



CIVSA Strategic Plan 2025-28

The committee prepared a draft based on membership survey data, an exercise of the Board at the mid-year board meeting, and through many conversations. A draft of the CIVSA Strategic Plan was shared for feedback in spring 2025. The final draft was prepared by the Strategic Planning Committee before being approved by the Executive Board on May 13, 2025.

The Strategic Plan encompasses a Mission, Vision, three Core Values for the Association, 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 | Development

Provide opportunities to develop professionally through virtual and in-person activities and events, while focusing on the member experience and association management.

ACTIONS

- 1.1. Utilize external resources and subject-matter expert speakers to provide enhanced educational opportunities for CIVSA members, expanding the variety of topics offered.
- 1.2. Expand professional development resources for seasoned visit professionals who have been in the field for 5+ years, to include administrative resources and supervisory growth opportunities.
- 1.3. Formalize a new member journey to include onboarding/orientation to the Association, to help with retention and development of new members and member institutions.
- 1.4. Onboard a new CRM and platform to improve member experience and development, ease of access to vital information, and streamlining resources into a singular system.
- 1.5. Identify a contracted partner to evaluate and assess current association structure and classifications, for the purpose of making recommendations to be implemented, which will adapt the association's operation to meet the needs of the current membership population.

Goal Two | Collaboration

Form meaningful relationships and mentorship through networking and best-practice sharing that enhance the work of information and visitor service professionals.

ACTIONS

- 2.1. Conduct virtual events that allow for cross-regional conversation and best practice sharing.
- 2.2. Grow the Connections group model to engage more members interested in self-identified learning needs, and facilitate focused conversations on topics of interest and lived experiences to foster an environment of belonging for all members.
- 2.3. 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.
- 2.4. Build an expanded, digital page of resources for important topics affecting members, that may include external resources, personal insights, or guidance from subject-matter experts.

Goal Three | Engagement

Build or enhance avenues for professional engagement within CIVSA for both members and prospective members.

ACTIONS

- 3.1. Implement a replacement communication avenue or outlet to replace the current quarterly newsletter, *The Welcomer*, to allow for greater ease of content access and distribution, with the intent of increased readership, while additionally considering other forms of outreach to be more accessible to visit and information service professionals.
- 3.2. Expand existing scholarship processes to support opportunities for CIVSA members to seek funding 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.
- 3.3. Formalize a volunteer appreciation program to acknowledge the contributions of membership through various committee work and volunteer roles, and promote institutional support for expanded involvement.
- 3.4. Identify opportunities to engage non-member institutions through programming or outreach, for the purpose of recruitment and strengthening CIVSA.
- 3.5. Explore opportunities to engage additional visit and information service professionals from similar geographic areas for the purpose of greater connection, through targeted outreach and engagement initiatives.

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.