



CIVSA STRATEGIC PLAN

2019 - 2022

AUTHORIZED BY CIVSA EXECUTIVE BOARD | MAY 28, 2019

VISION, MISSION, CORE VALUES

VISION

THE CIVSA VISION IS TO PARTNER WITH HIGHER EDUCATION PROFESSIONALS TO SET STANDARDS OF EXCELLENCE IN THE FIELD OF INFORMATION AND VISITOR SERVICES.

MISSION

OUR MISSION IS TO PROVIDE KNOWLEDGE EXCHANGE, RESEARCH AND CONNECTIONS IN AN INVITING ARENA THAT BUILDS PROFESSIONAL AND PERSONAL RELATIONSHIPS.

CORE VALUES

- › **EDUCATION:** "THE ACT OR PROCESS OF IMPARTING OR ACQUIRING PARTICULAR KNOWLEDGE OR SKILLS, AS FOR A PROFESSION."
 - › **CONNECTION:** "DEVELOPING SOUND WORKING RELATIONSHIPS IN AN ORGANIZATION."
 - › **INVOLVEMENT:** "A PERSONAL INVESTMENT IN THE SUCCESS OF AN ORGANIZATION."
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STRATEGIC
PLAN
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GOAL ONE | EDUCATION

DEVELOP AN **EDUCATION** PLAN THAT PROVIDES SUBSTANTIVE EDUCATIONAL OPPORTUNITIES WHICH CAN BE DELIVERED TO THE MEMBERSHIP THROUGHOUT THE YEAR, THEREBY ESTABLISHING THE ASSOCIATION AS THE SOURCE OF INFORMATION AND BEST PRACTICES WITHIN HIGHER EDUCATION VISITOR AND INFORMATION SERVICES.

ACTIONS

- DEVELOP YEAR-LONG ROTATION OF EDUCATIONAL SPEAKERS FROM OTHER INDUSTRIES.
 - EXPAND UTILIZATION OF TECHNOLOGY TO HELP MEMBERS ENGAGE WITH ONE ANOTHER TO SHARE BEST PRACTICES.
 - FACILITATE DIVERSITY AND INCLUSION TRAINING AND KNOWLEDGE EXCHANGE TO PREPARE OUR MEMBERS TO BETTER SERVE DIVERSE VISITORS AND SITUATIONS.
 - EXPAND OPPORTUNITIES FOR COLLABORATIVE TRAINING OF STUDENT EMPLOYEES.
 - EXPOSE MEMBERS TO STANDARDS WITHIN THE INDUSTRY BY INCORPORATING CAS INTO EDUCATIONAL OPPORTUNITIES.
 - CONTINUE DEVELOPMENT OF A REPOSITORY OF RESEARCH ARTICLES AND DATA, BOTH INTERNAL AND EXTERNAL, AS RESOURCES FOR MEMBERS.
 - DEVELOP AN ANALYTICS METRIC FOR OUR WEBSITE TO FULLY UNDERSTAND MEMBERS' USAGE AND TO ENHANCE SEARCHABILITY AND ORGANIZATION.
 - EXPAND THE ROLE OF EDUCATIONAL RESOURCES AND RESEARCH AND ASSESSMENT COMMITTEES TO MEET THE OBJECTIVES AND GOALS OF THE EDUCATION CORE VALUE.
 - DEVELOP A ROBUST AND SEARCHABLE DATABASE (DATASET) OF MEMBERS' VISIT PROGRAMS TO HELP IDENTIFY TRENDS WITHIN THE INDUSTRY AND PUBLISH AN ANNUAL UPDATE THAT WILL BE ARCHIVED.
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GOAL TWO | CONNECTION

CREATE A PLAN THAT WILL **CONNECT** MEMBERS THROUGH PERSONAL, PROFESSIONAL AND LEADERSHIP DEVELOPMENT.

ACTIONS

- FINALIZE THE ORIENTATION PLAN FOR NEW MEMBERS INCLUDING OPPORTUNITIES FOR INVOLVEMENT AND PROFESSIONAL DEVELOPMENT.
 - DEVELOP A WAY FOR INSTITUTIONS TO ACKNOWLEDGE MEMBERSHIP.
 - RESEARCH OTHER ASSOCIATIONS ON STANDARDIZED WAY FOR MEMBERS TO ACKNOWLEDGE MEMBERSHIP ON PROFESSIONAL SITES (I.E. LINKEDIN) .
 - UTILIZE TECHNOLOGY TO MAKE MEETUPS AND CONNECTING EASIER.
 - UPDATE AND MAINTAIN DOCUMENTATION OF THE OPERATIONS OF THE ASSOCIATION AND COMMITTEES TO FACILITATE THE DEVELOPMENT AND CONNECTION OF INDIVIDUAL MEMBERS WITHIN THE ASSOCIATION.
 - DEVELOP A RECOGNITION OPPORTUNITY FOR PROGRAMS OR INSTITUTIONS WHO ARE PRODUCING EXCEPTIONAL WORK OR ARE GREAT EXAMPLES OF BEST PRACTICES.
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GOAL THREE | INVOLVEMENT

CULTIVATE AN **INVOLVEMENT** PLAN THAT PROVIDES OPPORTUNITIES FOR INVOLVEMENT AND REWARDS MEMBERS WHO ARE ACTIVELY ENGAGED IN VOLUNTEER POSITIONS ON BEHALF OF CIVSA.

ACTIONS

- DEVELOP A RECRUITMENT AND RETENTION PLAN FOR MEMBERS TO EXPOSE THEM TO OPPORTUNITIES TO GET INVOLVED, WITH EXPECTATIONS FOR INVOLVEMENT CLEARLY OUTLINED.
 - CATEGORIZE THE WAYS THAT PEOPLE CAN GET INVOLVED AND MAKE IT EASIER TO ACCESS AND UNDERSTAND THE TIME COMMITMENT AND THE NECESSARY SKILLS FOR EACH INVOLVEMENT OPPORTUNITY.
 - IDENTIFY OPPORTUNITIES THAT MAY REQUIRE SPECIFIC SKILLS AND THEN DEVELOP A METHOD OF DETERMINING STRENGTHS AND EXPERIENCE OF VOLUNTEERS TO FIND THE BEST FIT.
 - DEVELOP A VOLUNTEER APPRECIATION PROGRAM TO HELP INCENTIVIZE INVOLVEMENT AND ACKNOWLEDGE CONTRIBUTION.
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PROCEDURE FOR MONITORING AND REVISIONS TO THE PLAN

THE OVERSIGHT OF THIS STRATEGIC PLAN WILL BE MONITORED AND DOCUMENTED BY THE STRATEGIC PLANNING COMMITTEE. EACH YEAR THE IMMEDIATE PAST PRESIDENT WILL SERVE AS CHAIR WITH THE COMMITTEE MADE UP OF A BROAD REPRESENTATION OF THE FIVE CIVSA REGIONS. EACH ACTION LISTED UNDER THE DEFINED GOALS WILL HAVE TWO OR MORE RESPONSIBLE PERSONS TO INCLUDE ONE EXECUTIVE OFFICER APPOINTED TO SERVE AS THE POINT PERSON FOR EACH IDENTIFIED ACTION. ACCOUNTABILITY FOR IDENTIFIED ACTIONS TO REACH OBJECTIVES WILL BE INCLUDED IN JOB DESCRIPTIONS OF THE OFFICER, DIRECTOR, CHAIRPERSON OR STAFF IN THE CURRENT VERSION OF THE CIVSA OPERATIONS MANUAL.

THE COMMITTEE WILL WORK WITH RESPONSIBLE PERSON(S) TO ASSIST WITH SMOOTH IMPLEMENTATION OF THE PLAN. ANY IDENTIFIED UPDATES OR CHANGES OVER THE THREE-YEAR PERIOD WILL BE APPROVED BY THE EXECUTIVE BOARD USING THE FOLLOWING PROTOCOL:

- ALL MONITORING OF PROGRESS ON GOALS AND ACTIONS WILL BE DOCUMENTED IN WRITING.
- ANY SUGGESTED CHANGES OR UPDATES WILL INCLUDE ANSWERS TO THE FOLLOWING QUESTIONS:
 - WHAT IS CAUSING CHANGES TO BE MADE?
 - WHY THE CHANGES SHOULD BE MADE? (“WHY” IS OFTEN DIFFERENT THAN “WHAT IS CAUSING” THE CHANGES).
 - WHAT SPECIFIC CHANGES SHOULD BE MADE, INCLUDING GOALS, ACTIONS, ACCOUNTABILITY AND TIME LINES?
- VARIOUS VERSIONS OF THE PLAN WILL BE MANAGED AND A NEW DATE ADDED WHEN STRATEGIC CHANGES ARE DEEMED NECESSARY.
- REVISED COPIES OF THE PLAN WILL BE RETAINED AND AN UPDATED OFFICIAL VERSION POSTED TO THE WEBSITE FOR MEMBERSHIP, BOARD MEMBERS AND STAKEHOLDERS.