

**New Jersey Association for College Admission Counseling (NJACAC)  
Three-Year Strategic Plan Jan. 2024 - Dec. 2027**

**Mission Statement for the NJACAC**

Advocating for, supporting and developing college admission counseling professionals through networking, education and community.

**Vision Statement**

Empowering informed decision making within the higher education admission process

**Values**

- Transparent and consistent communication
- Engaged Membership
- Integration of DEI principles in all NJACAC matters
- Lifelong learning
- Fiscal Responsibility

**Goal 1: Organization Operations**

NJACAC will streamline our operational systems and processes with a focus on enhancing membership data management and elevating event management processes.

Strategies:

1. Adoption and implementation of a new CRM that will allow members to join and renew membership and register for events.
2. Complete a Policy and Procedure Manual review and revision
3. Articulate onboarding procedures to ensure smooth transition of information and increased confidence for incoming Board members, Committee and Event Chairs.
4. Ensure that board members and committee chairs have access to and utilize their NJACAC Google Drive and Gmail account for communication and document preservation.
5. Engage in comprehensive review of Conference Management company performance and value to determine if a contract will be extended or if a new company should be explored.

Intended Outcomes by December 2027:

1. Adoption and implementation of new CRM platform
2. Reviewed Policy and Procedure Manual
3. Signed contract with a conference management company (DLPlan or otherwise)
4. Clearly delineated succession planning document and/or protocols

**Goal 2: Membership Experience**

NJACAC will implement initiatives to enhance engagement, foster collaboration, and provide professional development that meet the diverse needs of our members.

Strategies:

1. Review and articulate benefits of NJACAC including member-only benefits.
2. Collaborate with education institutions, industry associations (i.e., HESAA, NJSCA, NJPSA), and experts to offer high quality professional development opportunities.
3. Develop strategies to sustain engagement with event participants after the event.
4. Design, develop, and expand relevant programming that seek to enhance the leadership skills of members (i.e. NEXT, Basics, Middle Management Institute, etc.).
5. Develop a membership retention strategy that encourages current members to renew and become more involved with NJACAC.
6. Comprehensive review of membership data (i.e. retention, engagement)

Intended Outcomes by December 2027:

1. At least 10 Workshop collaborations with various education institutions, industry associations, or experts
2. Development of a standardized follow-up email that is sent to all attendees at a NJACAC sponsored event or workshop
3. Yearly participation in NACAC's NEXT Programming (offering travel assistance as needed and available)
4. Increase the percentage of new members by 2% each year
5. Annual evaluation of membership benefits.

### **Goal 3: NJACAC Brand Awareness**

NJACAC will increase our visibility within the State of New Jersey as a trusted source of expertise in all areas of college admission counseling.

#### Strategies:

1. Promote NJACAC offerings to internal and external audiences through our website, email outreach, and social media presence.
2. Create a public relations plan and/or brochure that highlights the mission and activities of NJACAC as the trusted source of information regarding college admission practices (potentially stakeholder specific materials).
3. Develop a targeted outreach strategy for the following stakeholders: community college professionals, graduate students.
4. Strengthen our regional and national presence through involvement with NACAC and NJ based education institutions and industry associations

#### Intended Outcomes by December 2027:

1. NJACAC website is updated on at least a monthly basis
2. NJACAC social media platforms have at least 1 post per week
3. Outreach to each NJ community college admission office, School Counseling/Higher Education Administration graduate program explaining the benefits of NJACAC membership
4. NJACAC representation on at least 1 NACAC committee per year
5. NJACAC representation at at least 1 non-NJACAC conference per year (NJEA, NJSCA, other affiliate conferences, etc.)

### **Goal 4: Diversity, Equity, and Inclusion**

NJACAC will prioritize DEI at all levels ultimately fostering a more inclusive and supportive community within the association.

#### Strategies:

1. Appoint Co-Chairs for the new DEI Committee to evaluate NJACAC policies, procedures and practices through a DEI framework.
2. Implement DEI training for all members of the Executive Board and Committee.
3. Identify ways to increase involvement of BIPOC and other underrepresented groups within NJACAC, including serving on committees and leadership positions.
4. Provide resources and professional development opportunities to membership focusing on best practices for addressing DEI within the college admission process.
5. Ensure that a range of DEI focused workshops are part of the NJACAC Annual Conference lineup

#### Intended Outcomes by December 2027:

1. DEI committee is established and members identified
2. At least 1 DEI workshop/training session per year is provided to the NJACAC Executive Board and Committee members
3. At least 1 DEI workshop/training session per year is offered to all NJACAC members
4. At least 5 DEI focused workshops are offered annually at the NJACAC conference

### **Goal 5: Fiscal Responsibility**

NJACAC will demonstrate fiscal responsibility in the management of our operations to ensure the financial health of the organization

#### Strategies:

1. Conduct a comprehensive review Fiscal Oversight Manual and adopt revisions as deemed necessary to ensure simple compliance with all policies.
2. Diversify revenue streams, grant and sponsorship opportunities beyond membership fees and event registrations that align with our mission.
3. Ensure that members are adhering to established policies and procedures as listed in the Fiscal Oversight Manual.

#### Intended Outcomes by December 2027:

1. Revised and approved Fiscal Oversight Manual
2. Identification of at least 5 additional sponsorship/grant sources to support NJACAC programming that is not linked to the NJACAC Conference
3. Executive Committee and Board members receive annual training from the NJACAC Treasurer (or Presidential Trio) regarding fiscal policies, goals and benchmarks