

NASPA Foundation

Strategic Plan

2012-2017

June 25, 2012

Introduction

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 on January 29-30, 2012. 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. Members of the Board's Executive Committee reviewed and affirmed that draft, making only a few minor changes. This final version was reviewed and approved by the Board at their meeting on March 10, 2012.

The 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 occurred in the context of several key events and opportunities:

- ▶ The completion, in fall 2011, of NASPA's own new five-year strategic plan.

- ▶ The March 15, 2012 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 version of the plan has been reviewed and approved by the Board at its regular meeting on March 10, 2012.

Preamble

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

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

Goals and Objectives

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.