

**STRATEGIC GOAL #1: Expand and communicate the scholarship of academic advising**

**Benchmark 1.1:** Members will articulate individual goals and place within an “Involvement in Research Framework” to include 1) understanding, interpreting, and applying research toward evidence-based practice); 2) active involvement in research through collaboration with others; 3) actively participating by leading research projects; and/or 4) leadership and supervision of the research of others.

**Measurement:**

Short-term: Resources/Framework will be developed by the 2018 annual conference (based on base line data gathered in Spring/Summer 2017 NACADA Events) and available to all members through the NACADA website, NACADA Research Center website as well as shared at state, allied, regional, annual, international conferences and all NACADA institutes.

Long-term: By the 2020 annual conference members will have access to strategies, resources, and professional development opportunities to “move up” levels of the Research Framework according to their professional goals.

**Benchmark 1.2:** NACADA members will have access to ways to become active and engaged consumers of research that informs practice and consult the scholarship of advising in their planning and implementation of advising interactions, models, and programming.

**Measurement:**

- Baseline data will be collected from NACADA members regarding the use of existing research in local activities, such as common readings and professional development
- An ongoing database will be kept on the number and type of research-based presentations and publications in NACADA venues and related professional outlets, with the goal of increasing access of research resources for members.
- An inventory of publications related to research will be conducted by the 2018 mid-year meeting to explore the scope and representation of types/designs/paradigms of inquiry from the humanities, social sciences (qualitative and quantitative, including policy analysis), and critical theory.
- By the 2018 annual conference there will be an expanded offering of publication venues for the manuscripts contributing to the scholarship of advising.

**Benchmark 1.3:** The NACADA Center for Research at Kansas State University will be officially open, including a paid staff, a Senior Advisory Panel, an active Steering Committee, and a dedicated website (to include resources available to members), an intentional set of professional development offerings, and a scholarly research agenda.

**Measurement:**

Short term: The NACADA Center for Research at KSU will officially open at the 2017 Annual Conference.

Long term: In consultation with the new NACADA Center for Research Task Force, the NACADA Research Committee, the *NACADA Journal* Editorial Board, the Publications Advisory Board, and other relevant commissions and interest groups, a dynamic strategic plan with short- and long-term goals will be developed, along with reports on the initiatives and activities underway.

**Benchmark 1.4:** The NACADA Center for Research at Kansas State University will be fully operational, and will be globally recognized as the premier entity uniting theorists, scholars, and practitioners seeking to advance the scholarship of academic advising and to set a standard of excellence for all related research.

**Measurement:**

By the association's annual conference in 2020, the work of the NACADA Center for Research at KSU will demonstrate a broad and deep array of scholarly productivity, have an adequate and appropriate staff (including graduate assistants and visiting scholars programs), have established internal and external partnerships on issues related to student success (including externally funded projects), and have clear and documentable influence across the higher education community.

**STRATEGIC GOAL #2: Provide professional development opportunities that are responsive to the needs of advisors and advising administrators**

**Benchmark 2.1.:** The Board shall charge the Professional Development Committee (PDC) with initiating a gap analysis to review unmet needs, wants, activities, and services for all types of academic advisors and advising administrators.

**Measurement:**

The Professional Development Committee charged at the 2017 Annual Conference Board meeting with conducting a gap analysis review.

A preliminary progress report presented to the Board of Directors at their 2018 mid-year meeting.

**Benchmark 2.2:** The final gap analysis report, including recommendations by the PDC, will be presented for discussion and review by the Board of Directors.

**Measurement:**

A final report presented to the Board at Annual Conference in 2018.

**Benchmark 2.3** Within three years of the approval of the gap analysis recommendation report in October 2018, the Professional Development Committee will develop a plan, including budgetary needs, to implement the action plans identified through the gap analysis implementation and review.

**Measurement:**

Biannual progress reports submitted to the Board of Directors at the midyear and Annual BOD meetings.

**Measurement:**

Implementation of approved action items completed by Annual Conference 2021.

**STRATEGIC GOAL #3: Promote the role of effective academic advising in student success to college and university decision makers**

**Benchmark 3.1:** The Executive Office, with guidance and active participation by the Board of Directors, will create a network of external higher education partners with which university leaders are connected.

**Measurements:**

Network updates at each Annual Conference.

**Benchmark 3.2:** The Board of Directors will actively participate with the Executive Office in strategic planning to actively engage and share NACADA's work with student success with the approved partners.

**Measurements:**

Board of Directors and Executive Office to discuss strategic planning after annual conference updates.

**Benchmark 3.3:** The NACADA Board of Directors will develop a plan for strategies to promote the role of academic advising in student success to institutional leaders.

**Measurement:**

Plan developed by Annual 2018 conference.

**STRATEGIC GOAL #4: Foster inclusive practices within the Association that respect the principle of equity and the diversity of advising professionals across the vast array of intersections of identity**

**Benchmark 4.1:** The Board of Directors charges a formal subcommittee of the Inclusion and Engagement Committee, the Global Initiatives Committee and Research Committee to develop a plan to assess the climate of inclusivity and equity within the association.

**Measurement:**

Subcommittee charged at Annual Conference 2017.

Assessment plan submitted to the Board for approval at the mid-year Board meeting in 2018.

**Benchmark 4.2** Results of the assessment with analyses and proposed action plan submitted to the Board of Directors.

**Measurement:**

Formal report with analyses submitted to the Board at Annual Conference 2019.

Action plan results with recommended metrics submitted to the Board at Annual Conference in 2020.

**Benchmark 4.3** The Board of Directors will charge appropriate parties with implementation of action plan items with expectation of completion of said items.

**Measurement:**

Appropriate committees are charged at 2020 Annual Conference with suggested timelines for completion.

**STRATEGIC GOAL #5: Develop and sustain effective Association leadership**

**Benchmark 5.1:** The Sustainable Leadership Committee in consultation with the Board of Directors will submit a proposal for a Leadership Academy framework that provides a structure to train and support prospective NACADA leaders (defined, for purposes of this benchmark, as appointed and elected Commission, Interest Group, Region, Committee, and Advisory Board chairs; NACADA Board of Directors; *NACADA Journal* editors and editors of in-production NACADA publications; and current Region Conference Chairs). The proposal will include a budget to begin and maintain the Leadership Academy.

**Measurement:**

A progress report submitted to the Board of Directors at the 2018 mid-year meeting.

Board of Directors' receipt of proposal with budget before or at the 2018 annual conference.

**Benchmark 5.2:** The Board will direct each Division to utilize the Leadership Academy framework as a focus for the development of a transparent and effective leadership development plan for each respective Division. The divisional leadership development plan will include outcomes for both new and continuing leaders.

**Measurement:**

Receive Divisional plans with budget before or at the annual 2019 conference.

**Benchmark 5.3:** The Board of Directors charges a formal subcommittee to review various challenges members face when moving into elected and appointed leadership positions.

**Measurement:**

Committee is charged at the annual 2017 conference.

Progress report presented to Board of Directors at mid-year 2018 meeting.

Final review results presented by subcommittee to Board of Directors at annual 2018 conference.

**Benchmark 5.4:** An increase of outgoing leaders will continue to be involved in NACADA leadership after their term expires.

**Measurement:**

Determine current status of outgoing leaders who continue to be actively involved in NACADA within five years of initial term expiration.

Create a plan for continued involvement based upon the results of initial evaluation.

**Benchmark 5.5:** NACADA leaders will participate in the Leadership Academy.

**Measurement:**

All incoming NACADA leaders will participate in the Leadership Academy by 2020.

By the association's 2022 annual conference, over 25 percent of current NACADA leaders have participated in the Leadership Academy.

**STRATEGIC GOAL #6: Engage in ongoing assessment of all facets of the Association**

**Benchmark 6.1:** The Board of Directors will develop a comprehensive organizational assessment plan that will review our vision, mission, strategic goals, and structure of the association on a periodic basis.

**Measurement:**

An assessment plan developed and implemented including cycles and timing of assessment by 2021.

**STRATEGIC GOAL #7: Expand the use of innovative technology tools and resources to support the Association**

**Benchmark 7.1:** Increase the number of total offerings for virtual opportunities as well as increase the number of institutions participating in professional development offerings (including webinars, Q&A's with leadership, online tutorials).

**Measurements:**

By 2021, the number of virtual professional development opportunities will increase as compared to 2016 data.

By 2021, the number of institutions participating in virtual professional development opportunities increase as compared to 2016. Committee will determine appropriate growth target.

**Benchmark 7.2:** Increase the use of innovative technology to recruit new members, as well as how many members are yielded via technology sources.

**Measurement:**

Plan submitted to the Board by fall 2018.

**Benchmark 7.3:** Expand technology resources to support the work of the Association.

**Measurement:**

Baseline created by cataloguing all technology NACADA currently has available to the membership.

**Measurement:**

Every two years, Association reviews technology tools available to determine what needs to be upgraded, purchased/created.