meeting.
- 4. **Learning Concerns and Enhancement Committee** will recruit Learning Specialists from schools who are not currently members by reviewing membership by region and contacting institutions in each region that have a Learning Specialist, but are not members of N4A.
- 5. **Two-Year College Committee** will continue to publicize the N4A at the 3C4A conference. The committee will be responsible for reporting annually the recruitment and retention of N4A members.
- 6. Have **Director At-Large for External Relations** will reach out to new Executive Director of NJCAA as well as the NCAA 2-year college commission.
- 7. **Membership committee** will track with the national office the retention and recruitment of new members from year to year.
- 8. **National office** will follow up with all individuals who have not renewed their membership as well as survey them to see why they have not renewed. National office will survey the members who did not attend the national convention to understand why.

Strategic Goal 4:

Secure and improve relationships with external constituents to support the mission of the association.

Objective #1:

Identify existing relationships to promote the mission and goals of the association.

Implementation Strategy:

1. Explore partnership opportunities with NACADA on the delivery of advising services (e.g. webinar, online course). **{EMS/National Office}**
2. Explore partnership opportunities with groups like FARA, D-I AD, COIA, CHAMPS, Professional Sports Organizations, etc. **{BOD/National Office/EMS}**

Objective #2:

Create new relationships to promote the mission and goals of the association.

Implementation Strategy:

1. Explore partnerships with other organizations like NACWAA, NACDA, NACADA, NAACC, Coaching Organizations, etc. **{BOD & National Office}**
2. One N4A member would be assigned as a conference liaison. For each sports conference, one member of N4A would serve as the individual who keeps in contact with the conference office and the other members of the conference. This would help in our promotion of the N4A and allow for

more individual communication amongst the membership. The names would be maintained on the N4A website. {Membership Committee}

Objective #3

Continue to foster relationship established with the NCAA.

Implementation Strategy:

1. N4A President and N4A President-Elect serve as point persons for our organization to foster this relationship. {National Office/BOD}
2. N4A Executive Board and N4A Executive Director will continue to work with the NCAA to ensure N4A members are placed onto NCAA committees and NCAA Working Groups/Task Forces. N4A members placed onto the committees and task forces then have a responsibility to report back to the memberships through our executive board or through the appropriate committee structure. {National Office/BOD}
3. Legislative Services will continue to foster its relationship by establishing regular communication with the NCAA and its staff, particularly the NCAA staff member who serves as a liaison to the N4A.
4. Legislative Services Committee will solicit feedback from the N4A membership on all legislative proposals with an academic impact and forward to the appropriate NCAA contact at the appropriate time in the legislative cycle.
5. The N4A President will prepare and provide an update to the Academics Cabinet annually (in person or in writing).
6. Learning Concerns and Enhancement Committee will partner with the NCAA to discuss guidelines for working with students with learning disabilities, especially those students who have the greatest challenges, and how those guidelines may differ from working with the general student-athlete population.
7. Life Skills Committee will partner with NCAA Life Skills and establish dialogue that can assist the membership.