



# **NODA - Association for Orientation, Transition and Retention in Higher Education**

## **Strategic Long-Range Plan**

**Reviewed, Revised and Updated Spring 2016**

10-30 YEAR PLANNING HORIZON  
~ CORE IDEOLOGY & ENVISIONED FUTURE ~

## CORE IDEOLOGY

*Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core purpose** – the organization's reason for being – and **core values** – essential and enduring principles that guide an organization*

Vision: To be the premiere association in orientation, transition and retention

Mission: To create a community of leaders who enrich the field of orientation, transition, and retention through education, research and knowledge.

### **Core Beliefs and Values:**

- We are an inclusive community of practitioners and scholars; building, fostering and sharing an environment that promotes connections of people and ideas for peer-to-peer learning.
- We value learning and innovation through the research, acquisition, formation and dissemination of scholarly knowledge, and the sharing of new and emerging best practices.
- We value diversity of ideas, institutions, and individuals.
- We model integrity and ethical behavior through adherence to professional standards.
- We exhibit leadership and advocacy; providing opportunities for professional growth and development - globally, institutionally, within the Association and higher education.

## ENVISIONED FUTURE

*Envisioned future conveys a concrete, but yet unrealized, vision for the organization. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

### **Big Audacious Goal:**

- Be the premier Association for orientation, transition and retention professionals.

**Vivid Descriptions:**

- NODA will elevate the vitality and visibility of the fields of college student orientation, transition, and retention. There will be universal recognition of the importance of orientation, transition and retention, and these fields will be seen as integral to student learning. NODA will successfully educate key constituents regarding the central role orientation, transition, and retention plays in student success and academic mission.
- Membership in NODA will be viewed as essential to success of orientation, transition and retention professionals. Members will be recognized as experts in orientation, transition and retention on campus, and they will gain skills and competencies that are applicable to their careers and life. We will develop a strong infrastructure for involvement opportunities to aid in the leadership development of our membership.
- NODA will be known for an environment that promotes connections of people and ideas. NODA will be on the cutting edge of the creation of new knowledge and identification of best practices on our field. We will commission and produce research, identify the latest trends, develop issue oriented programs and resources for members, and enhance our educational sessions at our conferences. Our publications will be seen as premiere scholarly resources in field of orientation, transition and retention.
- NODA will be model for organizational best practices of strategic leadership and knowledge based governance in non profit organizations.

5-10 YEAR PLANNING HORIZON  
~ ASSUMPTIONS ABOUT THE RELEVANT FUTURE ~

***Assumption** statements will help an organization purposefully update its strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on the vision of the future that appears in this section, an annual review of these assumptions will be an appropriate method of determining and ensuring the ongoing relevance of the Association's strategy and goals.*

**Demographics:**

1. There will continue to be diverse institutional structures of higher education (e.g. on line, study away/abroad, satellite).
2. There will be greater diversity and complexity of student populations (e.g. transfer, adult, veteran, racial, graduate, international, higher-needs, preparedness).
3. There will be greater diversity of higher education professionals and their roles.
4. The role/influence of parent/family supporters will continue to evolve.
5. There will continue to be changing regional, national, and global economic and demographic trends.

**Consumer values:**

1. Demand for outcomes based education and technology rich environments (e.g., a job, advanced degree).
2. The demand for education to lead to employ ability.
3. Increase in on demand service mentality for amenities and robust student experiences (e.g., low cost-high return, campus climate, sense of belonging).
4. Expectations around greater access to and support from student health, overall well being and access to services.

**Economic Climate:**

1. The cost of education will continue to be scrutinized while the economy remains unpredictable and volatile.
2. Economic conditions may impact students' transition and retention and present challenges connecting student to the life of the institution.
3. The cost of doing business will increase, but funding may not; thus, increasing the expectations of outside funding while doing more with less.

**Nature of the Profession of Orientation, Transition and Retention within Higher Education:**

1. Continued focus on research, assessment and accountability to advance and validate the profession.
2. The nature of higher education and traditional classroom education models continues to change, which will demand appropriate responses from OTR professionals.

**Legislative and Regulatory:**

1. National, state, and provincial authorities will continue to mandate programmatic and informational and compliance requirements, and will increase demands for accountability from institutions.
2. Changes to national, state, and provincial financial aid will continue.
3. The tension of higher education as a public good vs. a private benefit will continue.

**Technology:**

1. Constant and rapid evolution of the digital environment presents new opportunities and challenges in the profession.
2. Technology presents an additional access gap needing to be addressed.

3-5 YEAR PLANNING HORIZON  
~ OUTCOME ORIENTED GOALS ~

*Goals are outcome-oriented statements that represent what will constitute the Association's future success. The achievement of each goal will move the organization towards the realization of its vision. The goals are not in any order of priority. Every goal will need to be accomplished if the organization is to fully achieve its vision.*

*On the next pages, each goal is accompanied by a set of objectives, which represent key issues affecting the Association's ability to achieve the goal and articulate milestones against which to measure progress. Objectives, which have been **bolded and underlined**, have been identified as priorities for the coming year.*

**GOAL 1 - PROFESSIONAL DEVELOPMENT**

NODA's high quality professional development activities will increase the level of professional competency of those in the field of Orientation, Transition and Retention.

**GOAL 2 - RESEARCH AND KNOWLEDGE**

The research and knowledge base of NODA will increasingly support the value of Orientation, Transition and Retention to the field of higher education.

**GOAL 3 - ADVOCACY AND LEADERSHIP**

NODA will engage in active dialogue and partnerships to further the importance of Orientation, Transition and Retention issues.

**GOAL 4 - MEMBERSHIP COMMUNITY**

Institutions and orientation, transition and retention professionals will increasingly find sustained involvement in NODA as essential to their success.

**GOAL 5 - ORGANIZATION AND RESOURCES**

NODA will have a sustainable and nimble infrastructure that adapts to the changing needs of members, institutions and the profession.

## **GOAL 1: PROFESSIONAL DEVELOPMENT**

### **Goal:**

NODA's high quality professional development activities will increase the level of professional competency of those in the field of orientation, transition and retention.

### **Objectives:**

1. **Heighten the quality of educational and professional development experiences through the framework of the NODA core competencies.**
2. **Enhance the breadth of educational and professional development opportunities related to current trends and issues for all levels of professional membership.**
3. Expand theoretical understanding and practical application demonstrating the connection of orientation, transition and retention.
4. Provide educational opportunities that are inclusive of the needs of diverse populations of college students, their families and their campuses.

## **GOAL 2: RESEARCH AND KNOWLEDGE**

### **Goal:**

The research and knowledge base of NODA will increasingly inform the higher education profession on issues of orientation, transition and retention.

### **Objectives**

1. **Advance and promote the research agenda that identifies trends and responds to the inquiries of the profession.**
2. **Cultivate a culture of research and inquiry that increases the knowledge of the membership and their ability to apply it.**
3. Identify delivery methods and best practices that contribute to the advancement of orientation, transition and retention.
4. Identify higher education scholars who can partner with the association to advance the research agenda.
5. Identify and support research from and about diverse populations.

## **GOAL 3: ADVOCACY AND LEADERSHIP**

### **Goal:**

NODA will lead advocacy efforts internally and externally to further the importance of orientation, transition and retention in higher education.

### **Objectives:**

1. **Identify and initiate programs and services that increase the prominence of orientation, transition and retention in higher education**

locally and globally.

2. **Educate the NODA membership on issues and decisions related to higher education and how they impact and influence their work in orientation, transition and retention.**
3. Develop key performance indicators for the Association that demonstrate its progress as a whole and among its membership.

#### **GOAL 4: MEMBERSHIP COMMUNITY**

**Goal:**

NODA will foster an inclusive community of engaged members within an environment that promotes leaders, networking and advancement in the field of orientation, transition and retention.

**Objectives:**

1. **Conduct an environmental scan to understand membership demographics and institutional profiles, identify gaps in the membership, and respond to their respective needs.**
2. **Articulate pathways to leadership opportunities within the Association, including a recruitment and retention plan to diversify the Association leadership.**

#### **GOAL 5: ORGANIZATION AND RESOURCES**

**Goal:**

NODA will have a sustainable and nimble infrastructure that adapts to the changing needs of members, institutions and the field of orientation, transition and retention.

**Objectives:**

1. **Maximize the use of existing human and financial resources, and determine strategies to increase these resources to continue to meet the mission and goals of the Association.**
3. Maximize opportunities for sustained volunteer involvement.
4. Establish quality standards and protocol for NODA endorsement.
5. Evaluate processes and procedures to ensure that Association practices are equitable and fully inclusive.