



NAGAP Governing Board Strategic Planning Session Summary

On August 6-7, 2012, the NAGAP Governing Board convened in New York, NY for a strategic planning session. The Board conducted its first strategic planning session in August 2007 and found it to be a very valuable experience. Given the timing of NAGAP's 25th anniversary and the beginning of the 2012-2014 board term, the NAGAP Executive Committee determined it was time to review the plan from five years ago and set a tone and agenda for NAGAP for the next three to five years. Facilitated by Tony Nash, CFP of Inter-Connex Consulting, who also led the August 2007 session, the consensus of the NAGAP Governing Board was that the meeting was very productive in positioning us, NAGAP leadership *and* members, to advance the Association in critical ways in the next few years.

In advance of the session, Mr. Nash asked all board members to submit answers to a brief questionnaire that asked for each member's thoughts on the following:

1. The status of our profession 5-10 years into the future;
2. The core purpose of NAGAP, both originally and over time;
3. The single most important outcome for NAGAP to accomplish in the next 10-30 years;
4. Outcomes for the next 3-5 years, including important actions and challenges;
5. Providing value to NAGAP members, both currently and for the future.

The group's responses to that questionnaire provided a common starting point for the work that was done in New York. Starting with a macro perspective and working towards the micro, via various activities, Mr. Nash created a structure and forum that allowed the Board to accomplish some important work, most of which was focused on issues of Graduate Enrollment Management. Key products included:

1. Updating NAGAP's Mission and Vision statements;
2. Establishing eight key focus areas, with associated action steps to help move NAGAP forward.

A synopsis of the above two items follows.

About NAGAP

The Governing Board reviewed NAGAP's Core Purpose and verified that it remains the same:

Our Core Purpose is to support and advance the profession of graduate enrollment management (GEM).

The Mission and Vision statements were both reviewed and modified:

Our Mission is to engage and advance graduate enrollment management professionals by promoting excellence and collaboration through education, research, and professional development.

Our Vision is to be leaders on the forefront of graduate enrollment management.

Key Focus Areas

Mr. Nash asked all participants to complete the following question, which ultimately resulted in the categorization of eight key focus areas to help move the Association forward over the next five years:

At NAGAP, as we think about where we are now, where we are headed as an organization, and what will need to get done, what are some of the issues, challenges, questions, opportunities, and/or possibilities that come to mind?

The eight key focus areas and their strategic directions are listed below. Additionally, the Board identified action steps and assigned responsibility to individual members/committees for each focus area along with a timeline for completion.

Key Focus Area 1: Governance and Leadership

We will improve governance and promote leadership through a regular review of bylaws. We will extend the board governance tools or processes to all subgroups and Chapters. We will identify new talent and cultivate it for future leaders.

Key Focus Area 2: Organizational Identity

We will be recognized as the leaders in GEM by our members, institutions, partners, and the media.

Key Focus Area 3: Marketing, Recruitment, and Retention of Members

We will be recognized as the leader in GEM by meeting the ever-changing professional needs of our membership. Outcomes are represented by benchmarks for new members, current members, affiliates, and partners.

Key Focus Area 4: Diversity and Inclusiveness

We will have a comprehensive focus on inclusiveness and diversity across all core aspects of the association, including membership, leadership, and education. We will embrace, value, and champion the multi-faceted aspects of diversity, including but not limited to race, ethnicity, gender, veterans, geographic (national and international) location, institution type, and academic field.

Key Focus Area 5: Education and Professional Development

We will provide quality educational and professional development opportunities that use a diverse range of accessible channels that address the changing needs of GEM professionals.

Key Focus Area 6: Chapters

We will complement our members' opportunities for professional growth and development by supporting regional and special-interest Chapters that increase access to NAGAP for GEM professionals while reinforcing the mission of the association.

Key Focus Area 7: Fiscal Management

We will make financially responsible decisions and will have sufficient reserves to cover our annual costs of operations and services. A balanced budget will include funds for ongoing, innovative, current, and proactive initiatives. Funds in excess of reserves will be returned to benefit members.

Key Focus Area 8: Political Landscape, Economy, and Demographics

We will be the definitive resource for state and federal government officials and appropriate media connections about graduate enrollment management concerns and information.

The NAGAP Governing Board is excited about the strategic direction of our Association and is already hard at work to ensure that NAGAP continues to be the leader in the field of graduate enrollment management (GEM).