

STRATEGIC PRIORITY I. Actualize NADOHE's Vision for Being the Pre-Eminent Voice of Inclusive Excellence in Higher Education	INITIATIVES	TACTICS	RESPONSIBLE ENTITY (IES)	ACTIONS TAKEN
	A1. Pursue opportunities to influence public policy and public discourse on inclusive excellence in higher education		President, Exec. Officers, & Public Policy Comm.	
		A1a. Identify top 3 priorities by reflecting on areas of urgency in higher education and topics to which NADOHE brings unique valued added expertise while effectively conveying NADOHE's mission and vision.		
		A1b. Utilize NADOHE's Advisory Board Members as brand ambassadors, equip brand ambassadors and others with social media toolkit (email, Facebook posts, tweets) that reflect NADOHE's position and brand on a specified topic.	2 – 4 year goal	
		A1c. . Identify and prioritize key influencers in higher education policy and create strategic partnerships.		
		A1d. Have a lobby day with legislative briefings.		
	A2. Create a NADOHE Speakers' Bureau to provide thought leadership		Public Policy Committee	
		A2a. Develop implementation plan to create a NADOHE Speakers' Bureau		
		A2b. Put a call out to NADOHE members to identify speakers		
		A2c. Develop speaker standards.		
		A2d. Market NADOHE Speakers' Bureau on web site and to interested third parties/organizations		
	A3. Develop position papers, op eds, and media releases that address contemporary issues in timely manner		Public Policy Committee	
		A3a. Establish criteria for selection of authors and identify pool of researchers with extensive scholarship on diversity, equity, and inclusion to prepare position papers		

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		A3b. Develop plan that includes annual areas of key focus		
		A3c. Conduct analysis of key media players and establish relationships with reporters to cover diversity in higher education		
		A3d. Implement an op ed process. (Overlap between A3 and A4?) Public Policy and Marketing inter-related	Editor & BOD	
		A3e. Develop a resource library.		
	A4. Continue to support the growth and expansion of NADOHE's journal to different audiences around the country and the world			
		A4a. Leverage NADOHE Journal content and investigate possible collaboration with Mellon Foundation and/or other Foundations		
		A4b. Partner with NADOHE International Committee to support the advancement of journal internationally		
	A5. Extend conference participation strategically to prospective audiences for potential recruitment to join/support NADOHE's Mission and Vision		Conference Committee & Marketing Group	
		A5a. Reach out to corporate leaders from organizations with values that align with NADOHE's and identify viable conference collaborations. Explore corporate sponsorships.		
		A5b. Reach out to government leaders that understand the value of diversity and inclusion and identify viable conference collaborations		
		A5c. Reach out to higher education organizations that have far reaching influence		
		A5d. Consider annual conference as stand alone.		

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<b>II. Identify and Adopt a Marketing Strategy:</b>	Identify and adopt a marketing strategy to enhance awareness and foster positive perceptions of the NADOHE brand and influence knowledge and use of NADOHE’s products and services		Marketing Group and Others with Expertise	
	A1. Identify the appropriate approach that will build NADOHE’s reputational influence among its members and audiences across higher education			
		A1a. Identify NADOHE Unique Value Proposition [UVP] and Positioning.	Raji/Committee	
		A1b. Create NADOHE Elevator Speech based on NADOHE’s Unique Value Proposition (UVP) and a very concise statement that connects NADOHE to all institutional types and functions.		
		A1c. Employ content marketing to create research based, concise, highly useful practical resources to enhance professional success of current members.		
	A2. Implement multi-prong strategy to build NADOHE’s brand recognition			
		A2a. After developing NADOHE Unique Value Proposition [UVP] and Positioning, identify communications and other vehicles to build and reinforce brand.		

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<b>II. Identify and Adopt a Marketing Strategy:</b>	Identify and adopt a marketing strategy to enhance awareness and foster positive perceptions of the NADOHE brand and influence knowledge and use of NADOHE’s products and services	A2b. Identify target audiences (students, other campus professionals), key messages, and methods related to the above.	Marketing Group and Others with Expertise		
		A2c. Develop implementation timeline.			
		A3. Develop infrastructure capacity to promote NADOHE’s visibility and impact in higher education		By year two or three, hire a part-time professional	
		A3a. Consult with professionals on what is needed.			
		A4. Identify a viable marketing strategy that promotes the long-term sustainability of NADOHE			
		A4a. Develop Social Media Strategy (Expand this category, must take place real time)			

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<b>III. Ensure Organizational Growth, Development and Sustainability</b>	<b>Strategic Goal</b>				
	<b>A. Organizational Growth:</b> Increase NADOHE’s individual, institutional, special membership and NADOHE’s state and regional chapters/affiliations over the next five years.			Membership Committee & Executive Office/Executive Officers	
	A1. Continuously monitor and enhance services to membership				
		A1a. Conduct membership survey annually. A1b. Conduct focus groups at annual conference. A1c. Explore/compare membership services and benefits provided by similar associations. A1d. Develop a website portal to solicit ideas for membership			
	A2. Monitor opportunities and implement actions to increase current institutional and individual memberships in addition to pursuing those not currently affiliated with NADOHE (HBCU’s, HSI’s, Tribal Institutions, Liberal Arts Colleges, Community Colleges)				
		A2a. Continue to identify universe of potential members. A2b. Develop strategic alliances with associations/entities representing target markets (i.c. AACC) and collaborate on ways to provide value through NADOHE membership. (inc. presence at national meetings.)			
		A2c. Develop a strategic recruitment campaign targeted to the above audiences.			

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<b>III. Ensure Organizational Growth, Development and Sustainability</b>	A3. Increase and enhance NADOHE affiliate chapters that reflect state, regional and special interest organizations (HBCU's, HSI's, Community Colleges)	A3a. Consistently check in with current chapters to assess activity level and ways to increase membership through chapter activity and outreach. A3b. Stay in regular communication with prospective chapters to facilitate chapter formation. A3c. Identify the best approach to proactively develop special interest chapters, such as for HBCU's, LGBTQ			
	A4. Create and recruit from a diversity professionals database and consider creating an International membership category.	A4a. Identify criteria for a diversity professionals database such as multicultural officers, CADE, APLU, LGBTQ A4b. Identify criteria and benefits related to an International membership category. A4c. Develop a recruitment campaign once the above is completed.			
	A5. Maintain electronic membership operation for tracking membership growth, renewal, non-renewals	A5a. Identify ways to maximize current technology to track membership growth, renewals and non-renewals. A5b. Identify new technologies that can enhance these efforts.			
	<b>B. Organizational Development:</b> Ensure viability of NADOHE's leadership team				

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<b>III. Ensure Organizational Growth, Development and Sustainability</b>	B1. Create and deliver leadership development/training for Board Members and clarify roles and responsibilities for Board Members and various committee functions and responsibilities	B1a. Develop a more comprehensive orientation process for new board members.	President & Executive Officers		
		B1b. Document for each NADOHE committee. Chairs and/or co-chairs' responsibilities			
		B1c. Identify leadership development training that would benefit all board members.			
	B2. Develop and implement a strategy to expand Board's inclusive diversity membership/focus	B2a. Assess diversity of current board to ensure the broadening of participation.	President & Executive Officers		
		B2b. Develop a process for identifying and recruiting board members in under-represented areas.			
				President & Executive Officers	
	B3. Identify methods to cultivate future NADOHE leaders and develop a strategy for succession planning for Director, Officer and Committee Chair positions.	B3a. Develop a process to identify prospective future leaders for NADOHE's board.	President & Executive Officers		

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<b>III. Ensure Organizational Growth, Development and Sustainability</b>  <b>C. Organizational Sustainability:</b> Ensure NADOHE's long-term viability		B3b. Develop an avenue for increasing student and/or early career professional engagement.		
		B3c. Create a model for leadership development paths forward; for example, committee member to committee chair, to board member, to officer, etc.		
	C1. Develop and implement appropriate strategies to strengthen fiduciary and organizational responsibilities		Treasurer	
		C1a. Explore non-dues revenue opportunities. (grants, partnerships, etc.)		
		C1b. Develop short and long term revenue projection models.		
		C1c. Prioritize member services and funding required to provide these.	Officers	
	C2. Assess and determine the expectations for the role/relationship of professional management association for five-year time line and clearly articulate the review process		President, Treasurer, & other Executive Officers	
		C2a. Organize a special task force to oversee this process		
	C3. Develop long-term strategy for management of NADOHE's annual conference		President & Executive Officers	
		C2b. Develop a specific charge with measurable outcomes for this group.		
		C2c. Determine a timeline for this to take place.		
		C3a. Determine pros and cons of current status.		
	C3b. Explore different models that will enable NADOHE to maximize the conference experience for members and benefit of NADOHE financially.			



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<b>III. Ensure Organizational Growth, Development and Sustainability</b>		C3c. Develop a short-term and long-term plan for the above.		
	C4. Assess feasibility of regional NADOHE meetings as reflected by state and regional NADOHE chapter affiliates.		Membership Committee, Conference Planning Committee	
		C4a. Offer chapter grants to encourage regional meetings.		
		C4b. Collaborate with chapter leaders to explore the feasibility of regional meetings development.		
		C4c. Conduct regional member surveys to determine need and levels of interest.		
	C5. Develop and implement a strategy for formal affiliations with organizations within and outside of a higher education arena to expand NADOHE’s sphere of influence.		President, & Hoc Committee	
		C5a. Develop a matrix describing current organizational alliances and levels of involvement.		
		C5b. Identify other organizations with which an alliance would benefit NADOHE.		
		C5c. Define the associated goals with each current and prospective strategic alliances.		
	<b>IV. Address Professionalization of the CDO Role and Develop Core Competencies for CDO’s</b>	Professionalize Chief Diversity Officer role in higher education institutions		RESPONSIBLE ENTITY (IES)
	A1. Develop core competencies of and professional standards of practice for the CDO role including defining, standards, Code of Ethics, best practices		Professional Development Committee/Ad Hoc Committee	

STRATEGIC PRIORITY IV. Address Professionalization of the CDO Role and Develop Core Competencies for CDO's	INITIATIVES Professionalize Chief Diversity Officer role in higher education institutions	TACTICS	RESPONSIBLE ENTITY (IES)	ACTIONS TAKEN
		A1a. Adopt Professional Standards of Practice as developed by the Presidential Task Force		
		A1b. Conduct Free Educational Webinars with NADOHE CDOs on Professional Standards		
		A1c. Utilize Annual Conference Education of CDOS on the standards of the profession		
	A2. Develop curriculum aligned with core competencies and implement during annual NADOHE conference, webinars, and in other online tools for delivery of educational programming.		Professional Development Committee and	
		A2a. Publish and Disseminate Professional Standards of Practice to all NADOHE CDOs	Subject matter experts or Prof Standards Task Force	
		A2b. Set up a “Ask NADOHE” portal to promote exchange and dialogue nationally about issues CDOs are asked to address on campus		
		A2c. Create a mechanism to roll out curriculum		
	A3. Establish and implement a NADOHE Fellows program and other strategies to create mentoring experiences for new and aspiring CDO's		Ad Hoc Committee	
		A3a. Select first co-hort of Fellows		
		A3b. Identify and Assign Mentors		
		A3c. Provide a mid-year half day Fellows/Mentors Video Conference for exchange with a CDO mentors network		
		A3d. Establish Fellows/Mentors Workshop for 2015 national conference.		
		A3e. Create and implement a CDO mentors network available to all. (add to A1)		