

NAGAP Governing Board Strategic Planning Session Summary

On July 20-21, 2016, the NAGAP Governing Board brought together 21 leaders in Chicago, IL to update the association's strategic plan. As historical context, the Board conducted its first strategic planning session in August 2007. At that time, the Board intended to review and update its strategic plan every five years and, accordingly, the Board engaged in its second strategic planning session in August 2012. However, given the timing of NAGAP's 30th anniversary and the beginning of the 2016-2018 board term, the Executive Committee determined it made the most sense to review the plan from four years ago a year early and set a tone and agenda for NAGAP for the next four years.

Facilitated by Vicki Loise, CMP, CAE, Vice President of Association Management from Kellen, the process began in advance of the meeting itself with the distribution of a survey to NAGAP leadership, members, and key colleagues in the industry to solicit feedback 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;
6. Establishing new goals and objectives, with associated action steps to help move NAGAP forward.

The survey received a 25% response rate, which is in line with historical response rates to NAGAP's surveys. Respondents identified the following as opportunities for the graduate enrollment management (GEM) profession, and for NAGAP, over the next ten years:

- Growth of Graduate Education
- Shape the Future of Graduate Education
- Personal Growth and Stability
- Access to and Funding for Higher Education
- Changing Profession
- Improved Tools and Technology

The responses to that questionnaire, including not only opportunities but also challenges for the field of GEM and, by extension, for NAGAP, provided the foundation for the work that was done in Chicago. The Board began by agreeing that NAGAP's Vision and Mission statements were still relevant, and that the previously established goals had largely been or would be completed by year's end. Then, starting with the big picture and working towards a more micro perspective, via various activities, Ms. Louise created a structure and forum that allowed the Board to accomplish some important work focused on GEM and graduate education.

A more detailed synopsis of the above 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 affirmed:

- 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.

Goals and Objectives

With the data from the survey driving the strategic planning process, the group engaged in discussion and analysis that resulted in setting and prioritizing goals for the association for the next four years. The expectation was a goal had to be necessary, feasible, and appropriate for NAGAP.

Once the goals were set, the group identified conditions for each goal. Conditions were defined as what we know now that makes the goal important for NAGAP. As many as 20 condition statements were written for each goal. Conditions were then prioritized based on their impact, consequence, immediacy, and likelihood of success. The leadership then set objectives for each condition, which meant the group identified what must happen in order to achieve the goal. Finally, the Board identified tactics, or action steps, for each objective and assigned responsibility to individual members/committees along with a timeline for completion.

This activity ultimately resulted in the categorization of five key goals to help move NAGAP forward over the next four years:

NAGAP Strategic Plan 2017-2021

Vision

To be leaders on the forefront of graduate enrollment management

Mission

To engage and advance graduate enrollment management professionals by promoting excellence and collaboration through education, research and professional development

Goals and Objectives

NAGAP will be the global knowledge center of informed, engaged, and empowered GEM professionals

- Build awareness and leverage the value proposition of NAGAP and GEM
- Increase NAGAP visibility among members, prospective members, organizations, and media

- Increase collaborations with other associations & organizations

NAGAP will be the advocate for graduate education and its intrinsic value to society

- Increase research on the value of graduate education
- Improve resources for members to communicate the value of graduate education
- Increase partnerships/collaborations to produce research, improve visibility, and create more shared programming

NAGAP will be the advocate and thought leader for access to graduate education

- Define the scope of the advocacy NAGAP will engage in
- Enhance the NAGAP knowledge base in the areas of graduate student population, equity, diversity, and inclusion

NAGAP will stay ahead of and help shape changes in the field of GEM

- Increase fellowships, scholarship, and research in GEM
- Increase percentage of non-admission GEM professionals in NAGAP
- Increase collaboration and partnerships with international GEM organizations

NAGAP will have a diverse revenue stream to ensure sustainability and strategic growth

- Increase and diversify services that generate revenue
- Improve communication regarding benefits and value of NAGAP membership with GEM professionals
- Increase the number of strategic partnerships with vendors and peer organizations that benefit members