

NADOHE STRATEGIC PLAN, 2022-2027

NADOHE

NATIONAL ASSOCIATION OF DIVERSITY OFFICERS
IN HIGHER EDUCATION

PRESIDENTIAL MESSAGE



Dear Members,

It is an exciting time for NADOHE. As our membership grows and our reach and influence expand, we have an opportunity to build on the foundation we have established together with a bold vision for the next five years.

I am grateful to everyone who participated in the process of envisioning the next phase in NADOHE's evolution. With the 2022-2027 NADOHE Strategic Plan now approved by the Board, we begin the crucial and exciting process of implementation. We have identified membership enhancement, industry influence, and organizational sustainability as our overarching priorities and included tactics and milestones, which will keep us on track and accountable for these areas.

We all are keenly aware of the challenges facing higher education and the resistance equity, diversity, and inclusion work faces. Over the next five years, NADOHE is positioned to play a central role in prioritizing, protecting, and highlighting what you do every day to lead and influence higher education, living its values. Our hope is that by increasing our resources, infrastructure, and voice, we can better represent you and empower you to do your best work on campuses.

I look forward to us charting this course forward together. NADOHE's strength is you, its members. Your dedication, leadership, and input will be key to success in guiding the organization's growth and reputation as the preeminent voice for equity, justice, and inclusive excellence in higher education globally.

Thank you for your continued support and dedication to this work.

A handwritten signature in blue ink that reads "Paulette Granberry Russell". The signature is written in a cursive, flowing style.

Paulette Granberry Russell, J.D.
President, NADOHE

INTRODUCTION

On June 10-11 and August 26, 2021, the Board of the National Association of Diversity Officers in Higher Education (NADOHE) engaged in a series of strategic planning visioning sessions facilitated by Dr. Erik Skogsberg, Vice President of Learning Experience at Voltage Control. Voltage Control is a facilitation agency that helped the Board to “radically reimagine” NADOHE and to identify strategic directions to guide the organization for the next five years and beyond.

The Strategic Plan Committee, a standing committee of the organization, produced a draft strategic plan for review and approval by the NADOHE Board of Directors. The Strategic Plan Committee’s members included Chief Diversity Officers (CDOs) from NADOHE member institutions across the U.S. The committee met bi-weekly (and sometimes more often) in fall 2021. The new strategic plan was reviewed and approved by the NADOHE Board of Directors in March, 2022.

The product of a seven-month process, the NADOHE Strategic Plan, 2022-2027 will guide the organization’s growth over the next five years and beyond as well as expand NADOHE’s recognition and influence as the preeminent voice of inclusive excellence in higher education in the U.S. and internationally. The plan outlines three strategic priorities and includes a series of tactics, identified milestones, resources needed, and responsible entities.

The NADOHE Strategic Plan Committee presents the NADOHE Strategic Plan, 2022-2027 with optimism that the organization’s strategic directions will help to guide and support its members’ work toward achieving inclusive excellence among institutions of higher education within the country and beyond.

STRATEGIC PLAN COMMITTEE MEMBERS

Michael Dixon
(Susquehanna University)

Ronnie Dunn
(Cleveland State University)

LaKesha Alston Forbes
(East Carolina University)

Lisa D. Givan, Co-chair
(Indiana Tech)

Bella Hettich
(Diversus Health)

Taniecea Mallery
(Association of American
Medical Universities)

Joanne G. Woodard, Co-chair
(University of North Texas)

STRATEGIC PRIORITY AREA NO. 1



Membership Enhancement

To promote NADOHE’s growth and development as an organization, there must be an intentional effort to increase the organization’s membership to reach the various facets of higher education and beyond in the United States and abroad. Since its inception, NADOHE has provided resources for its membership that have been instrumental in shaping the CDO role in higher education in the 21st century. As NADOHE seeks to increase its membership, the organization must also provide resources to assist DEI professionals in operationalizing NADOHE’s standards of professional practice and in leading higher educational institutions and associations toward inclusive excellence. To this end, NADOHE will provide members with

- (1) professional development activities designed to increase their knowledge of and expertise in fostering inclusive excellence in higher education; and
- (2) professional support to assist members in attaining educational and career goals.

STRATEGIC PRIORITY AREA NO. 1

Strategic Objective 1A: Increase NADOHE's membership by 7.5% annually.

TACTICS:

Develop and implement a comprehensive membership marketing and recruitment plan that identifies new potential membership audiences and appropriately outlines how to market to them

Expand agreements with (a) American Indian tribal representatives, governments, and Tribal Colleges & Universities, (b) HBCUs, (c) HSIs, (d) community colleges, (e) international institutions, and (f) higher education related associations and corporate entities with partnership and interest in U.S. higher education

Create a membership pipeline initiative to (1) reach scholars engaged in inclusion pedagogy and DEI-related scholarship and (2) increase the number of graduate and undergraduate student members of NADOHE

MILESTONES:

Consultation with legal counsel to determine additional actions, if needed, to add new chapters with minimal legal exposure for NADOHE

Membership marketing and recruitment plan drafted

Personnel identified to operationalize membership recruitment plan

Representation of at least 20% of TCUs, HSIs, and HBCUs in NADOHE membership

Representation of at least 5 international institutional members

Representation of at least 5 higher education association and corporate members

Representation of at least 50 community college institutional memberships

Representation of at least 150 student members

Changes in Bylaws to accommodate any changes in the types of membership (individual, institutional, professional/association, retirees, students, corporate, etc.)

RESOURCES NEEDED:

Legal Counsel's recommendation(s)
AMC Source
RWJ
Treasurer

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

Membership Committee,
Marketing Committee,
Committee on Chapters,
AMC Source, RWJ

PROJECTED DUE DATE:

Spring 2022; ongoing

STRATEGIC PRIORITY AREA NO. 1

Strategic Objective 1B: Refine membership opportunities and chapter affiliations.

TACTICS:

General

Develop and launch a new membership orientation workshop and related materials

Update website to allow membership to update their profiles to indicate promotions, changes in institution, etc.

Update Bylaws and communicate to NADOHE membership information regarding the types of chapters to which a NADOHE member can belong, e.g., international, national, regional, state, and local chapters

Chapters

Clearly outline and communicate NADOHE chapter privileges, dues-paying structures, and chapter expansions

Implement quarterly meetings of chapter chairs to keep NADOHE membership better informed

Highlight chapters in NADOHE Now, website presence, and other communications

Institutional

Develop a marketing and communications strategy to recruit and retain institutional members

Clearly outline and communicate NADOHE institutional members privileges, dues-paying structures, and how institutional membership does/ does not impact membership privileges, dues-paying for diversity officers in the health care professions, athletics, law schools, etc.

Corporations

Develop a marketing and communications strategy to recruit and retain corporation members

Clearly outline and communicate NADOHE corporation membership information, privileges, dues-paying structure (e.g., profit, non-profit), and benefits as a corporation member

Professional Associations

Develop a marketing and communications strategy to recruit and retain professional association members

Clearly outline and communicate NADOHE professional association members privileges, due-paying structure, and benefits as a professional association member

MILESTONES:

Articulation of benefits of belonging to a NADOHE chapter
Revision and approval of Bylaws by NADOHE Board of Directors
Organization of member resources in alignment with NADOHE's Standards of Professional Practice.

RESOURCES NEEDED:

Legal Counsel's recommendation(s)
AMC Source
RWJ
Treasurer

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

Membership Committee,
Marketing Committee,
Committee on Chapters,
AMC Source, RWJ

PROJECTED DUE DATE:

Spring 2022; ongoing

STRATEGIC PRIORITY AREA NO. 1

Strategic Objective 1C: Increase professional development and professional support opportunities for members.

TACTICS:

Professional Development

Ensure the learning management system (LMS) can be seamlessly integrated into the NADOHE website

Provide Senior Mentoring Consultation

Expand CDO Fellows Program to include other diversity officers, including Academic, Athletics, Law Schools, etc.

Provide at least 3-4 new professional development webinars (or other appropriate format) each year for members and nonmembers

Professional Support

Evaluate and determine next steps related to the Inclusive Excellence Index

Launch new CDO Toolkit

Strengthen the annual NADOHE Conference and other gatherings (in US or abroad) as vehicles for membership recruitment and

MILESTONES:

Fall of each year, the identification of webinar topics and dates, and marketing of same

NADOHE co-sponsorship with Coventry University of DEI conference in United Kingdom

RESOURCES NEEDED:

Budget approved by the Board for new initiatives related to professional development/support tactics that require funding

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

NADOHE Board of Directors, Bylaws Committee, Professional Development Committee, Global Engagement Committee, AMC Source, RWJ

PROJECTED DUE DATE:

Summer/Fall 2022; ongoing

STRATEGIC PRIORITY AREA NO. 2



Industry Influence

NADOHE is uniquely positioned to be the key organization sought by those seeking information on DEI policy and best practices impacting post-secondary students, faculty, staff; institutional policies, procedures, and practices; and the broader communities. While not seeking to be involved in politics, NADOHE can play a vital role in shaping legislation impacting higher education and DEI practice in the United States.

Strategic Objective 2A: Strengthen NADOHE’s political and public policy influence in higher education and beyond.

TACTICS:

- Establish NADOHE presence in Washington, D.C.
- Create and/or strengthen formal relationships with local, state, regional, national, and global higher education advocacy and professional groups/associations
- Reconstitute advisory board of administrators, practitioners, scholars, and corporate partners
- Recruit “influencers” with a firm commitment to advancing equity, diversity, inclusion, and justice in higher education and beyond, nationally and globally

MILESTONES:

- NADOHE’s access to office space in Washington, D.C. as needed
- Strengthened ties to presidential organizations, e.g., ACE, APLU, AAU, AASC, AACCC, AACU, NAICU, HACU, Tribal Colleges & Universities, and other corporate entities with ties to higher education

RESOURCES NEEDED:

- Study conducted to determine infrastructure that supports efforts to expand NADOHE’s political influence [See Strategic Objective 3A Tactics.]
- Budget allocation to support NADOHE presence in Washington, D.C.

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

NADOHE Board President and Officers, Marketing Committee, Public Policy Committee, RWJ, AMC Source

PROJECTED DUE DATE:

January 2023; ongoing

STRATEGIC PRIORITY AREA NO. 2

Strategic Objective 2B: Provide education to policymakers, practitioners, administrators, community leaders and other key influencers and stakeholders.

TACTICS:

Leverage thought leadership opportunities to place opinion pieces in key publications

Leverage top NADOHE leadership as spokespeople to publicly comment on key topics through the media

Develop and implement strategy for NADOHE chapters to lead professional development/ support and education efforts locally

MILESTONES:

Establishment of connections with higher education policy journalists

Drafting and placement of opinion pieces in online and print media

RESOURCES NEEDED:

RWJ recommendations

Public Policy Committee Recommendations

Professional Development Committee Recommendations

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

NADOHE Board President and Officers, Marketing Committee, Public Policy Committee, NADOHE’s Public Relations & Marketing firm (RWJ), AMC Source

PROJECTED DUE DATE:

Spring 2022; ongoing

Strategic Objective 2C: Engage internal and external stakeholders in ways that enhance NADOHE’s reputation and influence as well as attract new members and partners.

TACTICS:

Develop and implement a robust and comprehensive strategic marketing communications plan that is aligned with NADOHE objectives and shared with board members

MILESTONES:

Share marketing and communication plan with NADOHE Board of Directors, NADOHE Standing Committees, and NADOHE Chapters

Implementation of regular communications channels to target and engage membership audiences

RESOURCES NEEDED:

Budget allocated to retain public relations & marketing firm to be reviewed annually to determine if changes are necessary

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

NADOHE President, Board Officers, and Board of Directors, Marketing Committee, RWJ, Council of Representatives, Public Policy Committee

PROJECTED DUE DATE:

August 2022; ongoing
Fall 2022; ongoing

STRATEGIC PRIORITY AREA NO. 3

Organizational Sustainability

NADOHE has been in existence for nearly two decades and it is imperative that the organization intentionally engage in promoting a responsible, inclusive, and sustainable business model. NADOHE's leadership weighed whether its current structure—which relies heavily on the volunteerism of its Board of Directors—is sustainable. NADOHE must also look at the work of its standing committees as well as consider how to expand and deepen both centralized and decentralized infrastructure. As an organization, NADOHE's sustainability will be dependent on its ability to work together through a rich tapestry of formal and informal partnerships while continuing to engage in those activities that enhance the organization's fiscal health and fulfillment of its mission.

NADOHE has greatly increased its marketing and communications in the past five years. Given the organization's national prominence and its efforts to leverage more effectively its position as the preeminent voice of inclusive excellence in higher education, having a strong strategic marketing and communications plan is essential to NADOHE's sustainability, future growth, and development. Creating a marketing and communications infrastructure will help NADOHE to better understand its audience and further support the proactive approaches embedded across other strategic goals and priorities outlined in this strategic plan.

STRATEGIC PRIORITY AREA NO. 3

Strategic Objective 3A: Update organizational structure to include the development and hiring of an executive leader (title to be determined) and other supporting staff members if recommended.

TACTICS:

Conduct a sustainability study of an executive leadership and staffing model

Update NADOHE Bylaws to accommodate any changes in the operation of the association to incorporate executive leadership/staff

Allocate necessary budget for executive leader salary and related benefits

MILESTONES:

Completion of a sustainability study for executive leadership and staffing

New executive leadership staff hired

Recommendation of other supporting staff needed for organizational sustainability

RESOURCES NEEDED:

Budget allocation to support paid executive leadership staff position and other recommended staffing

Position descriptions for NADOHE executive leadership and other recommended staffing

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

NADOHE Board President and Officers, with additional insights offered through AMC Source and RWJ

PROJECTED DUE DATE:

December 2022

Strategic Objective 3B: Update organizational revenue model that results in a 10% annual increase.

TACTICS:

Develop an advancement (fundraising) strategy and goals to support increased organizational revenues

Identify opportunities for growth and diversification of current revenues

Develop and implement growth and diversification strategy in alignment with identified opportunities

Increase sponsorships with corporations and other entities

MILESTONES:

Develop an advancement dvancement strategy and goals drafted

Increase by 10 percent or greater NADOHE revenues generated annually

RESOURCES NEEDED:

Consultation with financial advisor(s)

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

Finance Committee, Advancement Committee, NADOHE Board Officers and Board of Directors, with additional input from AMC Source and RWJ

PROJECTED DUE DATE:

August 2024; ongoing

STRATEGIC PRIORITY AREA NO. 3

Strategic Objective 3C: Ensure NADOHE Bylaws are consistent with organizational direction outlined by the NADOHE Strategic Plan, 2022-2027.

TACTICS:

Complete a thorough review of the current NADOHE Bylaws for consistency, clarity, coherence, and the elimination of ambiguity where appropriate based on the sustainability goals of NADOHE and update as necessary

MILESTONES:

NADOHE Bylaws will be clear, transparent, and provide the flexibility and agility necessary to sustain the Association going forward

Revised NADOHE Bylaws presented at Annual NADOHE Conference

Revised Bylaws distributed and discussed at all NADOHE Chapter meetings

RESOURCES NEEDED:

Budget allocation to print and publicize updated NADOHE Bylaws

RESPONSIBLE COMMITTEE/ PERSON/ENTITY:

NADOHE President, Board Officers, AMC Source, Ad Hoc Special Bylaws Committee (appointed by the President)

PROJECTED DUE DATE:

March 2023; ongoing

NADOHE

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of Diversity Officers
in Higher Education**

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