



ASSOCIATION FOR
Orientation • Transition • Retention
IN HIGHER EDUCATION

NODA – Association for Orientation, Transition, and Retention in Higher Education

Strategic Plan

Approved October 2021

OVERVIEW

Recognizing the changing landscape for the orientation, transition, and retention field in the context of a global pandemic, the Association for Orientation, Transition, and Retention in Higher Education's (NODA) President and Board of Directors approved the creation of a strategic planning advisory board in Fall 2020. The strategic planning initiative was co-led by current Past-President Heather Kovanic and President Karnell McConnell-Black and supported by 19 members representing a range of institutions and roles within the Association.

The work of the Strategic Planning Advisory Board (SPAB) resulted in a new mission statement and refined statement of core beliefs and values. The Board of Directors adopted these guiding statements in Spring 2021. In addition, SPAB identified four themes to guide Association decision-making and activities over the next three to five years. The group also articulated specific goals related to each theme and strategies for achieving stated goals, along with deliverables and metrics for measuring success.

This document presents the core principles and strategic themes that will guide the Association in the near term. Selected goals and strategies are included to illustrate strategic themes.

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 undergraduate student leaders, graduate students, practitioners, and scholars.

CORE PURPOSE

To create a community of practice that defines and enriches the fields of orientation, transition, and retention.

CORE BELIEFS AND VALUES

- We believe in an equitable and inclusive community and actively build, foster, and celebrate an environment that promotes connections among people and ideas for peer-to-peer learning.
- We believe in serving our community of practice with an emphasis on supporting members from historically underrepresented groups and marginalized identities.
- We value a diversity of ideas, institutions, and individuals.
- We practice integrity and model ethical behavior through adherence to professional standards.
- We value learning and innovation through the research, acquisition, formation, and dissemination of scholarly knowledge and by sharing new and emerging innovative practices.
- We practice leadership by providing opportunities for professional growth and development both at institutional campuses and within the Association.
- We take pride in the history and future of our services, programs, and resources.

VALUES KEYWORDS

- Equity and inclusion
- Service
- Diversity
- Integrity
- Learning and innovation
- Leadership
- Pride

CENTRAL THEMES GUIDING THE ASSOCIATION

1. DIVERSITY, EQUITY, AND INCLUSION

As an association, we seek to understand how diversity, equity, and inclusion (DEI) are embedded in our culture, language, processes, and procedures. This includes but is not limited to the ways in which we create a sense of belonging for individuals representing a range of personal identities, student and professional roles, and institutional affiliations. We approach DEI efforts with a profound sense of humility.

2. EDUCATION AND RESEARCH QUALITY

We are the preeminent source for high-quality scholarly and practical resources related to orientation. We also recognize that our membership increasingly needs access to resources related to transition and retention, and we seek to expand our scholarly and professional development offerings to meet this need and to raise the Association's profile as the go-to source for transition and retention resources within the higher education community.

3. FINANCIAL SUSTAINABILITY AND STEWARDSHIP

As an association, we strive to align our mission, core beliefs and values, and strategic priorities with sound financial planning that allows us to remain nimble within changing contexts and economic conditions. We also recognize the importance of transparency with respect to the Association’s finances and spending priorities.

4. ORGANIZATIONAL INFRASTRUCTURE AND EFFECTIVENESS

As an association, we benefit from a central office and strong leadership and volunteer structures. We also recognize the need to assess the operations of the Association and build on what’s working, refine what’s not working, and make continuous improvements in Association management and member engagement.

ALIGNING THEMES & GOALS

Here, we highlight selected goals and strategies connected to each strategic planning theme. These serve as examples of initiatives guided by the strategic plan but do not encompass the full breadth of work proposed by the SPAB.

Strategic Planning Theme	Related Goal	Strategies Supporting Goals
Diversity, Equity, & Inclusion	<p>Leverage opportunities to enhance competence and cultural humility through DEI training, workshops, and experiences.</p> <p>Increase engagement of historically underrepresented and marginalized members in formal leadership roles.</p> <p>Expand programmatic offerings to support HBCUs, HSIs, MSIs, and Tribal colleges and universities.</p>	<p>Engage member and non-member experts on DEI issues.</p> <p>Articulate formal leadership pathways for members.</p> <p>Partner with members of HBCUs, HSIs, MSI, and Tribal colleges and universities to develop relevant educational priorities.</p>
Education & Research Quality	<p>Promote the expertise of the Association within the field of higher education.</p> <p>Develop a strategy to engage in partnerships with academic graduate programs for research, internship, and educational opportunities.</p> <p>Increase educational content and scholarly resources around transition and retention.</p>	<p>Encourage NODA members to write for national publications (e.g., <i>Inside Higher Ed</i>, <i>The Chronicle of Higher Education</i>), referencing the work of the Association.</p> <p>Increase manuscript submissions to the <i>Journal of College Orientation, Transition, & Retention</i> related to transition and retention.</p> <p>Educate NODA leaders on transition and retention professional development</p>

		outlets where members can submit and showcase knowledge.
Financial Sustainability & Stewardship	<p>Implement a transparent and consistent process for assessing and communicating spending priorities across the Association.</p> <p>Leverage local, state, and federal grant opportunities to support strategic priorities.</p> <p>Align pricing for programs and services with market value and demand and create greater transparency with respect to pricing decisions.</p>	<p>Have the Secretary/Treasurer provide a quarterly financial report to NODA leaders and members.</p> <p>Evaluate the need for creating a dedicated development and/or grant writing position to pursue self-sustaining strategic financial opportunities.</p> <p>Develop a pricing strategy for all programs and services consistent with the Association’s guiding principles and strategic priorities.</p>
Organizational Infrastructure & Effectiveness	<p>Effectively communicate about the programs, services, and knowledge base of the Association with its members and the larger higher education community.</p> <p>Invest in technology that reduces barriers to engaging members and providing access to resources.</p> <p>Develop a long-term staffing plan for the home office to ensure the Association is poised to achieve its strategic priorities.</p>	<p>Develop an integrated marketing and communications plan.</p> <p>Review NODA Connect and Your Membership systems to align with the current and future needs of the Association.</p> <p>Develop sunset plans for programs and services that do not meet the needs of the Association.</p> <p>Develop a 3-year review protocol for NODA Association Office operations.</p>

STRATEGIC PLANNING ADVISORY BOARD

The NODA President and Executive Director sent an open invitation to all NODA leaders, encouraging them to participate in the strategic planning process. The individuals below expressed interest and actively participated in the process. Their responsibilities in NODA are varied, as are their professional experiences.

Member	Institution	NODA Role(s)
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Maria Arbizio	Rowan University	Regional Coordinator - VIII
Tina Arthur	University of Iowa	Outgoing Regional Coordination Committee Chair
Jeff Brown	American University	Orientation Professional Institute Lead Faculty
Justin Bruce	University of Rochester	Highly Selective Institutions Network
Phil Campbell	Goldfarb School of Nursing at Barnes-Jewish College	Outgoing Network Coordination Committee Chair
Jesse Cunion	University of Mount Union	Outgoing Regional Coordinator – VII Incoming Regional Coordination Committee Chair
Chelsea Garcia	University of Minnesota, Twin Cities	General Board Member
Kristen Gray	Tennessee State	HBCU Lead
Lisa Hamilton	Suffolk County Community College	Two-Year Network
Joyce Holl	NODA	Executive Director
Jordan Holliday-Millard	University of North Carolina at Charlotte	Regional Coordinator - VI
Andrene Kaiwi	California Polytechnic State University - San Luis Obispo	Annual Conference Advisory Committee Chair
Shea Kidd Houze	University of Tennessee-Knoxville	General Board Member
Heather Kovanic	University of Delaware	President 2020/ Past President
Karnell McConnell-Black	Reed College	President-Elect 2020/ President
Katie Murray	Towson University	General Board Member
Sal Rizza	Southern Connecticut State University	Outgoing Regional Coordinator – IX New General Board Member
Erin Sullivan	University of Missouri-St. Louis	Regional Coordinator – IV
Joe Thomas	University of Colorado-Boulder	Educational Initiatives Chair
Emily Wheeler	University of North Carolina at Charlotte	Research Chair
Becky Wroe	University of Waterloo	Global Initiatives Chair
Devan Zgleszewski	West Chester University of PA	First Gen Network