

COLLEGIATE INFORMATION AND VISITOR SERVICES ASSOCIATION

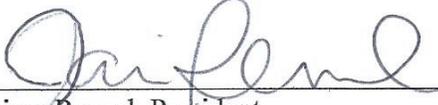
2016 – 2019 STRATEGIC PLAN

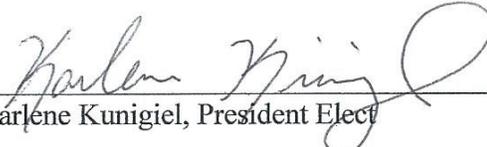
Authorized by CIVSA Executive Board – May 31, 2016

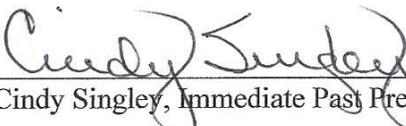
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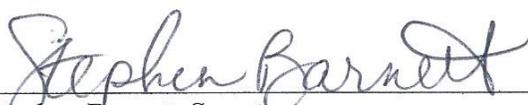
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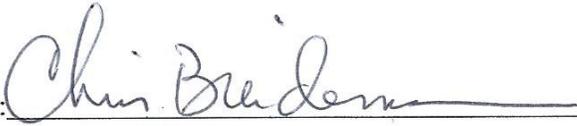
Executive Board Authorization of Strategic Plan

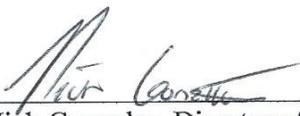
Name of Board Member:  Date Signed: May 31, 2016
Jaime Rensel, President

Name of Board Member:  Date Signed: May 31, 2016
Karlene Kunigiel, President Elect

Name of Board Member:  Date Signed: May 31, 2016
Cindy Singley, Immediate Past President

Name of Board Member:  Date Signed: May 31, 2016
Stephen Barnett, Secretary

Name of Board Member:  Date Signed: May 31, 2016
Chris Biedeman, Treasurer

Name of Board Member:  Date Signed: May 31, 2016
Nick Gonzales, Director of Communications

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 950 members with 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 conference calls, webinars and newsletters. In addition to annual conference, regional events began in December 2015 and the fourth annual student development conference will be held in January 2017.

The inaugural 3-year Strategic Plan was presented at the 20th anniversary conference in Alexandria, VA. 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. The 2016-19 strategic plan continues to shape 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

Involvement:

“A personal investment in the success of an organization.”

Connection:

“Developing sound working relationships in an organization.”

Education:

“The act or process of imparting or acquiring particular knowledge or skills, as for a profession.”

TAG LINE



THE THREE STRATEGIC GOALS

- I. Cultivate an **Involvement Plan** that provides opportunities for involvement and rewards members who are actively engaged in volunteer positions on behalf of CIVSA.

- II. Create a plan that will **Connect** members through personal, professional and leadership development.

- III. Develop an **Education Plan** that provides substantive educational opportunities in depth and breadth for the association which can be delivered to the membership throughout the year.

SUMMARY OF GOALS and ACTIONS

GOAL #1:

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 Committee to manage volunteer interest, engagement and opportunity. |
| Ensure follow through between committees and volunteers. |
| Develop method of determining strengths and experience of volunteers. |
| Develop a link to volunteer opportunities from the CIVSA website including specifics of the work of the committee, and approximate time required. |
| Have a volunteer table at Conference during the information fair. |
| Create a volunteer e-mail brochure on ways to get involved including the value of personal investment in the Association. |
| Develop a volunteer appreciation program. |

GOAL #2:

Create a plan that will **Connect** members through personal, professional and leadership development.

| ACTIONS |
|--|
| Develop an orientation plan for new members including opportunities for involvement and professional development. |
| Provide the committee chairs and regional directors with an opportunity to appoint members to offer additional assistance as needed. |
| Develop an orientation for new board members prior to their term. |
| Provide tracks within the conference for professional development with each session assigned competencies. |
| Provide conference attendees recognition certificates to take back to their institutions. |
| Develop a year-long Leadership Development track for CIVSA members with a leadership certificate and recognition upon completion. |
| Create themed Civy's for targeted campaigns as initiated by the Director of Communications. |

GOAL #3:

Develop an **Education Plan** that provides substantive educational opportunities in depth and breadth for the association which can be delivered to the membership throughout the year.

| ACTION |
|---|
| Revamp the role of Educational Resources Chair and Committee to meet the objectives and goals of the education core value. |
| Revamp Research and Assessment Chair and Committee to meet the objectives and goals for the education core value. |
| Use professional presenters for WOWs in addition to member presentations. |
| Provide education/training for professional middle managers. |
| Plan additional area meetups or training opportunities which would bring together professional and/or student employees/volunteers. |
| Create more opportunities for collaborating training of student employees. |
| Incorporate CAS more into educational opportunities with monthly or quarterly updates to the membership. |
| Develop a repository of research articles and data both internal and external as resources for members with the ultimate goal of establishing a journal for the Association. |
| Develop record of previous conference sessions/tracks to avoid becoming repetitive and to evaluate needs for future conference sessions. Record can be used to evaluate sessions and determine needs for future educational committees. |

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 four 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:

1. All monitoring of progress on Goals and Actions 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? ("why" is often different than "what is causing" the changes).
 - What specific changes should be made, including goals, actions, 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. Revised copies of The Plan will be retained and an updated Official Version posted to the website for membership, board members and stakeholders.