



NODA REGION IV STRATEGIC PLAN

2021-2023

updated December 2021 with new NODA Strategic Plan

Working document to add/to adjust as needed.

LEADERSHIP TEAM

Erin Sullivan Katherine Koch (2021 virtual & 2022)
Alonzo Brooks Amanda Lawson (2022)
Vincent Phillips
Amy Johnson



Summary

The following strategic plan outlines the mission, vision and goals of the 2021 Regional Leadership team for the 2021-2023 years. Under the leadership of:

- Erin Sullivan: Regional Coordinator
- Alonzo Brooks : Educational Initiatives
- Amy Johnson: Communications & Social Media
- Vincent Phillips: Membership Outreach
- vacant at moment: Graduate Student Engagement
- Amanda Lawson: Region 2022 Conference Host
- Katherine Koch: Region 2021 & 2022 Conference Hosts

NODA Mission

As an inclusive community, NODA enhances and elevates orientation, transition, and retention practices in higher education that cultivate the professional development and education of student leaders, graduate students, practitioners, and scholars. (updated Fall 2021)

NODA Core Competencies

The NODA Core Competencies were designed to be the organizational system for knowledge, skills, and abilities of all professionals. Competencies are a “benchmark for defining a profession” (Havice, 2015). Competencies not only provide a common framework and foundation of skills for professionals involved in the association, they also create opportunities for professional development and help advance the skills and experiences for all levels of OTR professionals.

The twelve categories for the NODA Core Competencies are as follows.

1. Theoretical and Institutional Knowledge
2. Diversity, Inclusion, and Access
3. Campus Collaboration
4. Curriculum and Content Development
5. Program Delivery and Management
6. Organization and Leadership
7. Communication
8. Crisis Management
9. Financial Management
10. Laws, Policies, and Governance
11. Enrollment Management
12. Research, Assessment, and Evaluation



NODA Strategic Plan Themes + Goals

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion (DEI) unify NODA’s aspirations, operations, and philosophical approach together. It is critical to understand and assess the ways DEI is embedded in the Association’s culture, language, processes, and procedures. This includes but is not limited to the ways in which we create a sense of belonging through terminology from a global perspective to the diversification of the membership to the education and support NODA provides to the higher education field.

Theme Diversity, Equity, & Inclusion Goals:	How Region IV Leadership Team Can Assist:
Demonstrate equity, diversity, and global consciousness throughout all programs and services of the Association.	<ul style="list-style-type: none"> ● Mindfulness of our dialogue used at programs and sessions. ●
Leverage opportunities to enhance competence and cultural humility through diversity, equity, and inclusion trainings, workshops, and experiences.	<ul style="list-style-type: none"> ● RLT Ed. Initiative coordinator work with NODA DI Officer to see how topics to highlight for a virtual session. ●
Increase engagement of historically underrepresented and marginalized members in formal leadership roles.	<ul style="list-style-type: none"> ● Connect members to our mentorship program to gain insight about NODA that will then engage our members more involved. ● Provide encouragement to our members to get involved more on a 1:1 bases ●
Expand programmatic offerings to support Historically Black Colleges and Universities/Minority Institutions/Hispanic Serving Institutions/Tribal Colleges and Universities.	<ul style="list-style-type: none"> ● See what topics of our members in HBCU, HSI or others mentioned of interest - ask DI Officer has a survey been sent to our members in these institutions. If not, help create this with Ed. Initiative Coordinator and DI Officer. ●
Increase the membership base whose primary functions are transition and retention focused.	<ul style="list-style-type: none"> ● Membership coordinator - look at Region IV members and breakdown by O/T/R. See how NODA is marketing to these members outside O. Provide ideas to assist. ●
Ensure equity in compensation of faculty roles.	<ul style="list-style-type: none"> ● N/A to Region IV Leadership Team relates to institutes and symposiums. ● Region IV for regional for ROLI faculty or others can provide volunteers appreciation items. ●



Education and Research Quality

This theme is built on NODA’s strength for orientation as evident and demonstrated throughout the Association programs and services. This is a clear need to expand the content of transition and retention elements of the profession. Considerations should be made about how we expand the scholarship and knowledge base to situate NODA as the go-to place for resources and support about transition and retention. Leveraging the expertise and experience of the membership to cultivate the transition and retention elements aims to increase NODA’s value across the higher education field.

Theme Education & Research Quality Goals	How Region IV Leadership Team Can Assist:
Enhance educational offerings and content with a diversity, equity, and inclusion focus.	<ul style="list-style-type: none"> ● Try to have at least 2 sessions a year with DEI focus for our Region IV get connected. ●
Promote the expertise of the Association in the higher education field.	<ul style="list-style-type: none"> ● n/a to RLT more NODA. ●
Implement all NODA Core Competencies.	<ul style="list-style-type: none"> ● Build a plan with events to marketing - how can we address all 12 core competencies in one year January to December ●
Develop a strategy to engage in partnerships with academic graduate programs for the research, internships, and educational opportunities.	<ul style="list-style-type: none"> ● n/a to RLT more NODA. ●
Increase educational content for transition and retention elements.	<ul style="list-style-type: none"> ● keep our programming, social media, and communication efforts geared for all OTR. ● Start offering at least 2 sessions per semester/year for T & R focused. ●
Refine the scholarly research agenda.	<ul style="list-style-type: none"> ● How to promote members to write for the Journal of College Orientation Transition Retention (JCOTR) to expand our knowledge. ●
Enhance regional conference offerings for professional and graduate student members.	<ul style="list-style-type: none"> ● Make priority professional and graduate student member sessions, professional development, and networking events to provide value to our members (grad masters/phd/edd & professionals) ●
Develop a set of guiding principles for educational programming structures throughout regions and networks.	<ul style="list-style-type: none"> ● N/A NODA working on & Region IV is doing great on this effort of engagement. :)



Elevate educational content beyond application of “best practices” to innovative practices of OTR programming.

- Keep in mind how we can always think of more innovative ideas to share out.

Financial Sustainability and Stewardship

This theme prioritizes a coordinated approach between mission alignment, strategic priorities, and financial planning that allows the Association to be nimble enough during environmental/contextual changes. The efforts are aimed at the pursuit of alternative revenue sources, developing external corporate and non-profit partnerships, leveraging the Association’s capital and intellectual assets and investments, and utilizing a multi-year financial planning model. This work supports and provides valuable information about the financial implication of the Association’s decisions and the connection to organizational effectiveness.

Theme Fin.Sustainability & Stewardship Goals	How Region IV Leadership Team Can Assist:
Implement a transparent and consistent process for assessing and communicating spending priorities across the Association.	<ul style="list-style-type: none"> ● n/a to RLT ● RC continues to add to their budget how to spend \$250 budget for the year in the folder. Be fiscally responsible. ● RCH for region iv conference to be fiscally responsible decisions that will help for future years and their conference at hand.
Increase market penetration across higher education and increase membership retention across the Association.	<ul style="list-style-type: none"> ● n/a to RLT
Implement a comprehensive fundraising and friend-raising campaign.	<ul style="list-style-type: none"> ● n/a to RLT ● RLT can help when NODA has plan to promote ●
Leverage local, state, and federal grant opportunities.	<ul style="list-style-type: none"> ● n/a to RLT
Enhance and reignite strategic partnerships with SAHEC members.	<ul style="list-style-type: none"> ● n/a to RLT
Understand the reasons why members join and leave NODA.	<ul style="list-style-type: none"> ● Membership coordinator each year gather reasons from the NODA office to see ways to prevent members from leaving in future to our current members. ●
Align programs and services pricing with market value and demand and articulate that to the membership.	<ul style="list-style-type: none"> ● n/a to RLT - noda makes cost pricing. ● RC and RLT advocate to NODA to not increase to some degree to not out price members to attend. ●



Investment in the NODA leadership development.	<ul style="list-style-type: none"> ● RLT helps each other out as a team and each member on RLT helps to encourage others to apply in Region IV into roles of leadership. So we invest in the future leadership of NODA. ●
--	---

Organizational Infrastructure and Effectiveness

This theme is meant to explore the ways in which we operate effectively as an Association. It focuses on the opportunities and strengths that exist within the Association’s leadership and volunteer structures and the managerial elements of the Association office. Some considerations for prioritization and alignment could include: investments in infrastructure reflected in priorities; role clarity and operational connection for regions, networks, and committees to the priorities of the Association. Opportunities exist for an organizational assessment plan building on what’s working, refine what’s not working, and make continuous improvements in our daily operations in alignment with the strategic plan. Engaging in answering questions that identify gaps in policy and procedures and detail clarity about how they are addressed throughout the Association both at the Board of Directors and leadership levels.

Theme Or. Infrastructure & Effectiveness Goals	How Region IV Leadership Team Can Assist:
Enhance the onboarding process for new members and staff to NODA.	<ul style="list-style-type: none"> ● RC with RLT currently on team will continue to host orientations for new RLT members in Region IV leadership team. Plus new RLT will meet with previous leadership team member to transition in role. ● All Region IV leadership team members who have to leave early or leave at end of their term will write a transition document with their goals, tips for next RLT member, and any key items for them to know.
Invest in technology that reduces barriers to utilize resources and connects the membership.	<ul style="list-style-type: none"> ● n/a RLT more NODA. ● RLT continue to update any key login and passwords on our login/password document to help with our needs.
Focus programs and services on the needs and future direction of the Association	<ul style="list-style-type: none"> ● RLT align efforts as NODA evolves.
Effectively communicate with membership and the higher education profession through, including annual programming and events consistently.	<ul style="list-style-type: none"> ● RLT in region IV does this - monthly emails, social media outreach, and 2 educational sessions to members in key months as needed.
Engage regions, networks, and committees leadership to provide better role clarity and alignment for effectiveness of their charges.	<ul style="list-style-type: none"> ● RLT continues to reevaluate our goals and strategic plan to provide updates as needed.



Increase openness of Board of Directors meetings to the membership.	<ul style="list-style-type: none"> ● N/a to RLT
Develop a long-term staffing structure-needs plan to ensure Association staffing meets the needs of the strategic plan.	<ul style="list-style-type: none"> ● N/a to RLT
Develop a comprehensive review schedule of all programs and services of the Association.	<ul style="list-style-type: none"> ● N/a to RLT ● Region IV every 2 years sends out region iv wide surveys to provide insight on members. ● Region IV continues to look each month at the anonymous survey for members' feedback on our site.

Vision Statement of Region IV

Region 4 is an inclusive community that provides impactful development for its members.

#InclusiveDevelopment #4is4everyone #4is4me

Goals of Region IV Leadership Team:

Regional Coordinator

- **To Serve**
 - To uphold and embrace the NODA’s diversity and inclusion statement.
 - To continue to think outside the box on how to best serve our members virtually or in-person.
 - To continue to advance our Region to the next level.
- **To Advocate**
 - To listen and to encourage members’ voices. To seek out our members’ thoughts, concerns, and ideas to make the best Region IV we can be.
 - To support our members by seeking out ways to take care of ourselves by staying healthy (mentally, physically, and emotionally).
 - To seek ways to support our members (students and professional staff).
- **To Connect**
 - To facilitate a sense of community for new to seasoned members in our region, as our members have many skills to share to each other.
 - To continue to adhere to our vision statement “Region IV is an inclusive community that provides impactful development for its members.”
- **To Continue**
 - **Strategic Planning and Implementation:** Create a two year strategic plan to outline goals, key performance indicators and to guide planning for each leadership team area of Region IV. The strategic plan will be marketed to membership to ensure accountability and transparency within the region.

Educational Initiatives

- **Provide educational and interest-based sessions**
 - Continue to connect professional and graduate students members around educational topics as well as



shared interests. Also, provide updates to the region on upcoming webinars that are hosted by NODA as a whole that address concerns based on feedback from the region.

- **Build more community within Region IV**
 - Discover opportunities to create additional affinity spaces (or utilize what NODA has in place) and programming within the region.
- **Plug-in more professional staff to graduate student members for their professional development**
 - Provide more opportunities for professional members to get involved with giving support and best practices to NODA Region IV interns and graduate students.

Communications & Social Media

- Boost engagement and followers across the various social media platforms
- Highlight members every monday by increasing member spotlight survey engagement
- Stay active on social media accounts including stories to increase engagement and awareness on events/webinars going on
- Incorporate DEI aspects to social media engagement: highlight staff members from diverse backgrounds, post DEI resources and information, and use the following hashtags on posts: #InclusiveDevelopment #4is4everyone
- Collaborate with the regional conference team on all marketing materials needed for the conference

Membership Outreach

- Recruit new members and institutions to join the association with a welcome packet of free resources, specifically, HBCU's, private, 2-year, and institutions.
- Re Engage members and institutions that have become inactive within the association.
- Retain current members by creating and highlighting pre-existing opportunities to connect and share best practices through NODA Connect, Zoom Calls, and social gatherings (virtual or in person)

Graduate Student Engagement (masters + PhD & EdD)

- **Mentoring Program:** Start a mentoring program for graduate students and have it up and running by the end of my term by getting out the interest form in the month of March 2021, getting matches by the end of April 2021, and having people begin chatting by June 2021.
- **Grad Survey:**
 - By the end of March 2021, have an interest survey out to graduate students learning what they are interested in and wanting and their preferred mode of communication.
 - Pending the results of the interest survey, start to plan grad chats - get links made, advertise them, line up guest speakers, etc. Have a chat on the calendar for April 2021.
- **Social Media Grad focused:** Work with Comm & Social Media Coordinator to have social media posts advertising the mentoring program, the survey, and then other programs for graduate students.

Regional Conference

- **Connect** - Create inclusive spaces for colleagues and peers to develop connections that foster idea generation, professional development, and long-term networking.
- **Support** - Provide holistic support for our students, graduate members (masters and PhD/EdD), and professionals at all levels to develop them professionally, educationally, mentally, socially, etc.
- **Inspire** - Recharge members to go beyond their everyday work and create change on their own campuses through orientation, transition, and retention programs.



Key Performance Indicators

Area	Goal	KPI
RC	Strategic Plan	<ul style="list-style-type: none"> ● A final strategic plan will be created with at least 3 individuals goals for the leadership team.- ● Each goal will have a KPI to ensure that goals are accomplished- ● Include at NODAC and NODAR - share the strategic plan to the region
RC	To Serve - Diversity & Inclusion	<ul style="list-style-type: none"> ● To uphold and embrace the NODA's diversity and inclusion statement. ● Implementation of a Diversity Institute Elements at the Region IV Conference ● Develop a standardized structure for the Diversity Institute for 2022 & future region IV conferences. ● Incorporate D&I aspects to social media highlighting staff members from diverse backgrounds as well as hashtags #InclusiveDevelopment #4is4everyone ● Develop and implement an access and outreach plan to recruit Region IV members from underrepresented populations and institutions with special populations.- IN PROGRESS work with Home Office on this & Membership goal
RC	To Serve -	<ul style="list-style-type: none"> ● To continue to think outside the box on how to best serve our members virtually or in-person. <ul style="list-style-type: none"> ○ To review our NODA Region IV member feedback form monthly to see if any new ideas and to ask members in general sessions. ● To continue to advance our Region to the next level. <ul style="list-style-type: none"> ○ To think where our members are at now and where we could be or need to be in future, by taking feedback from members data. (noda and internal data)
RC	To Advocate	<ul style="list-style-type: none"> ● To listen and to encourage members' voices. To seek out our members' thoughts, concerns, and ideas to make the best Region IV we can be. - by feedback survey and general listening to members ● To support our members by seeking out ways to take care of ourselves by staying healthy (mentally, physically, and emotionally). - programming ● To seek ways to support our members (students and professional staff). - think what we are doing now and where are gaps
RC	To Connect	<ul style="list-style-type: none"> ● To facilitate a sense of community for new to seasoned members in our region, as our members have many skills to share to each other. -- Membership and Events working on specific targeted events for members by groups.



		<ul style="list-style-type: none"> To continue to adhere to our vision statement “Region IV is an inclusive community that provides impactful development for its members.” <ul style="list-style-type: none"> to live by this statement on how to impact our members.
Ed	Provide educational and interest-based sessions	<ul style="list-style-type: none"> Continue to connect professional and graduate students members around educational topics as well as shared interests. Also, provide updates to the region on upcoming webinars that are hosted by NODA as a whole that address concerns based on feedback from the region.
Ed	Build more community within Region IV	<ul style="list-style-type: none"> Discover opportunities to create additional affinity spaces (or utilize what NODA has in place) and programming within the region.
Ed	Plug-in more professional staff to graduate student members for their professional development	<ul style="list-style-type: none"> Provide more opportunities for professional members to get involved with giving support and best practices to NODA Region IV interns and graduate students.
Mark + Comm	To Connect - Social Media Engagement	<ul style="list-style-type: none"> Boost engagement and followers across the various social media platforms Highlight members every Monday by increasing member spotlight survey engagement Stay active on social media accounts including stories to increase engagement and awareness on events/webinars going on
Mark + Comm	Promote DEI within Social Media	<ul style="list-style-type: none"> Incorporate DEI aspects to social media engagement: highlight staff members from diverse backgrounds, post DEI resources and information, and us the following hashtags on posts: #InclusiveDevelopment #4is4everyone
Mark + Comm	Collaborate for the Regional Conference	<ul style="list-style-type: none"> Collaborate with regional conference team on all marketing materials needed for the conference
GRAD	Mentoring Program	<ul style="list-style-type: none"> Start a mentoring program for graduate students and have it up and running by the end of my term by getting out the interest form in the month of March 2021, getting matches by the end of April 2021, and having people begin chatting by June 2021.
GRAD	Grad Survey + Programs	<ul style="list-style-type: none"> By the end of March 2021, have an interest survey out to graduate students learning what they are interested in and wanting and their preferred mode of communication. Pending the results of the interest survey, start to plan grad chats - get links made, advertise them, line up guest speakers, etc. Have a chat on the calendar for April 2021.
GRAD	Social Media Grad Focused	<ul style="list-style-type: none"> Work with Comm & Social Media Coordinator to have social media posts advertising the mentoring program, the survey, and then other programs for graduate students.



Mem	Outreach to New Members	<ul style="list-style-type: none"> ● Recruit new members and institutions to join the association with a welcome packet of free resources, specifically, HBCU's, private, 2-year, and institutions. ● Develop and implement an access and outreach plan to recruit Region IV members from underrepresented populations and institutions with special populations.- IN PROGRESS work with Home Office on this & Membership goal
Mem	Engagement of Members	<ul style="list-style-type: none"> ● Re Engage members and institutions that have become inactive within the association. ● Retain current members by creating and highlighting pre-existing opportunities to connect and share best practices through NODA Connect, Zoom Calls, and social gatherings (virtual or in person)
Host 2022	Connect	<ul style="list-style-type: none"> ● Develop a standardized structure for the Diversity Institute for 2022 & future region IV conferences. ● Connect - Create inclusive spaces for colleagues and peers to develop connections that foster idea generation, professional development, and long-term networking.
Host 2022	Support	<ul style="list-style-type: none"> ● Support - Provide holistic support for our students, graduate members (masters and PhD/EdD), and professionals at all levels to develop them professionally, educationally, mentally, socially, etc.
Host 2022	Inspire	<ul style="list-style-type: none"> ● Inspire - Recharge members to go beyond their everyday work and create change on their own campuses through orientation, transition, and retention programs.