



**Rocky Mountain Association for College Admissions  
Counseling**

**Strategic Plan  
September, 2016- 2019**

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### **Methodology**

The RMACAC Executive Board met in Tucson, AZ in January, 2016 for its annual winter meeting. During this time they conducted a thorough review of the existing 2009 – 2012 goals and it was determined that Rocky Mountain is fulfilling its mission through these seven stated objectives.

This is the second time the RMACAC Board has presented a strategic plan to the membership for comment. The hope is that the membership will help the Board refine the plan and that in years to come our membership will take an active roll in the defining of goals for our association.

### **State of RMACAC**

We recognize the strength of our board; with record increasing membership; deep experience in the field of college transition; representation from all five states, high schools, colleges, independent counseling, and community based organizations. We also recognize that we have a growing conference attendance, strong financial health verified through a third party, and a growing impact in RMACAC communities with support to the diverse student population served by our institutions.

The challenges we face revolve around being a multi-state organization. Our states are less populated and represent a growing diversity among rural and urban areas as well as students from a wide variety of backgrounds. External challenges include a diverse economy and our state's growing student populations made up mainly by first-generation and newly immigrated families. We also recognize that our income streams as an organization are largely reliant upon three factors; membership dues, conferences and college fairs.

### **RMACAC Mission**

The purpose or mission of the association (RMACAC) is to support and advance the work of counselors as they help students realize their full educational potential with particular emphasis on the transition from secondary schools to colleges and universities and with attention to access and equity for all students.

### **Vision**

RMACAC fulfills its mission by providing services, programs, and opportunities for members so they can serve and assist students in their transition from secondary to post-secondary education.

## **Constituencies We Serve**

College counselors

High school guidance, career, and transition counselors

Independent educational counselors/consultants

High school students

Parents/family members of high school students

Members of our communities such as the media and legislatures

Community Based Organizations

Transfer/Veteran/Tribal Coordinators

## **RMACAC 2016-2019 Goals**

The goals of the RMACAC board are:

1. Increase RMACAC's visibility and presence within our five-state region making it 1) the primary organization counselors and admission officers refer to for college transition advice and professional development; and 2) the primary organization legislators and media contact for issues concerning college choice and college counseling. Be present monetarily or voluntarily at state NACAC/RMACAC/PVA/STEM fairs.
2. Increase collaborative efforts with local, state, transfer, veteran, tribal and national organizations, foundations, and community-based organizations resulting in partnerships and alliances in each of the five states by 2019.
3. Increase and improve professional development and offer multiple opportunities in all five states for both counselors and admission officers by 2019.
4. Strengthen and diversify financial streams resulting in a possible increase in revenue and newly identified streams.
5. Strengthen the value of membership while continuing to grow membership in each state.
6. Increase our involvement in government relations by hosting a Legislative Action Day in all RMACAC states and creating a government relations committee with at least one member from each of the five states by 2012.
7. Identifying and engaging possible members who would make future committee and board members.

## **Three-Year Goals, Action Items, and Measures**

### **Strategic Goal #1**

Increase RMACAC's visibility and presence within our five-state region making it 1) the primary organization counselors and admission officers refer to for college transition advice and professional development; and 2) the primary organization legislators and media contact for issues concerning college choice and college counseling. Be present monetarily or voluntarily at state NACAC/RMACAC/PVA/STEM fairs.

#### **Years One – Three (2016 – 2019)**

##### **Action Items**

1. Improve communication between the board and the general membership.
  - a. Increase relevant usage of the RMACAC listserv and newsletters through the Communications Chair via Cvent.
  - b. Use the RMACAC website to publicize information on the developments of the strategic plan board activities.
    - Add the strategic plan to the website
  - c. Actively communicate board work and accomplishments
2. Improve branding & visibility.
  - a. Continue to seek collaboration and partnerships with other affiliates (i.e. SuperACAC).
  - b. Produce a media kit for members to put the RMACAC logo on their website
  - c. Explore opportunities to advertise within state counselor association bulletins/newsletters.
  - d. Continue to expand social media.
  - e. Work with other existing college fairs to provide a counselor resource table for general questions and college access information.
  - f. Increase Board Member visibility.
    - a. Encourage Board Members to advertise current roles whenever possible (e.g. e-mail signatures, websites, introductions, etc).
    - b. Encourage all Board Members to attend local college fairs and present whenever possible.
    - c. Ask Board Members to include their RMACAC title/position in their e-mail signatures.
3. Help members learn how to promote RMACAC
  - a. Promote available opportunities for new volunteers at NACAC and Spring Conference
  - b. Promote mentor program and professional development resources.

##### **Measures**

1. Emails driving membership to the web will be sent three times over the course of the year and the web will be populated with exciting and educational content.
2. An increased presence at all RMACAC activities.
3. One successful story printed about RMACAC activities.

## **Strategic Goal #2**

Increase collaborative efforts with local, state, and national organizations, foundations, and community-based organizations to create long-lasting partnerships in each of the five states and evaluate and monitor changes yearly.

### **Years One – Three (2016 – 2019)**

#### **Action Items**

1. Strengthen our regional presence and involvement within NACAC to better serve and inform our membership about opportunities at the national level.
  - a. Each RMACAC committee chair should maintain communication with affiliate counterparts.
  - b. Attend counterpart meetings at annual NACAC conference as well as join appropriate national listserv for each member.
  - c. Communicate pressing issues to our membership through our listserv and website.
2. Work with local or state based agencies for potential partnerships.
  - a. Have the delegate from each state build a relationship with college counseling and like-minded organizations in their state including community-based organizations with a specific focus on those that serve veterans, undocumented students, transfer programs and tribal nations.
  - b. Find out when local institutions/organizations host their professional development programs and offer to support them with a RMACAC presence.
  - c. Have RMACAC board members identify and evaluate possible partnerships with various state or local stakeholders such as other organizational/school board members.
3. Develop a counselor outreach program that supports IDEA and RMACAC mission.
  - a. Research successful programs nation-wide to gauge successful programming and best-practices with a particular focus on the role in the affiliate in creating and continuing such programming
  - b. Research college access camps that are hosted by affiliate IDEA committee members nation-wide
  - c. Research national and state organizations that support college access for veterans, transfer students, tribal nations, and undocumented students.

#### **Measures**

1. All committee chairs would know their national liaison and would be in quarterly contact with them concerning issues in the Rocky Mountain region.
2. RMACAC would be connected to at least one new organization/CBO in each state.
3. RMACAC has a greater presence on national committees by submitting six applicants from the region each year.
4. RMACAC would have a role in supporting at least one non-RMACAC professional development opportunity in each state.
5. At least one RMACAC member is a board member of another college transition organization.

## **Strategic Goal #3**

Increase and improve professional development and offer multiple opportunities in all five states for all RMACAC members by 2019.

### **Year One – 2016 – 2017**

#### **Action Items**

1. Determine specific state needs for professional development and develop a multi-year, sustainable program to meet those needs.
  - a. Survey members and non-members via web-based program and at the NACAC and RMACAC membership meetings.
  - b. Look over previous surveys done by Professional Development coordinator.
  - c. Develop a calendar of all five-state professional development programs already in place and host on RMACAC website.
  - d. Look at what professional development is offered through other ACACs.
  - e. Assess which areas in each state need the most training.
2. Seek out more RMACAC members willing to sit on a Professional Development Committee.

#### **Measures**

1. Professional Development chair will have completed an extensive survey of membership regarding professional development needs.
2. Professional Development chair will have recruited a diverse committee.
3. The Professional Development Committee will have sketched out a multi-year plan to create training programs in all five states by 2018. Starting with AZ, RMACAC, Fall 2016 RMACAC Roadmap and summer 2017 bus tour of AZ.
4. The RMACAC board will have identified the training it needs to receive, will have prioritized the options, and will have assigned a person to hire a trainer or facilitator for the next meeting.

### **Year Two – 2017-2018**

#### **Action Items**

1. Explore grant funding for counseling education programs.
2. RMACAC board works to build professional development into each meeting as needed.
3. Implement at least one professional program in two-three states from the multi-year plan listed above.
  - a. Continue to implement Learn a Latte series.

#### **Measures**

1. RMACAC has created ways to fund additional professional development programs.
2. RMACAC executive board will have completed at least one professional training program.
3. The Professional Development committee will have implemented its 2017/18 plan for trainings in multiple states.



**Year Three – 2018-2019**

**Action Items**

1. RMACAC board works to build professional development into each meeting as needed.
2. Implement at least one professional program in three-five states from the multi-year plan listed above.
  - a. Continue to expand Learn a Latte series.

**Measures**

1. The Professional Development Committee will have implemented training programs in each of the five states.

**Strategic Goal #4**

Strengthen and diversify financial streams resulting in a possible increase in revenue and newly identified streams.

### **Year One – 2016 - 2017**

#### **Action Items**

1. Define financial viability by reviewing expenses and revenue.
2. Strengthen current financial streams.
  - a. Examine the possibility of college fairs in other cities.
  - b. Examine a small price increase per individual or group members.
  - c. Examine the expenses of the income revenues for more efficient methods to decrease overall costs.
3. Diversify our income streams.
  - a. Examine the potential relationships between vendors and RMACAC for membership, sponsorships, and conference presenters.
  - b. Develop policy on implementing Banner Ads on website.
  - c. Find foundations/organizations that reside in RMACAC states that may be willing to give grants to RMACAC for specific projects and initiatives in each of the five states.
  - d. Develop professional development opportunities for members (college tours/single day state conferences).
  - e. Consider options for a long term investment strategy of money in the reserve.

#### **Measures**

1. Audit will be completed within 3 years.
2. Analysis of membership fees in comparison with other ACACs will be completed and a recommendation to the board will be made.
4. Cost analysis for new fair locations provided to board.
5. Proposal for vendor section (product or service, not an individual) at college fairs will be presented along with a fee structure.
6. Financial policy continually updated for betterment of the board.
7. Consistent vendor partnerships at annual conferences.
8. Provide committee chairs analysis of expenses vs. income on an annual basis.

## **Strategic Goal #5**

Strengthen the value of membership while continuing to grow membership in each state.

### **Years One – Three (2016 – 2019)**

#### **Action Items**

1. Strengthen communication to our members about what is happening within our profession.
  - a. Repurposing articles from NACAC via FB and twitter.
  - b. Place a feed of social media on RMACAC's website.
2. Continue to enhance and keep our website up to date for membership.
  - a. Benefits of a RMACAC membership- Information needs to be updated as new professional development opportunities happen.
3. Outreach to principals, school boards/districts listing out the benefits of RMACAC.
4. Have a membership committee representing individuals from all five states.
5. Marketing to graduate students in higher education and/or counseling graduate programs in the RMACAC region so they are aware of our organization.
6. Survey membership to better understand the needs of our members.
7. Change membership structure to institutional per NACAC's requirement that all affiliates must have institutional membership.
  - a. Create ad-hoc committee to look at the following:
    - i. Fee structure for institutional.
    - ii. Software programs that can easily manage institutional membership and events.
8. Update RMACAC calendar with events that would benefit membership and friends.
9. Send an email to NACAC and RMACAC conference attendees who are not members but attended conference about the benefits of membership.
10. Continue to strengthen mentor/mentee program.
11. Develop and expand membership portal and content.

#### **Measures**

1. Create a directory of principals/ school districts in the RMACAC region that we can use for mailings about the benefits of their counselors joining RMACAC.
2. Membership Chair will recruit volunteers to serve on the membership committee.
3. Membership Chair will create survey to send out to our membership.
4. Create ad-hoc membership committee specifically focusing on changing membership to institutional. Committee will be a diverse group of individuals incorporating our various membership types.

## **Strategic Goal #6**

Increase RMACAC's participation in government relations activities at the national, regional and local levels.

### **Year One – 2016 - 2017**

#### **Action Items**

1. Establish committee membership representative of all five member states and both high school and college professionals.
2. Educate RMACAC members and potential members about educational policies at the national and state levels and about how they can be advocates for their profession and for students.
3. Position RMACAC and RMACAC members as primary resources for legislators regarding the high school to postsecondary transition.
4. Provide regular updates to membership via website and other established communication tools (e.g. Facebook and newsletter).
5. Support "Educator Day at the Capitol" or other Legislative Action day in Colorado and at least one other state.
6. Position RMACAC as a leading affiliate to NACAC with respect to government relations activities.

#### **Measures**

1. Committee will have at least five members representing all five states, and a diverse mix of high school and college professionals.
2. Send "rolodex letters" to state and federal legislators from at least three states.
3. Update website with relevant government relations content for all five states.
4. Highlight a government relations activity or topic in two RMACAC newsletters and at least quarterly on Facebook.
5. Develop at least two Learn a Latte videos on government relations topics.
6. Present on relevant government relations topic at the NACAC and RMACAC conferences.

### **Year Two – 2017-2018**

#### **Action Items**

1. Maintain committee membership representative of all five member states and both high school and college professionals.
2. Educate RMACAC members and potential members about educational policies at the national and state levels and about how they can be advocates for their profession and for students.
3. Position RMACAC and RMACAC members as primary resources for legislators regarding the high school to postsecondary transition.
4. Provide regular updates to membership via website and other established communication tools (e.g. Facebook and newsletter).
5. Support "Educator Day at the Capitol" or other Legislative Action day in Colorado and at least two other states.

6. Position RMACAC as a leading affiliate to NACAC with respect to government relations activities.

### **Measures**

1. Committee membership maintains or increases from previous year, with at least two states having both a high school and college representative.
2. All five states participate in the NACAC Day on the Hill.
3. Colorado and two other states will host a legislative action day.
4. Each state will be featured in an update to membership at least twice per year.
5. "Rolodex letters" will be sent to legislators from all five states.

### **Year Three – 2018-2019**

#### **Action Items (in addition to previous years)**

1. Committee membership will continue to grow and will nominate a member to the national committee.
2. Educate RMACAC members and potential members about educational policies at the national and state levels and about how they can be advocates for their profession and for students.
3. Position RMACAC and RMACAC members as primary resources for legislators regarding the high school to postsecondary transition.
4. Provide regular updates to membership via website and other established communication tools (e.g. Facebook and newsletter).
5. Support "Educator Day at the Capitol" or other Legislative Action day in Colorado and at least three other states.
6. Position RMACAC as a leading affiliate to NACAC with respect to government relations activities.
7. Develop formal partnerships with at least two other organizations with similar missions and interests in education policy in order to collaborate on government relations.

### **Measures**

1. RMACAC is part of the legislative dialogue of partner organizations.
2. Increased attendance year over year at Legislative Action Days.
3. Increased contact with partner organizations on legislative issues.
4. Increased viewing of the Government Relations page of the website.
5. Legislative Action Days will be held in four states with a plan to reach the fifth state in 2020.

## **Strategic Goal #7**

Identify and engage members and volunteers who would make future committee and board members through the creation of a Volunteer Coordinator.

### **Year One 2016-17**

#### **Action Items**

1. Identifying a delegate to serve as volunteer coordinator.
2. Collect volunteer information/data from all committees (including conference).

#### **Measures**

1. President will identify a delegate.
2. All committee chairs will submit their volunteer information to the volunteer coordinator.
  1. Coordinator will aid in keeping a centralized database of all volunteers.
  2. Committee Chairs will communicate volunteer needs to coordinator.
  3. Aids with Thank You letters and other appropriate and needed communication.

### **Year Two 2017-18**

#### **Action Items**

1. Volunteer coordinator oversees conference volunteering coordination.
2. Track how many “touch points” RMACAC volunteers have with RMACAC committee chairs and volunteer coordinator.
3. Provide Governance & Nominating committee with suggestions for possible board nominations.

#### **Measures**

1. The volunteer coordinator will send out a call for service before the annual regional conference.
  1. Will lead the Volunteer Committee at the annual conference.
  2. Will reach out to all members/non-member and send special invitations to Community College representatives.
  3. Organize the conference volunteers and follow-up post conference.
2. Create and manage an online system for volunteers.
3. Provide Governance & Nominating committee with suggestions for possible board nominations.

### **Year Three 2018-19**

#### **Action Items**

1. If needed, provide feedback and make needed updates to the Volunteer Committee role.
2. Create an online link for volunteers throughout the year.
3. Identify a new Volunteer Coordinator.

#### **Measures**

1. Connect with the board on current and future needs.
2. Have the link live before start of third year.
3. Present president with some ideas of who might serve in the future.