



CIVSA Strategic Plan 2022–2025

A draft of the CIVSA Strategic Plan was shared with membership at the 2022 Annual Conference and by email on May 31, 2022. Following a period to allow feedback from membership, the final draft was prepared by the Strategic Planning Committee before being approved by the Executive Board in June 2022.

The Strategic Plan encompasses a Mission, Vision, three Core Values for the Association (Education, Connection, and Involvement), Statement of Non-Discrimination and Strategic Goals. The full text of the Plan and the Procedure for Monitoring and Revising The Plan follows below.

Vision, Mission, Core Values

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 TO SERVE MEMBERSHIP:

- Education: “The act or process of imparting or acquiring particular knowledge or skills, as for a profession.”
- Connection: “Developing sound working relationships in an organization.”
- Involvement: “A personal investment in the success of an organization.”

STATEMENT OF NON-DISCRIMINATION:

CIVSA is committed to providing an inclusive environment for all members, member institutions, and students. Our Association is proud of its diverse membership from institutions throughout the United States and multiple countries from around the world. We commit to treating all members respectfully, equitably, and with dignity. Upholding the Association’s commitment to being an inclusive organization means that all cultures, races, ethnicities, genders, ages, religions, sexual orientations, socio-economic backgrounds, abilities, and countries of origin are embraced and valued.

CIVSA stands in solidarity with advocates calling for greater diversity and enhanced inclusion. The world faces many challenges that divide us, but what unites us together in this Association is a steadfast commitment to providing knowledge exchange, research and connections in an inviting arena that builds professional and personal relationships.



Goal One | Education

Develop an accessible educational resource bank and consistent educational resource plan that provides substantive opportunities which can be delivered to the membership throughout the year. Such a resource would further establish the Association as the premier source of information and best practices within Higher Education Visitor and Information Services.

ACTIONS

- Expand Diversity, Equity and Inclusion (DEI) events and outside guest speakers, as well as highlight those at CIVSA conferences and events, with a focus on professional development and event/visit planning to be more inclusive, taking the burden off our minority-serving institutions to be the ones to showcase their programs/ideas.
- Implement a replacement program to the current email listserv model that allows for shared questions, answers, and general information to be shared in a concise way that also allows for easier organization and reference at later times.
- Update and consistently maintain the CIVSA database with manuals and instructions submitted by member institutions on various topics such as training, supervising, campus partner development, etc. Implement a 'hot topic' section within the quarterly Welcomer newsletter, showcasing articles and recordings within the CIVSA database to membership.
- Increase attendance capacity of virtual programming sessions to allow for more members to attend. Record and catalog select sessions for on-demand viewing in the CIVSA database.
- Create a cohort model for new CIVSA members with a recurring meeting and/or educational resource, offering topics such as professional development, program refinement, networking skills, etc.
- Enhance professional development resources for those that have been in the field for 2-5 years, including manuals, networking opportunities, and various other resources.



Goal Two | Connection

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

ACTIONS

- Develop a special interest groups (SIGs) model to allow for connections based on self-identified groups to discuss professional development, program concerns, and grow networking opportunities.
- Create an open house-style shadow opportunity with current CIVSA Board members to allow greater transparency into the work the Board does, especially leading up to the annual election and Board appointment process.
- Increase leadership visibility and opportunities at conference and through general communication, highlighting committee work, spotlighting the members on committees, and how CIVSA involvement has helped with professional development.
- Establish a track to help connect new members, in line with the educational goal of a new member cohort model, including those not attending Annual Conference, to allow for a more intentional professional development opportunity and connection to CIVSA.
- Institute a goal of 3 events per region for each membership year. These events can be either in-person or virtual to ensure that members are able to meet more frequently outside of Annual Conference and SDI with those in their area.



Goal Three | Involvement

Cultivate an INVOLVEMENT Plan that provides opportunities for involvement and recognizes members who are actively engaged in volunteer positions on behalf of CIVSA.

ACTIONS

- Establish a process that supports opportunities for CIVSA members to seek assistance to participate in CIVSA related in-person events throughout the calendar year. Specifically to help support CIVSA members who are not receiving institutional financial support.
- Create clear 'time commitment' estimates for all major committees and roles and include this information in a clear way so volunteers can best evaluate their own commitment to the organization.
- Strengthen the procedure to identify committee members for involvement in the association and build a process to increase the retention of those roles.
- Develop transition timelines and processes to ensure the work of each committee and/or leadership position continues seamlessly as leadership and volunteers change each year.
- Reevaluate the CIVSA leadership communication structure and increase transparency on procedural processes within the organization, allowing for greater input and involvement from across committees.
- Broaden the current volunteer appreciation program to help incentivize involvement and acknowledge contributions from membership throughout the year.
- Explore ways to increase student involvement; allowing for additional student connection and professional development opportunities. Consider including a student-led section in the Welcomer newsletter, committee representation for SDI, and both regional and virtual involvement.



Procedure for Monitoring and Revising 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 five 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:

- All monitoring of progress on Goals and Actions will be documented in writing.
- Any suggested changes or updates will include answers to the following questions:
 - What is causing changes to be made?
 - Why should the changes 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?
- Various versions of The Plan will be managed and a new date added when strategic changes are deemed necessary.
- Revised copies of The Plan will be retained and an updated Official Version posted to the website for membership, board members and stakeholders.