

PNACAC Strategic Plan 2020-2025

Adopted 7/31/2020 by Executive Board

All goals and tasks in the Strategic Plan, will be considered through an equity lens. Emphasis will be on the following groups which have been historically underrepresented in PNACAC membership: Black, Indigenous, People of Color, public schools, two-year colleges, CBO's, individuals from Idaho, Montana, Alaska, and rural areas.

Anti-Racism & Organizational Practices

Year 1-2021

1. Appoint a Board Ad Hoc Committee on Anti-Racism & Organizational Practices to be co-chaired by the Diversity, Equity and Access Committee Chair to identify systemically racist PNACAC policies, procedures, and cultural practices.
2. Implement annual mandatory anti-racism training for the Executive Board.
3. Provide resources to the membership on dismantling systemic racism within member institution's and our profession.
4. Identify ways to increase involvement of BIPOC members in the association, including by serving on committees and the Executive Board.
5. Add optional ethnicity and racial demographic questions to PNACAC membership form for the purpose of understanding diversity within membership.

Year 3-2023

1. Implement plans to revise PNACAC policies, procedures, and cultural practices based on areas identified by the ad hoc committee.
2. Continue implementation of educational initiatives referenced above.
3. Develop programs to support the professional development and advancement of BIPOC members.
4. Continue to assess anti-racism efforts of the association and determine areas needing attention in development of the next Strategic Plan.

Year 5-2025

1. Evaluate efforts toward a more inclusive association.
2. Identify additional policies, procedures, and cultural practices impacting diversity, equity, access and inclusion that need to be addressed.
3. Determine future status of Ad Hoc Committee on Anti-Racism & Organizational Practices as a permanent committee.
4. Continue educational outreach to membership on dismantling systemic racism in our institutions and profession.
5. Identify preliminary steps for Year 1 anti-racist initiatives outlined in the next strategic plan.

Advocacy, Diversity and Inclusion

Year 1-2021

1. Create a diversity education and advocacy resource page for the PNACAC website. (Presidents/DEA/Technology)
 - a. Work has started. Need a committee to do more in-depth work (research, add regional resources)
 - b. DEA Committee will continue work on resource gathering and vetting.
2. Evaluate ways to target specific membership cohorts, demographics, and populations to provide more personalized messaging/resources. (Social Media is a Call to Action committee) (DEA/Inter-Association/Communication)
 - a. Identify our target populations (i.e. Tribal Colleges, rural schools, 2 year colleges)
 - b. Create communication plans to reach out to our historically underserved member populations.
 - c. Evaluate PNACAC programming; are we offering what these populations need/value.
3. Add one program to our affiliate on topics related to diversity, inclusion and equity. Explore expanding Special Interest Groups. (DEA)
 - a. PNACAC Affinity Groups (SIG)
 - b. Working more closely with ACTE and similar organizations to partner for PD.
 - c. DEA Committee can work to identify programs.
 - d. Work to find a high school counselor from Montana to serve on the DEA committee.
4. Ensure annual conference has at least 10 sessions related to diversity, inclusion and equity. (DEA)
 - a. IDEA will be a path throughout the annual conference.
 - b. Increase outreach to solicit sessions for the conference.
 - c. DEA Committee can work to identify people/organizations to reach out to.
5. Appoint at least one Government Relations Committee member from each state who will help monitor relevant legislation and recommend action for members. Develop a clear communication plan in place to assure messages reach targeted membership segments in a timely manner. (This is a Call to Action committee.) (Government Relations/Communication)
 - a. Outreach to Alaska has been done (member who attended Hill Day from Alaska is interested).
6. At least one member from each state will attend a legislative action program (i.e. Hill Day) at the state or national level. (Government Relations/Scholarship)
 - a. A member from each state attended 2020 Hill Day.
 - b. Coordinate participation in state hill days for each member state.
7. Complete a technology accessibility audit (i.e. adding "behind the scenes" descriptions to all pages and images, minimizing tables, clarifying headlines vs. bodies of text, etc.) (Technology)
 - a. Ask Stephinie if this is on her radar.
8. Create a streamlined measurement tool to determine effectiveness of programs. (Technology/DEA/Communications)

- a. Are what we offer what our populations/members need/want.
- b. Is a survey the best way to measure this? Needs assessment?
- c. Review registrations for events/membership. See who is missing and reach out to these populations.
- d. Scholarship recipients; can we require more of scholarships once they receive the scholarship. List of requirements once a scholarship is awarded.

Year 3-2023

1. Have in place two separate programs on topics related to diversity, inclusion and equity (DEA/Professional Development)
 - a. Anti-Racism training for members.
 - b. Focus on learning opportunities for members.
2. Develop resources for serving underrepresented student populations. Example formats: webinars, lists of scholarships, lists of articles or external trainings. (DEA)
 - a. First-generation resources (support groups, curriculum)
 - b. Undocumented resource document that explains options and opportunities in our states. (translate into Spanish)
3. Develop a legislative advocacy day program in at least two membership states. (Government Relations)
 - a. Develop an advocacy training program.

Year 5-2025

1. Have three separate programs on topics related to diversity, inclusion and equity. (DEA)
 - a. Anti-Racism training for members.
 - b. Focus on learning opportunities for members.
2. Hold a legislative advocacy day in multiple PNACAC states (Government Relations)

Membership Growth and Non-Membership Outreach

Year 1 – 2021

1. Continue the Membership Task Force, led by Membership Chair and designated delegate-Scholarship Chair. Clearly define roles of the Membership Task Force and the Public School Outreach working group. (This is a Call to Action committee)
(Membership/Scholarship/High School Delegate)
2. Establish a Public School Outreach working group chaired by designated high school delegate to develop and implement outreach efforts, familiarizing this member segment with PNACAC and benefits of membership. (High School Delegate/Inter-Association/Admission Practices)
3. Create a promotional video, accessible via the PNACAC website. (Communication)
4. Define and identify benefits by membership cohorts (Membership/Scholarship)
 - a. Professional development scholarships available to members only
 - b. Students who receive scholarships must attend organization that is member
 - c. Review pricing structure of events and programs to ensure receiving the member pricing is a fiscal benefit
 - d. All resources are behind membership - for public school employees, this is a reason to join
5. Create a toolkit to aid current members to do personal outreach to their networks.
(Communications/Membership/Admission Practices)
6. Utilize purchased database of school counselors through May 2021 to promote PNACAC membership and events as well as develop a more robust PNACAC database.(Membership/Communication)
7. Create and distribute a survey sent to members and non-members based in public high schools to determine needs and promoting membership in PNACAC. Utilize results to influence programming and professional development. (Membership/Public School Delegate/Professional Development)
8. Create partnerships with state affiliated high school counselor organizations to promote and distribute materials about PNACAC. (Inter-Association/Membership/High School and Scholarship Delegates)
9. Develop a plan for promoting PNACAC membership to Community College admission and transfer advising staff. (Community College/Transfer Advising)
10. Establish a two-tier resource cache with free resources for all and additional resources for members. (Technology)
11. Improve memberships notification and renewal process. (Membership/Communication)
 - a. Create a communication calendar.
 - b. Not just in July at start of membership cycle
 - c. Start membership renewal before school year ends?
 - d. Add reminder in September once school is back in session
 - e. Improved renewal form/process to ensure all eligible individuals are added to an institutional membership
 - f. End of year membership wrap up/thank you for being a member/packet

12. Hold a conference in rural area (such as MT, AK, Eastern OR or Eastern ID) to increase membership and awareness of PNACAC. If 2021 conference is virtual, carry this over to 2022. (Conference & Events)

Year 3 - 2023

1. Develop and create a plan for membership engagement and retention. (Membership/Professional Development/Conference Committee)
 - a. Committee development - increase membership participation within committees
 - b. Intentional outreach in regions near conference sites to encourage participation and engagement.
 - c. Conference or Member Mentorship Program
 - d. Affiliate Special Interest Groups (SIGs) beyond meetings at annual conference.
 - e. Ensuring a broader and inclusive professional community to reach everyone who is doing college admission work
2. Define who is providing college counseling within the public school and develop opportunities for promoting the engagement within the organization. (Membership)
 - a. Counselor
 - b. College/Career Center Coordinator
 - c. GEAR UP/AVID Advisors
 - d. Principal/Vice Principal
3. Developing communication and outreach plan for non-members. (Membership/Communication/Presidents)

Year 5 - 2025

1. Assess impact of free public school membership. (Membership/Professional Development/DEA)
2. Evaluate membership numbers by cohort to determine further outreach efforts. (Membership)

Organizational Effectiveness and Fiscal Responsibility

Year 1 – 2021

1. Complete bylaw review and revision pending vote of approval by PNACAC membership.(Presidents/Admission Practices/Secretary)
2. Complete Policy and Procedure Manual review and revision pending vote of approval by PNACAC Executive Board. (Presidents/Exec Board)
3. Develop a crisis response plan that will allow the association the opportunity to communicate to membership in response to events affecting our profession. (Presidents/Communication)
4. Improve onboarding/offboarding transition to increase confidence and knowledge level of new chairs and ensure proper handoff of information when rolling off. (Presidents, Technology)

5. Create a naming protocol for all board members to use in Google Drive. Clarify organizational structure of the Drive. Ensure that board members utilize this protocol for all board documents. (Technology/Secretary/Presidents)
6. Develop a formal technology use policy that includes resources for learning about security, appropriate use of technology tools, and requirements for recordkeeping/archiving (Document Retention Policy) in the PNACAC Google Drive and use of PNACAC email. (Technology/Secretary)
7. Align PNACAC's Fall 2021 Regional College Fairs with the Seattle National Conference in Fall 2021. This realignment should prepare us to stabilize a late-September to mid-October schedule in future years to maximize participation as we strive to reduce in single school and individual district college fairs in the region (Presidents/Regional Fair Chairs)
8. Maintain current PNACAC fundraising efforts (Amazon Smile, Giving Tuesday, online donation form, Honor a Mentor program, etc.), evaluate best practices and other affiliate fundraising efforts, and establish PNACAC fundraising goals. (Fundraising is a Call to Action committee.) (Presidents/Fundraising)
9. Move specific contracts/forms into an e-signature software format, as well as establish contract review and e-signature process to both ensure contract mitigation and to move toward paperless systems. (Technology, Conference & Events)
10. Explore policies and practices from other affiliates regarding Regional College Fair programming models that are inclusive of career/technical programs, military, trades, etc, in order to continue to meet the varying needs of students in our region. (Presidents/Regional College Fairs/Executive Board)
11. Include 990 and simplified annual budget on website for public view; include quarterly financial report for membership in membership portal to improve fiscal transparency (see <https://www.councilofnonprofits.org/tools-resources/financial-transparency>) (Treasurer/Technology)
12. Re-evaluate and realign roles of treasurers, accountant and bookkeeper. (Treasurers)
13. Update current conference planning timeline in PPM; include importance of force majeure/impossibility clauses and items that may impact conference revenue (i.e. menu item costs, A/V costs, etc.) (Conference & Events)
14. Analyze potential annual conference venues on college campuses within the PNACAC region that would have the capacity (400+ attendees) to host in April/in May. (Conference & Events)
15. Create list of like-minded organizations throughout the Pacific Northwest and invite to collaborate through quarterly meetings. (InterAssociation/Presidents)

Year 3 – 2023

1. Establish a policy and process to review non-PNACAC college fairs for inclusion on the PNACAC website college fair calendar. (Regional College Fairs/Technology)
2. Analyze regional college fair programming and placement. Use this information to determine criteria for college fair expansion. Develop on-site fair committees. (Regional Fairs/High School Delegate)

3. Convene website improvement workgroup and propose changes to website based on feedback from this group [Routine every 3 years] (Technology/Communication)
4. Evaluate social media toolkits and explore interface with MailChimp for more consistent messaging. (Communications/Technology)
5. Establish a strategic communication plan by viewing PNACAC through different perspectives: (Communication/Membership)
 - a. Membership Communications supporting PNACAC's Programs
 - b. School Counselor/supporting PNACAC's Programs
 - c. Members supporting students to participate in PNACAC's programs
6. Finalize PNACAC's next Strategic Plan (for 2023-2024 to 2027-2028) (Presidents)
7. Implement targeted fundraising efforts that elicit an emotional response from members (and outside donors) that go beyond annual campaigns and target certain groups who will care about particular issues. Utilize website and email campaigns. (Fundraising)
8. Improve website SEO and analytics tracking: add keywords and descriptions to all web pages, regularly track and analyze web traffic, etc. (Technology)
9. Develop an investment plan and get it approved by the board. The plan should include an outline of how we will grow our investments with the goal of drawing interest, even a minimal amount, toward our annual operating budget. (Presidents/Treasurers)
10. Move PNACAC's reimbursement process to an online platform. (Treasurers)

Year 5 – 2025

1. Establish more reliable relationships for corporate donations that can be relied upon year over year. (Fundraising Chair)
2. Consider the needs of the association in relation to the potential of hiring an executive director. If deemed appropriate, create a proposal and timeline that contains affiliate research, description, rationale, associated costs, and process that is presented to the membership. (Presidents/Exec Board)

Professional Development

Year One-2021

1. Implement Professional Development Committee. (This is a Call to Action committee on PNACAC website.) (Professional Development)
2. Establish an annual entry-level Summer Institute for new admission employees-with implementation happening in July/Aug 2021. (Professional Development/Conference & Events)
3. Building on the success of Spring 2020 virtual professional development offerings, implement monthly webinar series on topics of interest to our members. (Professional Development/Technology/Communications)
 - a. Explore sponsorship for webinars. (Fundraising/Professional Development)
 - b. YouTube Channel promotion to membership.

4. College Tours - engage the local/regional members in the area to attend (lower costs for them) so they can understand the admission process even though the college is in their "backyard," reach out to new counselors. (Professional Development/Communication)
5. Establish protocol for offering clock hours and/or credits for PNACAC professional development opportunities. (Professional Development/Executive Assistant/Conference & Events)

Year Three-2023

1. Incorporate mentorship into the annual entry level Summer Institute. (Professional Development/Membership)
2. Expand Summer Institute to include secondary school counselors. (Professional Development/High School Delegate)
3. Develop at least one more interactive method of providing professional development. (i.e. podcast, virtual leadership development cohort, downloadable curriculum for college planning classes.) (Professional Development/Communication/Admission Practices/Government Relations)
4. Explore programming for a high school college camp to support underrepresented students in their college search process. (Communication/Technology/Professional Development/Community College & Transfer)
5. Develop remote infrastructure for conferences to be utilized by members not able to attend in person. (Technology)
6. Have conference presentations available AFTER the conference for those who may want to view them and who could not attend. (Technology)

Year Five-2025

1. Explore the development of a Middle Management Institute in conjunction with Summer Institute. (Professional Development)
2. Develop and plan a one day community college tour for high school members across the PNACAC region. (Membership/Professional Development/Communication/Community College)
3. Develop a resource page on the website for high school counselors and for college professionals. Content to be included: information regarding, fee waivers for applications, how to create a school profile, writing letters of recommendation, going out on your first college visits, speaking about PNACAC to other professionals. (Technology)