

NATSAP

Guiding the way

National Association of Therapeutic Schools and Programs

2020

Strategic Plan

January 22, 2020

Dear NATSAP Members,

We are pleased to present NATSAP's 2020 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

2019 was an outstanding year for NATSAP and its members. Below are a few of the highlights:

- We experienced a 97% 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 830 attendees to our Annual Conference, and attendance at regional conferences was increased in virtually every case.
- We offered more webinars to members, published two different newsletters: NATSAP Press, We Are NATSAP, 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 2020 include the following:

- Membership retention of 90% or more
- Stepped-up membership participation in research
- 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 contacts.

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.

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
Eric Allred, Havenwood Academy
Jared Balmer, WayPoint Academy
Christian Egan, Alpine Academy
Nichol Ernst, Summit Achievement
Janet Farnsworth, West Ridge Academy
Michelle Gourley, Gateway Academy
Rick Pollard, Solstice East
John Singleton, Whetstone Academy
Ex Officio Rosemary Tippet, IECA

Staff:

Executive Director Megan Stokes
Director of Conferences Nadia Aboulhoda
Director of Membership, Member Services, and Public Relations Shanita 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 (New Vision Wilderness)
Regional Conference Committee- Carey Lillehaug (Northwest Passage) and Kristin Friesen (Sonia Shankman Orthogenic School)
Research Committee- John Hall (Telos)

Section 3: 2020 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

- Increase member's only portal usage

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: 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:

- Member retention
- Spirit of volunteering
- Website
- Commitment to research
- Diversity of programs
- Improved conference culture
- Conference hosted receptions
- Executive director and staff

Weaknesses:

- Need more RPD's
- Ethnic diversity
- More in-region participation in presentations at regionals
- Accessible training for UNE staff
- More involvement of EC's (e.g. presentations)
- Hear more from psychiatrists/MD's in keynotes
- Affordability of programs or increase access for families
- Invite/involve insurance companies
- General misunderstanding of field—inviting media/press→ awareness
- Efficiency in technology (e.g. call for papers)
- Still unknown or an afterthought for our size→ increase gov't awareness (ex. Booth at APA)

Opportunities:

- Research
- External Training/speakers to come in
- Collaboration with other similar organizations
- Influence public policy—e.g. Schiff Law

Threats:

- Miller/Schiff Legislation
- UT/CA repealing funding
- Negative press
- Internet/reviews
- Echo chamber education/training
- Financial standing (for major needs)—but we're in good shape

Strategic Plan

NATSAP

Strategic Plan	Year: 2020
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Committee	Committee Chair	Board Liaison
Member Services	Kristina Baker	Janet Farnsworth

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	Provide online CEUs
2	Provide at least two webinars salient to the therapeutic field
3	Provide members access to training and CEUs related to certifications needed
4	Help foster the relationship between programs and educational consultants
5	Raise member awareness of services.

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	Develop a plan that allows both members and non-members to participate in webinars	Feb 2020	Committee
1.2	Apply for and be approved as an NBCC credit provider	Mar 2020	Committee

2.1	Conduct at least one webinar on staff recruitment	Nov. 2020	Shanita
2.2	Conduct at least one webinar on insurance and affordability	Nov 2020	Shanita
3.1	Research entities that will allow for online CEUs for webinars not hosted by NATSAP	Mar 2020	Committee
3.2	Find 3 rd party to provide online training specific to front line staff needs	Sept 2020	Committee
4.1	Create groups/forums where educational consultants and programs can communicate	Apr 2019	Committee
4.2	Create a page on educational consultants and a map on how to find one	Feb 2020	Committee
5.1	Create materials that help promote NATSAP member benefits (i.e. posters, flyers, etc.)	Feb 2020	Committee

Strategic Plan

NATSAP

Strategic Plan	Year: 2020
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Committee	Committee Chair	Board Liaison
Public Relations	Ryan Walton	TBD

Committee core functions:

Drive brand awareness

Create positive messaging

Assist with member program PR needs

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	Promote the value of NATSAP as an organization
2	Brand management
3	Raise member awareness of Research Designated Programs (RDP)
4	Serve as a resource for member organizations needing Public Relations guidance (community management)
5	Create a 2020 Annual Conference Presentation

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	Solicit newsletter ideas; testimonials, research publications, pictures from membership programs to publish via social media and drive interest to NATSAP website	Ongoing	Committee
1.2	Create a white paper on the effectiveness of program and the costs associated with programs.		John Singleton

1.3	Create webpages, publications, etc. on the value of NATSAP members to families in need		Committee
1.4	Create new economic impact study on a national level	April 2020	Jenney
2.1	Connect with local media around Annual Conference to announce that NATSAP will be there.	November 2020	Sheri
2.2	Find other national associations for NATSAP to collaborate with.	January 2020	Megan/Sheri
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	Committee
3.3	Press releases for each RDP member	Ongoing	Shanita /Sheri
4.1	Promote PR resources to members through social media, newsletters, emails, etc.	Ongoing	Shanita
5.1	Identify speaker and topic for Annual Conference	10/1/19	Committee

Strategic Plan

NATSAP

Strategic Plan	Year: 2020
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Committee	Committee Chair	Board Liaison
Government Relations	Dustin Tibbits	TBD

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 2020	Various
2.2	Meet with other associations to find common ground on federal legislation	December 2019- March 2020	Megan
3.1	Send out Fly-In invites	February 2020	Megan
3.2	Finalize attendees	March 2020	Megan
3.3	Finalize schedule and conduct webinars for attendees	April 2020	Megan/Prime Advocacy
3.4	Hold Fly-In	May TBD 2020	Megan
4.1	Forward Journals and newsletters to members of Congress	Ongoing	Megan

Strategic Plan NATSAP

Strategic Plan	Year: 2020
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Committee	Committee Chair	Board Liaison
Annual Conference	Mary Jo DeGrandi & Bryan Wilde	Nikki Preece

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	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 sessions with enriching content – focus on in-depth trainings on marketing, and other in-demand topics and current pain-points for our members and non-members.
4	Utilize the cost-comparison sheet (of NATSAP Annual and other industry conferences) to convey the value of the conference to our members, attendees, and potential attendees. Keep the NATSAP conference affordable to our attendees
5	Select and coach conference speakers for success

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	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.	By 2020 annual	Conf. Director
1:3	Solicit input and assistance from area/regional NATSAP members prior to each annual conference call for papers and registration.	Starting now, by 2020 Annual	Committee Chair(s) and local area committee members

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. Specifically, NEW programs or NEW members that might not be as well known. Help them to see the benefit of sponsoring and supporting the conference	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	Reach out to speakers outside of the 'NATSAP' scope of typical speakers	Ongoing	
3:2	Look into option of hosting pre-conference workshops for specific accreditations or certifications for our attendees	Ongoing	
3:3	Use data /feedback from the NATSAP Leadership Summit on what our programs need and build program accordingly	October 2019	Board Liaisons, Conf. Director, Exec. Director
4:1	Keep in touch with rising costs of hotel rooms, food & beverage, and travel and source hotels accordingly	Ongoing (immediate)	Conf. Director, Event & Membership Assistant
4:2	Offer ways our attendees can save money during the conference, and on travel; ie flight discounts, lower-cost hotel rooms, room-shares/roommates etc.	Ongoing (immediate)	Conf. Director

5:1	<p>Create comprehensive list of expectations for conference speakers</p> <ul style="list-style-type: none"> • Creating learner objectives • Designing learning methods • Develop facilitator materials • Better way of distributing handouts at conference / post-conference (through the app, etc.) 	<p>Immediate , once speakers are chosen (Sept. 2019)</p>	<p>Annual Conf. Committee, chairs, and Conf. Director</p>
5:2	<p>For paid speakers, make sure we convey all of NATSAP's expectations for the conference</p>	<p>Implement at 2020 Annual</p>	<p>Exec. Director and Conf. Director</p>
5:3	<p>Implement a better post-conference survey so that speakers can get IMMEDIATE feedback, and make improvements for next time</p>	<p>Implement at 2020 Annual</p>	<p>Conf. Director</p>

Strategic Plan

NATSAP

Strategic Plan	Year:2019/2020
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Committee	Committee Chair	Board Liaison
Best Practices	Mike Haarer	Nichol Ernst

Roles and ongoing duties of the committee:

- 1) Respond to complaints filed with NATSAP
- 2) Collaborate with the IECA/NATSAP Joint Ethics Committee
- 3) Listen and respond to the needs of member programs

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 best practices for hot topics (ex: handouts)
2	Video and test on ethics
3	Provide assistance and support for members to gain accreditation
4	Presentation on Best Practices/Ethics for NATSAP National Conference.
5	Create Universal Financial Aid Application

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	Create Resource List	Ongoing	All
1.2	Compile into handouts	Ongoing	All
1.3	Share at regionals and annual	Ongoing	Megan
2.1	Create video covering topics from NATSAP Principles of Good Practice	5/2019	Megan
2.2	Create online test related to NATSAP ethical principles that are annually signed.	10/2019	All

3.1	Committee will coordinate quarterly workshops aimed at providing information and tools to equip member programs in gaining accreditation.	Starting Q3 or Q4 of 2019	TBD
3.2	Committee will produce accreditation tip/resource sheets to be made available on the NATSAP website.	Q3 or Q4 2019?	TBD
3.3	Committee will facilitate and oversee creation of workgroups made up of current program members seeking accreditation and hosted by representatives of accredited member programs.	Q1 2020	TBD
3.4	Committee will host (or solicit presenters for) breakout sessions related to the accreditation process at annual and regional conferences.	Q1 of 2020	TBD
4.1	Discuss Presentation Idea	July 2019	All
4.2	Coordinate with IECA	September 2019	Mike and Megan
4.3	Present	February 2020	TBD
5.1	Committee will solicit and review member financial aid packets to create one universal NATSAP Financial Aid Application.	Ongoing	All
5.2	Committee will create an implementation plan with timeline.	10/2019	All
5.3	Committee will create a communication plan to share the tool and instructions with all member programs.	2/2020	All

Strategic Plan

NATSAP

Strategic Plan	Year: 2019-2020
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Committee	Committee Chair	Board Liaison
Regional Conference	Carey Lillehaug Kristin Friesen	Christian Egan

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 for 2020 Regionals by 10%
2	Increase number of Call for Papers submissions we receive for each regional by 10%
3	Enhance the Attractiveness of Sponsorship & Exhibiting Opportunities – what is the amount that people need to bring in,
4	Improve our post-conference feedback, so that we receive more participation in the surveys, and develop a better system for getting the presenters feedback on their sessions. The goal is 50% participation on post-conference feedback.
5	Implement a more structured process for conference committee participants (Annual Conf. and Regional Conf.) so committee participants better understand roles and responsibilities, and to assist in the process of chair and co-chair succession

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	Increase outreach to members, non-members and potential attendees (local community, students, etc.) pre-conference	Ongoing	All
1.2	Better marketing/promotion emails to targeted lists for each region, to promote different features of each conference (ie keynote speaker, special sessions, etc.)	Ongoing	Conf. Director

2.1	Have more instruction/guidance on the NATSAP website for what we're looking for in the submissions		Conf. Director along with CL and KF and CE
2.2	Longer lead time from when Call for Papers opens, to the deadline, so people have more time to get their proposals ready		Conf. Director
3.1	Committees should reach out to programs to gauge interest in sponsorship and what opportunities the programs would like to see	120 – 60 days prior to conference	CL and KF along with specific regional chairs
3.2	Share best practices among conference chairs and implement across all regions	2019/2020	Committee
4	-have the post-conference surveys available right away!!!! On site!!! Develop some sort of incentive for people to fill out the survey.	Ongoing	Conf. Director
5	By end of Fall Regionals 2019, put together a document for guidelines and expectations of being on a regional committee	2019-2020	Conf. director along with Carey, Kristin, and Christian
5.1	Have official rosters of all of the regional conference chair/co-chair roles for 2020, and	2019-2020	Conf. Director
5.2	Implement google docs for all regions for them to reference who are the chair(s) and who the official committee members are	2019-2020	Conference Director

Strategic Plan

NATSAP

Strategic Plan	Year: 2019-20
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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 Thread: 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	Work with other related agency research committees to coordinate research efforts for the advancement of the field.
6	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	Present at NATSAP annual conference on how to join/use the Golden Thread	2/2020	Balmer Hall

			Petree
3.1	Research Committee will support and collaborate with the Editor in Chief of the JTSP.	Ongoing	Hall Bahrens
4.1	Present at NATSAP annual conference on how to make the transition from old to new survey (same presentation as 2.1).	2/2020	Balmer Hall Petree
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.	4/2020	Hall