

# **COLLEGIATE INFORMATION AND VISITOR SERVICES ASSOCIATION**

## **STRATEGIC PLAN**

**July 1, 2013 – June 30, 2016**

**Authorized by CIVSA Executive Board – June 2, 2013**

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## **Summary of Planning Process**

In the fall of 2011, President Stephen Barnett appointed a chairperson to coordinate a long-range strategic planning effort for the Collegiate Information and Visitor Services Association. Over a 3 month period, initial surveys and brainstorming sessions were conducted among current Board members. In January of 2012, a Strategic Planning Committee was formed. The committee was structured to encompass all four of the CIVSA regions consisting of the regional directors and two additional regional members. A timeline was developed for conference calls and the committee was further organized into three sub-committees consisting of The Survey Team, The Announcement Team and The Writing Team. The Committee began regular communication and collaboration to begin the work of gathering the information necessary to a successful planning effort. This was accomplished through member surveys and analysis of the raw data, collaboration of how to present The Plan to membership and creating this document which will serve as guidepost over the next three years. Throughout the process, each sub-committee began the initial stages pertinent to their area with the full committee staying apprised and involved during monthly conference calls. At each phase of the planning process, information was shared with CIVSA executive officers for review and approval and the committee chair provided status reports on monthly conference calls as part of the CIVSA board.

The products developed as a result of this strategic planning process include:

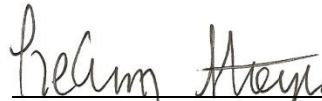
- A determination of internal strengths & weaknesses and external opportunities & threats.
- Current trends within the external environment.
- A standardized process for ongoing strategic planning.
- Development of strategic initiatives, tactical objectives and performance measures.
- A plan for monitoring the progress of The Plan and identifying points of accountability.


On June 2, 2013, Executive Officers officially authorized the CIVSA Strategic Plan 2013-16 by signature. The formal announcement to the membership was slated for the Annual Business Meeting in Alexandria, VA during the 20<sup>th</sup> Anniversary Conference through video and a written summary program. Those same announcement products will be made available to the full membership on the CIVSA website.

## Executive Board Authorization of Strategic Plan

Executive Officer:  Date: June 2, 2013  
Stephen Barnett, President

Executive Officer:  Date: June 2, 2013  
Jennifer McKenzie, President Elect

Executive Officer:  Date: June 2, 2013  
LeAnn Stroupe, Interim Past President

Executive Officer:  Date: June 2, 2013  
Cindy Singley, Secretary

Executive Officer:  Date: June 2, 2013  
Brittney Joyce, Director of Communications

Executive Officer:  Date: June 2, 2013  
Kim Schon, Treasurer

## **Organizational Description**

Campus information and visitor services programs at institutions of higher education began at Boston University in 1925 with the establishment of the Campus Information Office. The first known meeting of professionals in the field was held at Purdue University in 1986, and the group grew to include 15 members by 1990. They were informally named "U-VIPs" but voted in that year to be named the "National Collegiate Visitor Services Association" (NCVSA) and coordinated their efforts through the newly-established visitor center at the University of Maryland-College Park.

In 1994, the first national conference of NCVSA was held at the University of Alabama at Birmingham with 25 members in attendance. By the second conference in June 1995, the association broadened its scope and was renamed the Collegiate Information and Visitor Services Association (CIVSA) which better recognized the broad membership of individuals and programs that provide "gateway" services to their campus communities.

CIVSA worked toward increasing the legitimacy of the campus information and visitor services field and in 1997 the first national headquarters was established at Rutgers University. Annual conferences continued with steady growth in attendance and great effort went into the solidification and organization of this new professional association. In 1998, CIVSA joined the Council for the Advancement of Standards in Higher Education (CAS) followed by the significant milestone of having CAS approve Campus Information and Visitor Services Standards and Guidelines in 2000.

CIVSA has grown exponentially to over 550 members and annual conferences rotating through the 4 regions at hotel/conference centers to maximize attendance and networking opportunities. Members connect and have the opportunity to share resources via social media, an email listserv as well as through quarterly conference calls and newsletters. In addition to annual conference, plans are in place to begin regional events and a student development conference will be held in January 2014.

As CIVSA increases its visibility in the field of higher education, thoughtful planning has gone into the organization's logistics. In 2010, the association became an incorporated non-profit and headquarters is now independently run with a contracted association manager. An Operations Manual was developed for consistency in leadership and to streamline processes as well as the development of a formal annual budget. This 3 year strategic plan is aimed at shaping the future of CIVSA and will be an ongoing process with a committee in place to track accountability and update The Plan to strengthen CIVSA's future.

## 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

### **Membership:**

We support our dynamic membership of collegiate professionals through every decision made.

### **Communication:**

We seek out all avenues to strengthen connections and networking among our membership.

### **Education:**

We provide leadership and a variety of innovative educational formats to support professional growth.

## TAG LINE



## **THE THREE STRATEGIC INITIATIVES**

- I. Create standardized internal and external communication plans to grow the association through membership and external marketing opportunities.**
- II. Develop a recruitment plan that focuses on retention of current members and explores new resources for membership recruitment opportunities.**
- III. Expand opportunities for membership education and support while enhancing current resources to include promotion of research in the field of information and visitor services.**

## **SUMMARY OF OBJECTIVES**

### **I. Create standardized internal and external communication plans to grow the association through membership and external marketing opportunities.**

- Embrace social media for regular communications using Facebook, Twitter and Instagram.
- Promote the utilization of the email listserv as monthly communication with a collection of updates from each region and committees.
- Utilize the *Welcomer* to provide updates culled from regions, committees, listserv emails, and social media.
- Designate members from each region to serve as a liaison to NACAC and AACRAO by attending those conferences to encourage recruitment of new members.
- Designate members to be liaisons for schools within specific athletic conferences or similar collegiate associations.
- Research student ambassador conferences and see how those can be integrated into the proposed Student Development Conference.

### **II. Develop a membership plan that focuses on member retention and explores new resources for membership recruitment opportunities.**

- Create a Recruitment Committee with oversight by Regional Directors.
- Update Regional Director job description to include chairing a regional event committee that will plan a regional event each year.
- Develop a loyalty awards/recognition plan based on years of CIVSA service as well a leadership award.
- Improve Annual Membership Drive through incentives for current member referrals and consider setting aside budget funds for initiative.
- Continue current recruitment of colleges and universities while enhancing outreach efforts to increase community college membership with Regional Directors leading this focus.

**III. Expand opportunities for membership education and support while enhancing current resources to include promotion of research in the field of information and visitor services.**

- Increase conference call opportunities with new technological support in order to encourage continued conversations.
- Implement a new website that is more user friendly.
- Promote easily shared best practices for members.
- Expand on resources to include educational webinars for members.
- Enhance and promote Lending Library to include more material pertinent to higher education.
- Explore initiating a CIVSA Book Club to encourage educational interaction between members.
- Develop opportunities for members to collaborate in research.
- Annually dedicate one edition of The Welcomer to research.
- Identify members who are currently seeking a degree via the membership renewal process.

## **Procedure for Monitoring and Changing The Plan**

Oversight of this strategic plan will be monitored and managed by the Strategic Planning Committee under the direction of the President. The committee will consist of a chair and a minimum of 3 additional members with a broad representation of the 4 CIVSA regions.

Accountability for identified performance measures 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 these parties to ensure the 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:

1. All monitoring of progress on initiatives and objectives will be documented in writing.
2. 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? (the "why" is often different than "what is causing" the changes).
  - What specific changes should be made, including goals, objectives, accountability and time lines.
3. Various versions of The Plan will be managed and a new date added when strategic changes are deemed necessary.
4. All old copies of The Plan will be retained and updated versions posted to website for membership and distributed as appropriate to board members and stakeholders.