

**Strategic Plan**

September 2015

(approved by OACAC Executive Board on 9/30/15)

*Provide expertise analysis, professional development and*

*innovative opportunities through an extensive network*

*of college admission professionals, independent and high*

*school counselors, and access advisors, as we prepare*

*for the future and advocate for college counseling initiatives.*

**OACAC CORE COMPETENCIES**

**Educate:** Provide professional development opportunities through direct programming, indirect discussion and use of technology for individuals interested in college counseling and those working with college bound students.

**Advocate:** Be a leader on behalf of various constituencies, by representing individuals who work in the field of college counseling on a local, regional, state, national and international level. Disseminate information on policy changes, current trends and best practices for those within the college counseling profession.

**Connect:** Create a collaborative environment between college admission representatives, high school counselors, independent counselors and access coordinators and in an effort to exchange ideas, discuss best practices and identify current trends so we continue to serve students at the highest possible level.

**Prepare:** Through the aforementioned practices, prepare those within the profession to successfully work with students throughout the college search. In addition, prepare members to serve in leadership roles in local, regional, state, national and international capacities.

**EXecUTIVE SUMMARY**

OACAC will identify dedicated, intelligent and forward-thinking professionals in the field of college admission counseling who are willing to fulfill the key elements outlined in the 2020 strategic plan. This comprehensive plan for OACAC will prepare the organization to meet the demands of the membership and the professionals who advise and counsel college bound student throughout the college search. Primary areas of focus during the next five years include the following:

* Communication and Visibility
* Professional Development and Networking
* Membership
* Leadership and Mentorship
* Financial Plan and Stability

The aforementioned focal points will assist in increasing visibility of OACAC, resulting in a growth of membership, identification of future leaders and delivery of innovative programs and workshops for the professionals in college admission counseling. We will enhance communication and marketing to increase awareness of OAAC’s vision and mission and to offset the challenges within our competitive marketplace.

As an organization we will continue to support professional development for our members by offering grant funding for local, state, regional and national conferences as well as offering our own innovative programs and workshops. To support these initiatives we will develop a comprehensive financial plan that serves our organization well into the future.

**Implementation Plan and Target Timeline**

In a separate but accompanying document, the OACAC Executive Board has developed an Implementation Plan and Target Timeline to serve as the guiding document for accomplishing the goals of the OACAC Strategic Plan. The Implementation Plan and Target Timeline are a vital and dynamic supplement to the Strategic Plan as they provide deliberate approaches for the association to achieve its intended goals in support of its strategy.

**MARKET AND COMPETITIVE ANALYSIS**

The financial resources of colleges/universities, high school districts and access organizations continue to be restricted which results in professional organizations competing for members and their associated fees. The Ohio Association for College Admission Counseling, Ohio Association for Student Financial Aid Administrators (OASFAA), Ohio College Access Network (OCAN), Ohio School Counselors Association (OSCA) and Ohio Association of Collegiate Registrars and Admissions Officers (OACRAO) all compete for members and offer a variety of programs that serve the competitive target markets.

The need to provide innovative programs and events, identify new sources of revenue and involve new professionals to develop future leaders is vital to the long-term stability of the organization. However, we are all competing for the same leaders and sources of revenue with diminishing budgets at colleges and universities and especially within high school districts.

**STRATEGIC PRIORITIES AND INITIATIVES**

**Communication and Visibility**

1. **Comprehensive and Strategic Communication Plan:** Develop and implement a plan that aligns print marketing, electronic communication and social media in an effort to streamline and enhance communication to members and non-members of OACAC. Efforts include the revival of a print newsletter, a more frequent electronic newsletter, consistent social media presence, membership benefit marketing publication, and updates from the Ohio Department of Higher Education, ACT and College Board.

**Committee/individual involvement and leadership:** Executive Administrator, Marketing and Communications Chair and Committee, Delegate assigned to work with Marketing and Communications, Government Relations, President, Past President, Secretary, Webmaster.

1. **Strengthen Brand Components through consistent use of OACAC Logo:** Create logo identity standards that will have usage descriptions, logo placement, color guides and size guidelines. Continue to use Educate, Advocate, Connect and Prepare as our pillars of success.

**Committee/individual involvement and leadership:** Executive Administrator, Marketing and Communications, Webmaster, Government Relations, President, Past President.

**Professional Development and Networking**

1. **Professional Development Committee:** Establish an experienced, intelligent and innovative committee that represents various regions of the state as well as cross sections of college representatives, high school counselors and access coordinators.

**Committee/individual involvement and leadership:** Professional Development Chair and Committee, Executive Board, Delegate assigned as OSCA liaison, IAS, Membership Chair, Transfer Advocacy, Webmaster

1. **Innovative Opportunities:** Offer a range of opportunities that are unique, easily accessible and beneficial to the members and non-members of OACAC.

**Committee/individual involvement and leadership:** Professional Development Chair and Committee, Executive Board, Delegate assigned as OSCA liaison, IAS, Membership Chair, Transfer Advocacy, Webmaster

1. **Informal Social Opportunities:** Throughout the state and during the Ohio School Counselors Conference (OSCA), offer social opportunities where professionals from various disciplines and of various levels of experience exchange ideas, network and discuss trends and topics related to college counseling.

**Committee/individual involvement and leadership:** Professional Development Chairs and Committee, Delegate Liaison to OSCA, Membership Chair and Committee, Delegates, President

1. **Annual Conference:** Revitalize Annual Conference to increase attendance among all constituencies, but strongly encouraging high school counselors to reengage.

**Committee/individual involvement and leadership:** Conference Planner, Presidential team, Delegates, Executive Administrator, Guiding the Way to Inclusion, other affiliate leadership teams

1. **Articulation:** Continue our strong relationships with previous partners (ACT, College Board, NCAA, Ohio Board of Regents, OASFFA and the colleges and universities in Ohio) to provide a quality, relevant program for high school counselors throughout the state. Rotate sites to include Southeast Ohio every 2-3 years as it is necessary to provide professional development opportunities and networking for those within the college counseling field

**Committee/individual involvement and leadership:** Articulation Co-Chairs, Grant Funding, Presidential leadership, OSCA Liaison, Transfer Advocacy

1. **Grant Funding:** Create opportunities for individuals who do not receive financial support from their college, university, school district or access group by offering $2500-$10,000 annually. Funding is to be used for professional development workshops, innovative programs, creative ideas or other proposals as approved by the OACAC executive board.

**Committee/individual involvement and leadership:** Grant Funding, Delegates, Executive Administrator, Finance (future), Presidential team, Treasurer

**Membership**

1. **Enhance Member Benefits:** Continue to build upon our current member options to provide significant opportunities for members of the organization. Create a strong sense of value for those who are members of the organization and clearly define those opportunities for non-members of OACAC.

**Committee/individual involvement and leadership:** Membership Chair and committee, Executive Administrator, Delegates, Finance (future), Grant Funding, IAS, Presidential team, Transfer Advocacy, Treasurer

1. **Proactively Recruit New Professionals from the High Schools, Access Organizations and Community Groups:** Identify new professionals and actively recruit them with marketing materials about OACAC membership, programs and initiatives.

**Committee/individual involvement and leadership:** Membership,Delegates, Mentorship, Presidential team, Professional Development

**Leadership and Mentorship**

1. **Identify and Engage New Leaders:** Define a path to leadership positions within OACAC that often (but not always) begins with Summer Institute and continues through one’s professional career. Specifically, have programs and initiatives that develop the college professionals and separate initiatives and programs for school counselors, access coordinators and community groups.

**Committee/individual involvement and leadership:** Presidential team, Delegates, Mentorship Chair, Middle Management Institute Chair, Summer Institute Chair(s)

1. **Mentorship Program:** Define a path to leadership positions within OACAC that often (but not always) begins with Summer Institute and continues throughout one’s professional career.

**Committee/individual involvement and leadership:** Mentorship, Middle Management Institute, Presidential team, Summer Institute, Delegates

1. **Middle Management Institute:** Define a program for those in the middle management sector (experienced assistant director through directors of admission) that utilizes experienced professionals across admission, financial aid and for-profit and non-profit ventures. The high level cohort will provide opportunities for career exploration, mentoring and learning through innovative and strategic sessions.

**Committee/individual involvement and leadership:** Mentorship Committee and Chair, Middle Management Institute, Presidential team, Professional Development, Summer Institute, Delegates

**Financial Plan and Stability**

1. **Create a Financial Plan:** Write a comprehensive financial plan that outlines spending practices and savings goals. Create a plan to allocate funds from profitable events and programs to the awarding of scholarships, grants towards professional development, networking events and supporting delegates to attend annual meetings and advocacy opportunities.

**Committee/individual involvement and leadership:** Presidential Team, Finance (future), College Fair Committee, Delegates as assigned, Marketing and Communications

1. **Prepare for the Future:** Explore opportunities for additional revenue that will support the 2016 NACAC National Conference in Columbus, Ohio, grant funding initiatives, professional development opportunities, scholarship and networking events. Set aside reserve funding to further enhance the organization’s financial outlook.

**Committee/individual involvement and leadership:** Presidential Team, Finance (future), College Fair Committee, Delegates as assigned, Marketing and Communications