

# NATSAP

*Guiding the way*

National Association of Therapeutic Schools and Programs

2019

Strategic Plan

January 7, 2019

Dear NATSAP Members,

We are pleased to present NATSAP's 2019 Strategic Plan. Thank you for your participation in the process. We also extend our gratitude to our Board of Directors and Committee Members for their leadership and the countless hours they give on our behalf.

Please take a moment and review the plan--especially the areas of greatest interest to you. We will begin the process again for next year at our Annual Conference and ask for your feedback and suggestions.

If in reviewing the plan you feel a desire to serve, please contact a committee chair, Board liaison or myself. Your involvement is welcomed, appreciated and essential to the future of our association.

We look forward to the new year--for what we will accomplish together and most importantly, the lives that will be renewed at the hands of our membership.

Gratefully yours,

A handwritten signature in black ink, appearing to read 'T. Mosier', with a long horizontal flourish extending to the right.

Tony Mosier

President

## Executive Summary

2018 was an outstanding year for NATSAP and its members. Below are a few of the highlights:

- We experienced a 94% membership retention rate, evidence that NATSAP is on the right track in terms of services and benefits provided to members.
- We ran two more successful editions of Link 'n Learn, where member programs and educational consultants can get to know one another better.
- We attracted over 800 attendees to our Annual Conference, and attendance at regional conferences was increased in virtually every case.
- We offered more webinars to members, published three different newsletters: NATSAP Press, We Are NATSAP, the Best Practices Newsletter, and published several important surveys.
- We have fully funded the Golden Thread. The Golden Thread is software that will allow our Outcomes Research Project to track a program participant throughout the continuum of care.

The key objectives for the association in 2019 include the following:

- Membership retention of 90% or more
- Stepped-up membership participation in research
- Implementing a Family Therapy Training Institute
- A balanced approach to marketing at NATSAP conferences

Included in this plan are the staff and committees tasked with accomplishing these key objectives. You will also find a summary of their work plans.

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## Section 1: The Association

**The National Association of Therapeutic Schools and Programs (NATSAP)** represents a variety of programs and schools providing treatment to over 5,000 clients across North America. Our members include therapeutic schools, residential treatment schools, wilderness therapy programs, outdoor therapeutic programs, young adult programs and home-based residential programs working with troubled teens and troubled adolescents. Our programs are dedicated to providing the highest quality services to the people and families they serve.

### Mission

The National Association of Therapeutic Schools and Programs serves as an advocate and resource for innovative organizations which devote themselves to society's need for the effective care and education of struggling young people and their families.

### Vision

Our vision is a nation of healthy children. We are the voice inspiring, nurturing, and advancing the courageous work of our schools and programs.

### Member Services

NATSAP offers a wide array of member services designed to assist programs and individuals with professional growth and business management--all geared to ultimately provide enhanced services to clients.

**National & Regional Conferences:** All NATSAP members are encouraged to attend and present at our Annual and Regional Conferences, which occur throughout the year. A few of the many benefits of attending include professional development, continuing educational credits, and networking. Members may also promote their schools, programs, and businesses by exhibiting at conferences at preferred member rates.

**Link 'n Learn:** Link 'n Learn is an innovative service that allows educational consultants and NATSAP programs to meet and network. Programs and Educational Consultants are given time to learn about and get to know one another.

**Electronic Newsletters:** NATSAP's newsletter, called NATSAPress, is sent to members on a seasonal basis. These newsletters include information on developments within the Association, reviews of recently past conferences, news about upcoming conferences, committee reports, announcements of new members, and much more. Additionally, NATSAP publishes two more newsletters several times annually—The Youth Advocate, which is our government relations newsletter; and We Are NATSAP, wherein members highlight developments within their individual programs.

**Electronic & Printed Directory:** All schools, programs, individual members, affiliates, and business partners are given a print and website listing in our NATSAP Directory. Listings include a page description with all contact information and detailed program information.

**Website:** NATSAP's website offers a wide array of information useful to programs, educational consultants, parents, and others. Besides listing our entire membership, the website contains information on all NATSAP activities, enables members to post classified ads, spells out best practice guidelines, and much, much more. Visit us at [www.natsap.org](http://www.natsap.org).

**Government Representation:** The NATSAP Government Relations Committee seeks to analyze all legislation coming from Capitol Hill that will affect member programs. Through the committee, NATSAP formulates responses that would best support our members' beliefs. Our government representation takes several forms, including: Washington Fly-in day when members can meet key legislators to discuss issues of importance; review of and commentary on recently-introduced legislation; participation in hearings; and participation in key coalitions, among others.

**Participation on Committee:** One of the best ways to maximize your membership in NATSAP is to participate in one of our many committees addressing various needs of programs and professionals in our field. Our Committees can only benefit from the new ideas that representatives from our member programs bring. Committees include: Membership, Member Services, Government Relations, Research, Best Practices, and Public Relations.

**Participation in Coalitions:** NATSAP seeks to align with various other likeminded organizations on a wide spectrum of issues and projects. We will continue to belong to various coalitions and will consider partnerships that provide a greater voice in issues of importance to our membership.

**Youth Advocate Bulletin:** NATSAP circulates a newsletter on Senate and House happenings in our periodically-published Youth Advocate Bulletin. This newsletter contains information on government relations issues that may have a direct impact on our association's members.

**Networking:** NATSAP seeks to create a strong network of programs and individuals across North America. A variety of regional and annual conferences are held during the year to promote networking amongst our membership. Conferences are a place to circulate new research and ideas contemplated or implemented in member programs. NATSAP events also provide a chance for programs to meet with various suppliers of goods and services.

**Outcomes Research Project:** NATSAP and the University of New Hampshire are working in cooperation to study the long-term effects of residential treatment centers and wilderness programs on clients. This provides a unique opportunity to quantify the benefits of attending our programs well beyond student graduation. Outcomes are a key component guiding NATSAP's Best Practices Committee. The Journal of Therapeutic Schools & Programs is circulated on a yearly basis to augment the findings of our Outcome Research.

**Research Designated Programs:** A means of recognizing those programs that participate in outcomes research in a comprehensive manner.

**Webinars:** NATSAP Webinars are a new service provided to enhance the knowledge of our member organizations. We provide live web broadcasts on our website from industry experts on various issues that may affect our members. Previous webinars are stored on our website and can be viewed at any time.

**Scholarship Funding:** NATSAP has relationships with a number of scholarship foundations to create greater opportunities to raise money which fund scholarships for families in need.

**Monitoring of Applicable Federal Grants:** NATSAP regularly monitors Federal grants for those that may be beneficial and applicable to our membership. Qualifying NATSAP members are welcome to apply for grants directly with the government.

**Public Relations:** NATSAP engages an outside public relations consultant who, together with staff, assists the Association in proactive P.R. efforts, handling press inquiries, and developing pro forma press releases and P.R. tool kits that can be used by member programs.

## Section 2: Organizational Structure

### **Board Members:**

President: Tony Mosier, Telos  
Vice President: David LePere, Cherokee Creek Boys School  
Treasurer: Nikki Preece, Fulshear Treatment to Transition  
Immediate Past President: Trina Quinney-Packard, Youth Care  
Jared Balmer, WayPoint Academy  
Patrick Barrasso, In Balance Ranch Academy  
Christian Egan, Alpine Academy  
Nichol Ernst, Summit Achievement  
Janet Farnsworth, West Ridge Academy  
Darren Prince, Ashcreek Ranch Academy  
Rick Pollard, Solstice East  
John Singleton, Whetstone Academy  
Ex Officio Rosemary Tippett, IECA

### Staff:

Executive Director Megan Stokes  
Director of Conferences Nadia Aboulhouda  
Director of Membership, Member Services, and Public Relations Shanita Smith  
Conference and Membership Assistant Crystal Smith

### Committee Chairs:

Annual Conference Committee- Mary Jo Degrandi (PRN for Families)  
Best Practices Committee- Mike Haarer (Compass Rose Academy)  
Education Committee- Kevin Kuykendall (Telos RTC)  
Executive Committee- Tony Mosier (Telos)  
Government Relations Committee- Dustin Tibbitts (Embark Behavioral Health)  
Membership Committee- Andrew Moskovitz (Urban Edge)  
Member Services Committee- Kristina Baker (Heartspring)  
Public Relations Committee- Ryan Walton (Redcliff Ascent)  
Regional Conference Committee- Carey Lillehaug (Northwest Passage) and Kristin Friesen (Sonia Shankman Orthogenic School)  
Research Committee- John Hall (Telos)

## Section 3: 2019 Strategic Plan

### Executive Director & Staff Objectives

Executive Director: Megan Stokes

Board Liaison: Tony Mosier

ED1) Ensure a supportive and responsive staff team and office

ED2) Update website

- Add member only portal

ED2) Maintain a membership retention of rate of 90% or better

ED3) Increase cash reserves by 5%--minimum annually until reserve equals \$500K or half of Annual Budget

ED4) Increase non dues revenues by 5%

ED5) Cast a broader net via email communication to programs

- Broadcast Strategic Plan to general membership and committees

ED6) Build alliances with other Associations

ED7) Develop a recruiting plan for filling committees and a resource guide for New Committee Chairs and Board Liaisons.

### Strategic Planning Objectives

President: Tony Mosier

Board Liaison: David LePere

SP1) Engage membership and the National Board in the Annual Planning Process

- Promote adequate communication and feedback at all levels

SP2) Create stronger investment at the committee level by delegating strategy development to committees.

SP2.1) Formalize new assignments at January board meeting

SP2.2) Get objectives for each committee approved in Spring & Summer Board meetings.

SP2.3) Distribute objectives to committees by August 15

SP2.4) Have committees submit final objectives and strategies by October board meeting

SP2.5) Publish Strategic Plan prior to national conference

## Section 4: Three Year Matrix

<b>Objective</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Retention</b>	92%	90%	90%	90%
<b>Membership</b>	180	190	190	195
<b>RDP Recipients</b>	38	50	55	60
<b>Regional Conference Attendance</b>	1206	1400	1500	1600

In 2018, we experienced a 94% retention rate, with 181 program members. We currently have 53 RDP recipients and experienced a total attendance of 1566 people at our regional conference.

## Section 5: Appendix

### NATSAP Strategic Planning Process

The NATSAP strategic planning process consists of the following activities;

- 1.) Conduct a situation analysis with general membership
- 2.) Board assigns strengths, weaknesses, opportunities and threats to committees
- 3.) Board identifies key objectives for the association and each committee
- 4.) Committees identify strategies and develop work plans to accomplish objectives
- 5.) Board reviews and offers feedback on work plans and updates long range matrix
- 6.) Plan is compiled by executive director
- 7.) Final plan is approved by the national board and published for membership
- 8.) Plan is implementation by committees and staff

### Time Frames

The time frames associated with the development and implementation of the NATSAP strategic plan are as follows:

- 1.) To be completed at National Conference - February
- 2.) and 3.) To be completed at Board Strategic Planning Meeting - April
- 4.) To be completed at the committee level via conference calls – May
- 5.) To be completed in summer Board Meeting - July
- 6.) To be completed by Executive Director - September
- 7.) To be completed by board and Executive Director – October
- 8.) Plan is implemented by committees and staff - January

Note: The Strategic Plan is a fluid document with objectives that are accomplished rolling off the plan while new objectives roll onto the plan each year based on the needs of NATSAP and the input of the membership.

## **NATSAP Situation Analysis (as of February 1, 2018)**

### Strengths:

- Best Practices
- Conferences
- Opportunities for Collaboration
- Higher Standards
- DC Fly-In
- Member Support
- Webinars
- Learning
- Surveys
- Research
- National Office- Responsive and Supporting
- Professional Contacts
- Member Services
- Unity and Diversity

### Weaknesses:

- Isolated from rest of Mental Health Profession
- Website
- Surge of E-mails: Marketing from Vendors and Recruiting E-mails
- Recruitment Practices
- Oversight
- Unsophisticated Registration/Database
- Unity of Purpose
- Not Much Training Sessions for Clients with Intellectual Disabilities

### Opportunities:

- Participation in Research
- Collaboration with Multiple Family Members and Multiple Programs
- Be a Voice at the Table for Mental Health
- Insurance Reimbursement
- Voice as an Education Source for Families

### Threats:

- High Cost of Treatment
  - Insurance
  - School Districts
  - Scholarships
  - New Tax Laws: 529 access and Medical deduction at 7.5%
- Economic Downturn

- Internet Reviews
- Anonymous
- Abuse
- Sentinel Event Isolates Program
- Legislation- Schiff bill

# Strategic Plan

## NATSAP

<b>Strategic Plan</b>		<b>Year: 2019</b>
<b>Committee</b>	<b>Committee Chair</b>	<b>Board Liaison</b>
<b>Member Services</b>	<b>Kristina Baker</b>	<b>Janet Farnsworth</b>
<b>Goals</b>		
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.		
1	Conduct and publish the results of two surveys salient to member needs.	
2	Provide online CEUs	
3	Raise member awareness of services.	
4	Find ways to include/provide training front-line staff	
5	Conduct two webinars salient to member needs.	

<b>Objectives</b>			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1.1	Conduct Member Program Survey	Nov. 2018	Shanita
1.2	Conduct National Financial Impact Survey	Spring 2019	Shanita
2.1	Research entities that will allow for online CEUs for webinars hosted by NATSAP	January 2019	Committee
2.2	Research entities that will allow for online CEUs for webinars not hosted by NATSAP	January 2019	Committee

3.1	FAQ page on website	January 2019	Committee
3.2	Coordinate with Membership Committee on their onboarding video to discuss how to incorporate member benefits	Winter 2019	Committee
4.1	Find 3 <sup>rd</sup> party to provide online training specific to front line staff needs	April 2019	Committee
5.1	Hold webinar: <b>Topic TBD</b>	Spring 2019	Committee to discuss
5.2	Hold webinar: <b>Topic TBD</b>	Fall 2019	Committee to discuss

# Strategic Plan

## NATSAP

<b>Strategic Plan</b>	<b>Year: 2019</b>
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Committee	Committee Co - Chairs	Board Liaison
Membership	Andrew Moskovitz	Darren Prince

Goals	
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.	
1	Design and implement strategies to attract new and renewing members
2	Develop a new member mentoring process proposal
3	Create Membership onboarding process

Objectives			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1.1	Contact regional and national NATSAP conference nonmember attendees to follow up on their conference experience.	Ongoing	Rocky Mt – XXXX Northeast- XXXX Southeast Regional – XXXX SW – XXXXX NW – XXXXX Midwest – XXXXX Northern UT – XXXXX
1.2	Identify 3-5 nonmember programs to invite to the NATSAP annual conference	<u>Jan 2019</u>	All Members - Google Doc to be created by Andrew
1.3	Identify nonmember programs with driving distance to the NATSAP regional conferences prior to the conference and invite them to attend.	Ongoing	All Members in delegated regions – Also to be tracked in google doc
1.4	Provide a \$50 discount for <u>first time nonmember</u> attendees. Will need to track this information.	As needed	Membership Committee members

1.5	Solicit 5-10 program testimonials annually. The testimonials will be placed in new membership packets, with renewals, and on the NATSAP website	Mar 2019	Membership Committee members; Board members when making their biannual calls
2.1	Include Breakout Session in annual conference for Executive Directors/Program Directors to provide support to new programs	Jan 2019	Kimball Delamare; Conference Committee
2.2	Partner new programs with a member of the membership committee for mentoring if the new program requests.	Ongoing	To be determined after list of 10 programs requesting mentorship
2.3	Monitor the mentoring project by monthly emails to mentors/mentees	Ongoing	NATSAP Staff
2.4	Create and distribute survey to evaluate the mentoring project	Dec 2019	All committee members
2.5	Mentoring programs/individuals introduce new members to NATSAP staff at the annual and regional conferences	Jan - Feb 2019	All committee members after delegating mentors
2.6	Send invitations to all new programs (joining since the previous annual conference) to attend the "New Program Orientation" at the annual conference	Nov - Dec 2018	NATSAP Staff
2.7	Distribute "New Member" ribbons for annual conference	Jan 2019	NATSAP Staff
3.1	Create video/webinar for new members to view	Jan 2019	Darren and Andrew

**PR Committee Strategic Plan**

**NATSAP**

<b>Strategic Plan</b>	<b>Year: 2019</b>
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<b>Committee</b>	<b>Committee Chair</b>	<b>Board Liaison</b>
<b>Public Relations</b>	<b>Ryan Walton</b>	<b>John Singleton</b>

<b>Target Audiences. Who NATSAP wants to reach</b> Members, leaders, board of directors Staff Educational consultants Media Congress Related organizations Potential members and other similar programs Therapeutic community	
<b>SWOT (Strengths, Weaknesses, Opportunities, Threats). Brief situational analysis</b> Strengths (internal positives). Strong board support, dedicated committee & staff Weaknesses (internal negatives). Volunteer committee w limited time, tight budget. Opportunities (external positives). Mental health in the news, positive focus on health credentialing and creating natl. standards Threats (external negatives). Stigma exists around mental health issues, students are minorities, HIPAA prevents release of some data	
<b>Objectives. Overarching desired outcome</b>	
1	Promote the value of NATSAP as an organization
	<b>Strategies. Broad categories under which the PR activities fall.</b>
1	Drive NATSAP branding; both internal and as a value to members
2	Diversify community exposure and acceptance of NATSAP and its members
3	Raise member awareness of Research Designated Programs (RDP)
4	Serve as resource for members needing PR guidance (comm. management)

5	Leverage brand--media, Congress & other elected officials, related organizations, etc.
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**Activities:** Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.

Number	Objective	Time Line	Person(s) Responsible
1.1	Complete editing of NATSAP testimonial videos	01/15/19	Ryan/Shanita
1.2	Solicit newsletter ideas; testimonials, research publications, pictures from membership programs to publish via social media and drive interest to NATSAP website	Ongoing	Ryan/Shanita
1.3	Identify speaker, topic for Annual Conf.	10/1/19	Committee
2.1	Work with re-brand subcommittee on website branding, and NATSAP branding to non-NATSAP members	Ongoing	Committee
2.2	Create FAQ on countering industry perception	06/01/2019	Committee
3.1	Solicit testimonials from RDP members and publish online	Ongoing	Ryan/Shanita
3.2	Collect and post written testimonials from current RDP Members	Ongoing	Shanita
3.3	Press releases for each RDP member	Ongoing	Shanita /Ryan
4.1	Contact programs experiencing negative reviews	As Needed	Megan/Ryan
4.2	Create contact sheet for programs to have direct access to PR committee	02/01/19	Shanita/Ryan
4.3	Push existing resources out to members-- crisis, social media, ethical marketing, etc.	Ongoing	Shanita

5.1	Distribute fly-in news releases	5/18	Completed
5.2	Write and distribute news releases throughout the yr	Ongoing	Shanita
5.3	Meet with related organizations	TBD	Megan/Shanita

# Strategic Plan

## NATSAP

<b>Strategic Plan</b>	<b>Year: 2019</b>
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Committee	Committee Chair	Board Liaison
Government Relations	Dustin Tibbits	Patrick Barrasso

Goals	
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.	
1	Be engaged and proactive on the federal and state levels in regards to legislation
2	Partner with other associations
3	Hold DC Fly-In
4	Expand communications to Congress

Objectives			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1.1	Actively seek out legislation to support	Ongoing	Megan
2.1	Make the committee available to discuss licensing issues with the regulators association	March 2019	Various
2.2	Meet with other associations to find common ground on federal legislation	December 2018- March 2019	Megan
3.1	Send out Fly-In invites	February 2019	Megan
3.2	Finalize attendees	March 201	Megan
3.3	Finalize schedule and conduct webinars for attendees	April 2019	Megan/Prime Advocacy
3.4	Hold Fly-In	May TBD 2019	Megan
4.1	Forward Journals and newsletters to members of Congress	Ongoing	Megan

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2019</b>
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<b>Committee</b>	<b>Committee Chair</b>	<b>Board Liaison</b>
<b>Annual Conference</b>	<b>Mary Jo DeGrandi</b>	<b>Nikki Garza</b>

<b>Goals</b>	
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.	
1	Enhance outreach to local/regional area professionals to attend and/or present at the annual conferences
2	Increase Sponsorship opportunities and carry out a coordinated and expanded outreach to increase amount of sponsorship revenue
3	Increase “Supplier” exhibitor booths; i.e. those companies who would qualify as “affiliate members” of NATSAP – those who would provide products and services to benefit NATSAP member programs
4	Increase Research strand
5	Open Call for Papers in early summer and have schedule set and posted on web by September 2018

<b>Objectives</b>			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1:1	Identify desired professional groups and/or local colleges and universities that NATSAP would like to ally with.	Within the first 6 months post Annual Conference	Committee members in conjunction with NATSAP conference planner
1:2	Develop a database for each of those professionals/groups/associations/organizations to be maintained and updated at the NATSAP office.	s/a	s/a
1:3	Solicit input and assistance from area/regional NATSAP members prior to each annual conference call for papers and registration.	Beginning with the survey at the annual conference and	s/a

		continuing up until just prior to the next year's conference	
1:4	Develop opportunities within the conference program for area professionals to learn about NATSAP and membership benefits by coordinating with the membership committee.	Ongoing throughout the conference planning process	s/a
2:1	Identify unique sponsorship opportunities at the host hotel and create sponsorship prospectus accordingly. Have prospectus published early and available on website by summer	Completed	NATSAP Conference Planner
2:2	Identify and work closely with other key NATSAP committees that can assist in the sponsorship drive	Beginning immediately and will be ongoing	s/a
2:3	Identify non NATSAP members/member programs to solicit sponsorships from.	Ongoing throughout the conference planning process	s/a
2:4	Set sponsorship goal for the annual conference and develop incentives for the committee to reach and exceed the goal	Ongoing throughout the conference planning process	s/a
3:1	Make sure to invite back all supplier vendors from previous annual conference and the regional conferences	Beginning immediately. Complete by December 2018	NATSAP Conference Planner
3:2	Conference Committee can recommend any suppliers that they know their program is using to exhibit at the conference	Ongoing throughout the conference planning process	Conference committee along with NATSAP office staff

		and at each conference	
4:1	Promote research-based submissions to the Annual conference via outreach to all NATSAP committee's; specific wording in the call for papers encouraging research based presentations; outreach to researchers/graduate students in the field; NATSAP website and social media	Ongoing throughout the conference planning process	s/a
4:2	Add research poster opportunities for area professionals, NATSAP members and any presentation submissions that were not chosen for the conference	s/a	s/a
4:3	Develop and seek research specific sponsorships to provide stipends for researchers to travel to the conference for a presentation or poster	Ongoing throughout the conference planning process	Conference committee NATSAP Conference planner Coordination with NATSAP committee's, particularly research committee
5:1	Work with NATSAP office to have Call for Papers application updated and posted on website. Send promotional emails to remind people to submit their applications in a timely manner	Beginning immediately post conference and continuing through spring	Conference chair NATSAP conference planner

# Best Practices Committee Strategic Plan

## NATSAP

<b>Strategic Plan</b>	<b>Year:2018/2019</b>
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Committee	Committee Chair	Board Liaison
<b>Best Practices</b>	<b>Mike Haarer</b>	<b>Nichol Ernst</b>

Goals	
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.	
1	Educate member programs on the purpose and functions of the Best Practices Committee.
2	Listen and respond to the needs of member programs.
3	Collaborate with the IECA/NATSAP joint ethics committee.
4	Respond to complaints filed with NATSAP.
5	Presentation on Best Practices/Ethics for NATSAP National Conference.

Objectives			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1.1	Publish Best Practices Newsletter with articles that inspire programs to continuously evaluate and improve their practices.	2/year	Haarer, Thayne, White, Dorfman, Davis, LePere
1.2	Continue to state the purpose of the committee in each newsletter.	2/year	Haarer
1.3	Create a breakout session for the national conference in January.	January 2019/20	Haarer, LePere
2.1	Hold round table discussion sessions at NATSAP national conference, and IECA fall conference.	2/year	Haarer, LePere
2.2	Continue to ask member programs what they want the Best Practices Committee to cover in the newsletter.	2/year	Haarer
2.3	Best Practices newsletter sent to IECA for distribution to its members		Morrison, Stokes, LePere
2.4	Create a survey to identify program needs related to Best Practices/Ethics	1/year-March 2019	Haarer, LePere

3.1	Board liaison and chairperson will attend the semi-annual joint committee meetings held at the IECA Fall and NATSAP National Conferences.	2/year	Haarer, LePere NATSAP/IECA Joint Committee
3.2	Joint Committee IECA/NATSAP leadership meetings	2 phone meetings/year	
3.3	Follow up on Best Practices Survey information: * Create guidance paper on tours and gifts. * Create a Best Practice statement centered on ethical recruitment/hiring-primarily focused on conference activity.	November 2018  Early October 2018	
4.1	Follow complaint procedures for each complaint received from NATSAP Executive Director.	Ongoing as needed	Haarer, LePere
5.1	Work in conjunction with the conference committee to create a 5 minute video presentation or game on best practices/ethics at the national conference.	January 2019	Haarer, LePere

# Strategic Plan

## NATSAP

<b>Strategic Plan</b>	<b>Year: 2018-2019</b>
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Committee	Committee Chair	Board Liaison
<b>Regional Conference</b>	<b>Carey Lillehaug, Kristin Friesen</b>	<b>Christian Egan</b>

Goals	
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.	
1	Increase Regional Conference Attendance at NW, MW, SW and RM by 10%
2	Provide Conference Chairs With Budget Template Using Historical Financial Data
3	Enhance the Attractiveness of Sponsorship Opportunities
4	Develop A Consistent Process for Identifying and Training New Conference Chairs
5	Replace Committee Chair in 2018

Objectives			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1	Continue to support regions that are gaining momentum with attendance (NW, MW, Rocky Mt) through holding monthly check in calls with NATSAP representative and conference chairs.	Ongoing	Chairs, NA
2.1	Keep records of revenue and expenditure for each regional conference	150 days prior to each Conference	DP, Conference Chairs
2.2	Make set budget templates for Conference Chairs to use as they plan for venues, pre-conference events, sponsors, etc.		NA
3.1	Establish best practices regarding sponsorship opportunities to bolster conference sponsorship revenue	Q4 - 2018	CH, CE, Conference chair

3.2	Share best practices among conference chairs and implement across	2019	Committee
4	Establish nominating and voting system by select share holders before new conference chairs are appointed	Q2 - 2018	CH, CE, MS

# NATSAP

<b>Strategic Plan</b>	<b>Year: 2018-19</b>
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Committee	Committee Chair	Board Liaison
Research	John Hall	Jared Balmer

Goals	
Please Note: Goals should be formulated to reflect the desired outcome or progress toward a goal. The goal may be achieved within 12 month or longer.	
1	RDP: Elicit collection rates from participating programs in connection with bronze and silver levels.
2	Golden Tread: Work toward a solution of adding an additional data point to the existing database (i.e. a quasi-control group).
3	Support the journal editor in implementing the strategic plan for the JTSP.
4	Roll out the new version of the NATSAP demographic survey for the research initiative.
5	Provide updated structure and content for Research page on the NATSAP website (per Megan).
6	Work with other related agency research committees to coordinate research efforts for the advancement of the field.
7	Determine an ethical review process for creating an ethical review of research questions from NATSAP programs (including referring them to obtaining IRB approval from a university, and making recommendations for advancing research ethically).

Objectives			
Please note: Each goal should have 1 or more (ideally measurable) objectives, delineating the “nuts and bolts” of how the goal is to be met. Timeline(s) and person(s) responsible should be added.			
Number	Objective	Time Line	Person(s) Responsible
1.1	Ongoing collection of RDP data by designated members of the Research Committee.	Ongoing	Balmer Hall Petree

2.1	Continue to work on gathering funds to pay of the development cost of the software program for the Golden Threat.	9/30/18	Balmer
2.2	Petree and Associates will write and implement the Golden Thread computer program.	Started. Finish by Fall 2018.	Petree
2.3	Roll-out the Golden Thread Initiative at the annual NATSAP Conference	2/1/2019	Balmer Santa Petree
2.4	Obtain a code audit (Requested by programmer at NATSAP.	12/31/18	Petree Hall
2.5	Present at NATSP annual conference on how to join/use the Golden Thread	2/1/2019	Balmer Hall Petree
3.1	Research Committee will support and collaborate with the Editor in Chief of the JTSP.	Ongoing	Hall Bahrens
4.1	Complete survey revision and obtain board approval.	1/2019	Hall Mills
4.2	Present at NATSAP annual conference on how to make the transition from old to new survey (same presentation as 2.5).	2/1/2019	Balmer Hall Petree
5.1	Review with home office the requested content and parameters for NATSAP website.	In progress	Hall Stokes Talbot
5.2	Present recommended website structure and content to the board.	8/15/2018	Hall Stokes Talbot
6.1	Ongoing interagency collaboration with IECA, OBH, YATA, ACRC.	Ongoing	Balmer Talbot Hall Morgan
7.1	Meet with subcommittee to discuss possible parameters of an ethical review subcommittee and feasibility to determine to NOT start another IRB.	12/31/2018	Hall