



## NEACAC Strategic Plan June 2006

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This initiative was driven by the NEACAC member survey. The response summary is outlined at the end of this document.

## NEACAC Strategic Plan

### 1. Executive Summary

The New England Association for College Admission Counseling was incorporated in 1966 as an affiliate of the National Association for College Admission Counseling. In its nearly 40 years as an active membership-driven association, NEACAC has operated to provide leadership, support and information in the college enrollment transition process.

In 1999, NEACAC leadership convened to address emergent pressures in the field of college admission as well as internal growth-related issues. Through a process of self-examination, NEACAC leadership confirmed its core values and began to identify and establish priorities for the years ahead. Results of this process led to the development of a strategic plan for 2000-2002, and an updated plan in 2003. During 2004-2005, NEACAC leadership determined that continued change in the field of admission merited another review of the strategic plan. The review was announced at the NEACAC Annual Meeting & Conference in June 2005, and an ad hoc Strategic Planning Task Force was established in August.

The task force included 20 secondary counseling and college admission representatives. The group laid out its activities for conducting the strategic plan review and development, which were carried out within focused subcommittees. Initial activities included an environmental scan of existing strategic plans for similar professional associations, as well as deployment of an electronic member survey. In the fall of 2005 data were collected, and in January 2006 this was synthesized and distilled for inclusion into the new Strategic Plan that included eight broad goals. The plan was vetted by the task force, the NEACAC Executive Board, and the NEACAC Governing Board, before it was ratified by the Governing Board at its June board meeting. The final plan was subsequently unveiled to the membership at the NEACAC Annual Meeting & Conference at the University of New Hampshire in June, 2006.

Strategic Goals encompass the areas of Body of Knowledge, Communication, Ethics and Professional Practice, Image and Recognition, Leadership and Governance, Professional Development, Public Policy and Advocacy, and Enhanced Membership.

This Strategic Plan is unique in its attempt to provide broad guidance to the Governing Board and standing NEACAC Committees, the latter being charged with carrying out the array of functions and services of the association. The Strategic Planning Task Force also presents recommendations for implementation of this plan that provide the basis for future review. Through annual reflection and structured planning, NEACAC can review its accomplishments with an eye toward improvements that support its role as a regional leader in the field of college admission counseling.

## NEACAC Strategic Plan

### 2. History

The New England Association for College Admission Counseling was incorporated in 1966 as an affiliate of the National Association for College Admission Counseling. In its nearly 40 years as an active membership-driven association, NEACAC has operated to provide leadership, support and information in the college enrollment transition process.

In 1999, NEACAC Leadership convened to address emergent pressures in the field of college admission as well as internal growth-related issues. NEACAC leadership went through a rigorous self-examination to confirm its core values and to begin the process of identifying and establishing priorities for the years ahead. The results led to the development of a strategic plan that spanned the years 2000-2002. This plan was revised and updated in 2003.

In discussions during 2004-2005, NEACAC leadership acknowledged that, while a number of original strategic goals had been met, continued change in the field of admission merited another review of the strategic plan. After identifying core volunteer leadership, President Raul Fonts announced the review at the NEACAC Annual Meeting & Conference in June 2005, and the formation of an ad hoc Strategic Planning Task Force.

### 3. Rationale

One of the many challenges embedded in the work of a professional association such as NEACAC is the constant transition in leadership among the executive and governing boards. It creates a level of fluidity that, although providing continuous opportunities for professional development and multiple perspectives

on the profession, potentially hinders the progress of initiatives that are important to the association and ultimately to the students and families who are central to its everyday work.

Drawing on the initiatives and goals of set forth by past governing boards, this Strategic Plan serves as a blueprint for both current and future leaders as they assume the myriad responsibilities that are integral to NEACAC leadership work. It provides direction, accountability, vision, and hope for these leaders as well as the organization's membership and empowers all involved to carry out the important mission of NEACAC.

#### 4. Process

In July 2005, Strategic Planning Task Force chair Daniel de la Torre announced the Strategic Planning Initiative to all NEACAC members and invited participation on the task force. Over 40 secondary counseling and college admissions representatives responded. Background information was provided electronically and an initial organizational meeting was held in early August, in coordination with the NEACAC Leadership Development Institute in Newport, RI.

Twenty members with varied involvement in the association attended this first meeting. Topics of discussion included prior history of NEACAC strategic plan development, comparisons with similar professional associations, and essential elements of organizational analysis and planning. Consensus was reached and the task force laid out activities within the overall effort. Subcommittees were established to carry out the following: communication with membership; an environmental scan of strategic plans for similar professional associations; deployment of an electronic member survey; survey data review and analysis; goals development; and strategic plan document writing.

Two activities took place in fall 2005 (late September to early November): 1) information gathering and comparative analysis of strategic plans for similar state/regional associations, and 2) development and deployment of an electronic member survey. Survey results were synthesized over late fall, and in early January 2006 these were organized into major themes. This distillation was reviewed at the subsequent task force meeting in early February and the Goal Development Subcommittee turned the survey themes into 8 broad goals for the plan. Document development began in late February and an initial draft was developed by early April. The task force vetted the plan at its April meeting before being turned over to the NEACAC Executive and Governing Boards. After review by these two bodies, the plan was ratified by the NEACAC Governing Board at its June board meeting. The plan was unveiled to the membership at the NEACAC Annual Meeting & Conference in June 2006.

## 5. NEACAC Strategic Plan

### A. Mission

The mission of the New England Association for College Admission counseling is to lead in shaping the college counseling, admission and enrollment profession by:

- Developing ethical and social responsibility within the profession through the establishment and maintenance of high professional standards;
- Supporting and encouraging collaborative relationships and providing professional development opportunities for all members;
- Advocating for policies that impact the profession at the state, regional and national level; and
- Fostering development of equal opportunities for, and access to, post secondary education for all students, utilizing the collective influence and knowledge of the members.

### B. Vision

NEACAC fulfills its mission by developing and providing services, programs, and opportunities for members so they can serve and assist students in their transition from secondary to post-secondary education.

### C. Strategic Goals

The strategic goals in this document reflect common member concerns and interests as distilled from the NEACAC Member Survey. They also represent themes that are consistent with strategic plans from similar professional organizations. Finally, the goals endeavor to provide a unifying vision that corresponds with the strategic goals of NACAC, with whom common organizational missions and objectives are shared.

#### Body of Knowledge

- NEACAC will be the authoritative organization that disseminates relevant information on issues concerning college counseling, admission, financial aid, and enrollment management. It will be a regional leader in providing resources for research, data, and trends on topics pertinent to the constituents of the organization.

#### Image and Recognition

- NEACAC will expand regional awareness among college admission professionals of its expertise on issues, programs, and services related to post-secondary transition.

#### Communication

- NEACAC will effectively communicate with its membership by utilizing all appropriate platforms, including the progressive use of technology. The organization will educate its members on relevant topics of interest to college counseling professionals. It will also provide channels for members to share their knowledge and expertise with the entire group.

#### Leadership and Governance

- Selection of the leadership of NEACAC shall be held in such a manner as to encourage all members to participate in elections. Every effort shall be made to ensure that the leadership represents the diversity of its members and member institutions.

#### Public Policy and Advocacy

- Policy makers and education leaders will recognize NEACAC as a regional authority on secondary and postsecondary transition issues at the local, state, national levels. NEACAC will keep members informed on issues that impact access to higher education and provide members with the information and means to contact elected officials and other policy makers. The NEACAC leadership will determine an appropriate protocol for taking a position on issues as an association.

#### Professional Development

- NEACAC will provide a range of professional development opportunities for entry-level and experienced college counseling professionals.

#### Ethics and Professional Practice

- NEACAC will be the recognized regional leader in delineating, enlightening, and upholding the highest ethical standards in all matters related to the college admission profession.

#### Enhance Membership

- NEACAC will strive to grow in number; it will identify and attract members representing the complexity and diversity of the college counseling profession within New England.

## D. Recommendations for Implementation and Assessment

This Strategic Plan provides a dynamic foundation for the future work of the association and as such should be a living document that is reviewed, updated and assessed throughout its lifecycle. The Executive Board, along with standing committee chairs, is charged with setting annual benchmarks and determining appropriate initiatives toward achieving the goals outlined within the plan. In doing so, the Strategic Planning Task Force highly recommends the Executive Board take several specific steps toward ongoing assessment:

- Hold an annual planning session to develop specific initiatives toward achieving the plan goals
- Conduct an annual review of completed initiatives to assess impact on plan goals
- Execute a complete review and update of the strategic plan and the accompanying mission and vision statements every five years. The next strategic plan would be adopted at the Annual Meeting & Conference in 2011.
- Communicate frequently with association members on plan-related initiatives and provide mechanisms for member input into ongoing assessment
- Expect future association leaders to review the plan prior to taking office and consider their role in implementation of the plan

While this strategic plan provides a distinctive road map, ongoing assessment and periodic renewal of the plan are essential to a vibrant future for the association.

## 6. Strategic Planning Task Force Members

Princess Sirleaf Bomba, RI  
Julie Cairns, RI  
Peter Caruso, MA  
Amy Cembor, MA  
Daniel de la Torre, MA, *Chair*  
Jennifer Dionne, NH  
Judith Dobai, CT  
Maureen Dumas, RI  
Raul Fonts, RI, *ex officio*  
Kimberly Johnston, ME  
Brad MacGowan, MA  
Mary McDonald, CT  
Gary Meunier, CT  
Melissa Michaud Aborn, VT  
Sheila Nussbaum, CT  
Jacqueline Serafino, MA  
Suzanne Siano, CT  
Kristen Tichenor, MA  
James Tweed, MA  
Joyce Vining Morgan, VT

# **NEACAC Member Survey Fall 2005**

## **Survey Response Summary**

*The NEACAC member survey was conducted over six weeks in the fall of 2005 to assess member needs and expectations of the association. This electronic survey was one segment of the overall data collection carried out by the Strategic Planning Task Force in its charge to develop strategic goals for the organization covering the next 3-5 years.*

*The following report documents the survey findings, based on the actual survey questions, #s 2 - 9.*

## Strategic Plan Data Analysis

Sub-committee contributions made by: Julie Cairns, Pete Caruso, Amy Cembor, Sheila Nussbaum, Jacquie Serafino, and Jim Tweed. Jennifer Dionne provided data analysis of membership vs. responders.

***There were 8 sections of the survey (#'s 2 – 9) that required analysis The bold #'s refer to those sections.***

### 2. Some information about you:

This section takes a look at the number of responders and the categories they fall into in order to determine whose views are reflected on the results. The data analysis subcommittee pulled out the following information in relation to our membership:

- Our total membership for NEACAC is 2504, as of Fall 2005.
- Of those, approximately 1270 (50%) are from the college/university side and approximately 1075 (43%) from the high school side. *These percentages are the reflected accurately by those responding to the survey.*
- About 630 members responded, which is about 25% of our membership. The largest portions of responders (51%) were members with five or less years of experience. Those with 5 – 10 years were 25% of the responders and those with more that 15 years of experience were 16% of responders. \*
- 26% from urban settings vs. 45% from suburban. \*
- About 15% were in a leadership role or affiliated role in one of these sort of institutions. \*

\* *This information is not available from our membership database.*

### ***A comparison of makeup of responders to survey relative to NEACAC membership:***

	<b>% of total for survey</b>	<b>% of total NEACAC members</b>
Massachusetts	40%	38%
Connecticut	16%	17%
Maine	12%	9%
Other states	< 10%	10% or less
private institutions	54%	52%
public institutions	43%	48%
h. s. counselors	40%	43%
Admissions	50%	48%

65% were NACAC members and many were confused about whether or not they belonged to NACAC. In the NEACAC membership base, only 19% are NACAC members.

In conclusion, the respondents represent our membership fairly accurately in many categories.

### 3. Strategies and Priorities

- Please note: Of those completing the survey, 92% (583 of a possible 632) responded to this question. All percentages listed below are a portion of that 583.

1. In the first section, respondents were asked to identify NEACAC's priorities. A majority indicated that NEACAC's highest priorities should be to:

- Maintain high ethical standards in the college admissions process and enforce compliance with NACAC's Standards and Principles of Good Practice (SPGP) (85%)
- Provide professional development opportunities that meet the needs of persons in the field of college admissions counseling (84%)
- Serve as a recognized and respected professional association (83%)

A majority (61%) indicated that a medium priority should be to provide volunteer and leadership opportunities within the organization.

Just over half of the respondents indicated that NEACAC's medium priorities also should be to:

- Work to explore new funding mechanisms and revenue streams (56%)
- Engage the membership to more actively participate in NEACAC (53%)
- Take organizational positions on pertinent issues and educating/rallying members to take action (50%)

2. With the second question in this section, 73 respondents (13%) were asked to either add additional comments regarding the survey's listed priorities or list some of their own. Their comments seem to fall into seven (7) general categories:

- Please note that with questions 2 and 3, respondents may have listed more than one suggestion.
- Enforce compliance with SPGP (14)
- Communicate with new members and encourage their involvement (7)
- Provide professional development opportunities for mid- and upper-level professionals (6)
- Provide professional development opportunities for both guidance counselors and admissions officers (5)
- Keep members up-to-date on relevant issues (5)
- Improve access for minority students and their counselors (3)
- Serve as the "Go to" organization on issues; educate the public (3)

3. The third question in this section asked respondents to list two or three strategic directions they believe NEACAC should move in over the next five years. 178 (31%) respondents answered the question. The responses of ten or more people fall into ten categories:

- Provide (affordable) professional development opportunities for admissions officers and guidance counselors (32)
- Enforce compliance with SPGP (19)
- Strengthen relationships between secondary schools and two- and four-year colleges (19)
- Lobby state and federal officials on funding and educational issues (16)
- Provide training/workshops for counselors of underrepresented and first-generation students; create more access and opportunities for these students (14)
- Publish position paper on 1. College rankings, 2. Standardized testing, and 3. Early Action/Early Decision programs (12)
- Simplify and unify college admissions standards and encourage the use of technology to improve how students apply to college (11)
- Provide professional development programs for seasoned veterans and involve more Deans and Directors (11)
- Address high cost of post-secondary education and assist students with creative funding sources to attend college of their choice (11)
- Increase and engage membership (11)

The responses of between five and ten people fall into six categories:

- Promote more public school counselor involvement (9)
- Become the “Go to” organization/authority on college admissions process (8)
- Encourage remote secondary schools and colleges to get involved; host meetings at their sites (6)
- Increase Executive Board and overall membership diversity (5)
- Educate membership on trends and issues in higher education (5)

Five respondents answered that they were too inexperienced with NEACAC to identify strategic directions.

**The following is a summary on several re-occurring themes in of the comments from members on question 3:**

*Ethics and Advocacy*

*College admissions is an evolving field and each year, it seems that colleges are coming up with new twists on the old themes (i.e. Single choice early action) that make students choices more difficult. This organization needs to be a watchdog group to insure that students are not being taken advantage of in this highly competitive atmosphere.*

*Publicity and education about the "ethical" standards are needed among professionals, as well as the general public and media. With the new SPGP, we should also work with NACAC to publicize the changes among the New England members and non-members. With more active participation and knowledge, we can better educate students, families, and the community about the best practices of seeking postsecondary opportunities.*

***Concentration on ethical positions regarding college counseling and on the obligation of the colleges to offer their services with economics in mind is a crucial issue.***

*Address issues around college admissions, which are imposing undue stress on high school students*

*The SPGP enforcement is a joke and we can spend our time doing other things. The colleges will do whatever they want since they own the market right now. We can call them out, but I always fear it will come back to hurt my kids which I can ill afford to have happen.*

*Admissions standards... Can the ivies do what they are doing in regards to early action? If they do not share information then HOW do they know if someone applies early to more than one school Also if it is early action aren't they redefining the term.*

*The organization should work to educate the public about the college search and application process so that people do not overreact to all of the hype*

*It is crucial for NEACAC to maintain the professional and ethical position it occupies to advance the causes of the association to improve the educational structure for our students. The more professional and less self-serving an educational organization appears the more support it garners from the public and private sectors.*

*I want to stress the importance of responding to legislative issues affecting counselors and or educators!*

*Vital that the organization works to maintain ethical standards and provide us with Best Practices, and keep us updated on technology and changes that impact the field.*

#### *Diversity, Equity and Access*

*More workshops on Multi-Cultural Education and International Student issues/concerns.*

*We need to be the voice for underserved parents and students and to reach out to the counselors who serve them often under terrible conditions.*

*Working to improve access for under-represented and low-income students*

*I think we should begin to more strongly emphasize the role of Community Colleges. 50% of students starting College are starting in Community Colleges.*

*Work to actively encourage collaborations between 2 and 4 years colleges/universities in the region.*

*We need to focus on welcoming secondary and admission counselors from underserved communities*

#### *Professional Development Opportunities*

*I think that it is really important to encourage new people in the profession to get involved in NEACAC and to have the opportunity to explore the leadership positions within the organization.*

**Professional Development should always be viewed as a top priority, with ethical standards a very close second. The arena of college admissions must be seen as transparent and open to all**

*In the past, some of my staff has expressed interest in volunteering w/ NEACAC, but there was no follow up.*

*I think there are opportunities for admission staff to become more involved in NEACAC and committees. I think a number of counselors do not know how to get involved.*

*We need to get more members involved in NEACAC and connect them with National ACAC.*

**I feel that NEACAC has become over the years more of a professional development option for the young people in our profession. We need to attract more experienced staff and Chief Enrollment officers to NEACAC events.**

#### **4. Programs and Services**

- *Please note: Of those completing the survey, 82% (521 of a possible 632) responded to this question. All percentages listed below are a portion of that 521.*
- *A majority (73%) indicated that NEACAC meets the professional development needs of admissions professionals.*
- *A majority (64%) indicated that NEACAC meets the professional development needs of counseling professionals.*
- *About 70% indicated the need for more programming for high school counselors.*
- *For programming for admissions staff the need would be greatest for mid-level and senior staff (58% and 62% respectively) and 47% indicating the need for programming for entry-level admissions.*
- *Responders indicated that NEACAC fosters communication opportunities for members and college fair services are tailored to local needs.*

Comments about *Programs and Services* items seemed to fall into four categories:

- Newer members or members who would like better communication or information about opportunities.
  - More information about the organization as a new member. Many do not know whether they are voting members or not and are not sure of membership with NACAC.
  - More information about programming and professional development for various categories of members throughout the year.
  - NEACAC seems cliquish – difficult to break into active membership.
  - Is there a list serve for NEACAC?
- Professional development comments and concerns.
  - Great PD through NEACAC, especially at the annual meeting. Want more throughout the year.
  - Summer institute is great but would like topics covered in pieces throughout the year for those who can't attend summer.

- PD workshops at a variety of locations so both urban and rural counselors can attend in all states.
  - ASSCSI was great – need more like that. Need one for college professionals.
  - More PD for mid-level; something similar to NACAC’s middle management program on a regional level.
  - Senior level professionals. Several comments indication need for senior level programming.
  - Tap more experienced school counselors to help with programming for newer counselors.
  - Seems to be more programming for high school than college at NACAC annual conference.
  - More PD for urban and rural counselors. Not much at annual meeting at Northeastern.
  - High School counselors feel like second-class citizens, forgotten professionals in NEACAC. More programming that is timely and convenient for them. Too much focus on college side. (3 comments).
  - Timing of annual meeting is not good for many secondary counselors. How about May?
  - Annual meeting seems like a “young” event. Can we get senior members back involved?
  - The new one-day events offered for high school counselors are great. More of this.
  - More attention to community college professional.
- College Fair comments, suggestions and concerns.
    - Fairs need to be on weekdays to allow school districts to bus students that don’t have transportation otherwise.
    - Too many non-NEACAC fairs that make it tough for colleges out of the region to be represented.
    - Rural areas don’t have fair within a reasonable distance. – Rutland, Vt. area, some parts of CT.
    - Schedule of fairs – locally planned, NEACAC, NACAC should be more thought out for timing, days, location, etc.
  - Other comments on miscellaneous issues
    - More varied forms of communications, i.e., on-line webinars, listserv-type opportunities, surveys focused on sources of info that our members use.

Comments about additional programs and services they would like to see NEACAC offer:

- Professional development for younger admissions staff focused on retention. College admission is becoming a transient profession – low pay, long hours, little respect from high school counselors.
- More development/cooperative programs with community and 2-yr. Colleges about transfer. Interest group with students and grad students working in admissions. Independent counselor PD programming.
- College tours sponsored by NEACAC.
- More diversity programs for recruitment and training.
- PD and meetings by state to encourage dialog between colleges and high schools. More for public school counselors by state.

- Speakers' bureau of counselors and admissions professional willing to do programs at the high school level including parent programs
- More workshops for students at the college fairs..
- More social venues and more opportunity for informal dialog between counselors and college admissions.
- NEACAC conference just for directors and deans.
- More info for new members.
- Message boards for counselors and admissions professionals.

**Conclusions:**

- More programming for school counselors with an emphasis on experienced counselors.*
- More opportunities for midlevel and senior professionals on both sides of the desk for programs and professional development.*
- Look at schedule of various local, NEACAC and NACAC college fairs to address needs not being met.*
- Look at programs offered at annual conference for meeting all needs and consider changing the timing to earlier in the spring.*
- Clear information about programs and services of NACAC and NEACAC for all members to allow for greater participation. Better use of communication tools such as our website.*
- More opportunity for dialog about the issues between counselors and admission professionals.*
- More focus on the opportunities at vocational schools, community colleges and two private year colleges.*

**5. Political Advocacy**

- *Please note: Of those completing the survey, 80% (509 of a possible 632) responded to this question. All percentages listed below are a portion of that 509.*
- *A majority (67%) agree that NEACAC should be working in conjunction with NACAC in maintaining a political advocacy network and providing advocacy information to members about national issues.*
- *A majority (69 - 74%) agree that NEACAC should strive to be politically effective, keep members informed of political advocacy and maintain an up to date web page at our NEACAC main site.*
- *Fewer (50%) think members should be trained in advocacy work at the state level.*

Comments about *Political Advocacy*: *There were 50 that chose to make comments.*

- Six responses indicated that their responses reflect a lack of knowledge or experience in this area or otherwise not qualified to comment.
- Seven responses indicated a question or concern for how involved NEACAC should be or a lack of interest in this area.
- Four felt strongly we should not be politically active or there should be more balanced political information – present both sides of the issues.
- Ten comments reflect an interest in information at the state level.

- Fifteen comments indicate strong support for NEACAC’s involvement with political advocacy in service to its members.
- Seven presented comments indicating their lack of understanding about what these questions meant or why it is important for NEACAC to be involved in this area.

## 6. Membership

On this question 498 of 632 (79%) responded.

*The following were listed in order of highest percentage with regard to the “Strongly Agree or “Agree” category, which were clearly the majority in regards to every statement on membership:*

- NEACAC should identify and communicate compelling reasons for membership in NEACAC and NACAC. (82%)
- NEACAC should increase the use of the Internet including email to communicate with members (80%)
- NEACAC should work to increase membership (76%)
- NEACAC should communicate and seek more input from members (75%)
- NEACAC should work to increase membership with a particular emphasis on increasing secondary school counselor membership (74%)
- NEACAC should promote membership at the events of other organizations (e.g., State-level School Counselor Associations, NEACRAO) (73%)
- NEACAC should identify and communicate compelling reasons for membership in NEACAC and NACAC (62%)

### *Summary of Comments on Membership*

*Increase membership from underrepresented high schools and colleges. Particularly urban areas and among professionals of color*

*NEACAC already does a good job of communicating information, at least for our institution's purpose. We are a school in PA, so our needs are different than those institution schools in New England. However, I have been pleased with e-mail correspondences that I see.*

*There are too many organizations to belong to and not enough time nor =money to do them all. I knew of NEACAC from having worked in college admissions. I continue to keep it on the professional forefront for my colleagues and myself.*

*NEACAC communication via the Internet has often been inefficient. Signing up for fairs is always a difficult process. If email communications increase, then work needs to be done on the quality of the communications.*

*One very effective way to increase membership is to have existing members recruit new members. This could be done once/year during a less busy time. NEACAC should provide each member with a few compelling reasons to be a member - maybe even ask members why they are members*

*I like the approach NEACAC has generally taken over the years. I find the association readily available and willing to respond to membership. Can NEACAC do more? Probably. But I don't see a gaping void that needs addressing.*

*NACAC has fewer members than the College Board and its our National Organization, why is this?*

*As NEACAC determines its membership-related emphases, it should also take stock of who it wants its members to be, and how it will serve them. I think bigger is only better if it includes more of those members who are hard to reach: rural and urban public high school counselors, community college representatives, etc.*

## **7. Fiscal Resources**

NOTE: 630 total responses were collected, 78% (492) responded to question 7-1.

1. Please indicate your level of agreement/disagreement with the statements.
  - a. NEACAC is fiscally accountable:
    - 48% (236) respondents indicated they were neutral
    - 37% (182) respondents indicated they agreed
    - 14% (68) respondents indicated they strongly agreed
  - b. NEACAC's fees are reasonable:
    - 51% (247) respondents indicated they agreed
    - 24% (116) respondents indicated they strongly agreed
    - 24% (118) respondents indicated they were neutral
    - 2% (8) respondents indicated they disagreed
  - c. NEACAC should diversify its revenue base:
    - 70% (331) respondents indicated they were neutral
    - 23% (109) respondents indicated they agreed
    - 7% (32) respondents indicated they strongly agreed
    - 1% (4) respondents indicated they disagreed
  - d. NEACAC should add a Fund Development Chair/ Committee:
    - 67% (325) respondents indicated they were neutral
    - 20% (99) respondents indicated they agreed
    - 6% (31) respondents indicated they disagreed
    - 6% (28) respondents indicated they strongly agreed

- e. NEACAC should increase advertising/sponsorship at various venues (e.g., website, directory, newsletter, meetings):
- 49% (240) respondents indicated they were neutral
  - 32% (157) respondents indicated they agreed
  - 10% (50) respondents indicated they strongly agreed
  - 7% (35) respondents indicated they disagreed
  - 1% (4) respondents indicated they strongly disagreed
- f. NEACAC should work to identify other sponsorship opportunities:
- 43% (209) respondents indicated they were neutral
  - 43% (208) respondents indicated they agreed
  - 11% (53) respondents indicated they strongly agreed
  - 3% (14) respondents indicated they disagreed
2. Comments/explanations/questions about any of the above.  
At the time of analysis, 630 total responses were collected, 5% (32) made comments.

Free form comments/explanations/questions were grouped into 6 common responses:

- 31% (10) - Not familiar with fiscal resources of NEACAC
- 28% (9) - Pros and cons of sponsorship
- 13% (4) - NEACAC's membership, event, and services fees seem fair/reasonable
- 9% (3) – NEACAC should develop a Fund Development Committee
- 6% (2) - NEACAC should develop scholarship opportunities
- 6% (2) - Revenue should be generated by member institutions

Two uncommon free form comments/explanations/questions:

- [Why not a version of the Livestrong bracelet that supports "ACCESS to Education"? I think this would sell. Finding sponsors can ease the debt burden but sometimes I feel we invite discomfort with our own conscience...]
- [You should accept credit card payment for fees and college fairs.]

#### Conclusions:

Based on the demographic analysis of the total responders to the survey 51% of total responders were members with five or less years of experience. This data supports recent trends suggesting on-line delivery of surveys appeal to younger professionals; however results of such surveys can not indicate level of commitment or knowledge of surveyed material.

Results from Question 7-1, suggests responding membership is unsure of the fiscal resources available to NEACAC and that NEACAC is responsible for. The majority of respondents to questions 7-1 were neutral in regards to fiscal accountability, diversifying revenue, establishing a fund development chair or committee, increasing advertising/sponsorship, and identifying other sponsorship opportunities. However, most respondents agreed that the organization's current fees are reasonable.

There would appear to be a real need to educate the general membership (especially younger members with five or less years of experience) about the fiscal resources and responsibilities facing NEACAC.

## 8. Strengths, Weaknesses, Opportunities, and Threats

➤ Please note: Out of 583 survey respondents, 236 (40%) answered one or more parts of this question.

1. A total of 229 respondents (or 97% out of 236) see the following as NEACAC **strengths**:

- Twenty or more (20(+)) respondents:
  - Annual meeting
  - College fairs
  - Professional development
  - Networking
  - Engaged membership base
  - Fostering communication and connections to and between members
- Ten or more (10(+)) respondents:
  - Leadership
  - Structure of organization
  - Volunteer commitment
  - Professionalism
- Five or more (5(+)) respondents:
  - Summer Institute
  - Integrity and ethical commitment
  - Openness
  - Advocacy
  - Programs and services

2. A total of 187 respondents (79%) see NEACAC's **weaknesses** as the following:

- Ten or more (10(+)) respondents:
  - Communications (limited electronic; confusing; not enough)
  - Not enough opportunities for secondary school counselors
  - Limited public school counselor membership
  - Membership not engaged
  - Professional development (limited breadth)
  - *Lack of diversity (membership and programs) (there were 13 people who said this, not "five or more" as it was originally listed)*
  - *Lack of diversity in the leadership*
- Five or more (5(+)) respondents:
  - Limited NEACAC exposure outside of admissions
  - Inability to enforce SPGP and monitor institutional activity
  - Lack of involvement by higher level admissions officers
  - Limited professional development programs for mid-level professionals

- Inability to influence educational policy
- Annual Meeting
  - Geared too much toward newcomers
  - Timing is difficult for secondary schools
- *Poor communication with public secondary schools*

3. A total of 148 (63%) see the following **opportunities** for NEACAC:

- Ten or more (10(+)) respondents:
  - Online communications/Listserv
  - More workshop and program diversity
  - Outreach to and access for underrepresented counselors and students
  - Increasing membership involvement and reaching out to new members
  - Advocacy and participation in policy making
  - Increasing public school counselor membership
  - Professional development programs for secondary school counselors
- Five or more (5(+)) respondents:
  - Networking
  - Increased collaboration between secondary schools and colleges/universities
  - More visible publicity
  - Joint programs with similar professional associations
  - Increased new counselor training
  - *Fund development*
  - *Outreach to TRIO, urban areas, and like populations*

4. A total of 133 respondents (56%) see the following **threats** to NEACAC:

- Ten or more (10(+)) respondents:
  - Financial
  - Other demands of job – hard to make time
  - Funding (dues, program fees)
  - Constraints of “No Child Left Behind” legislation (testing, federal financial aid)
  - *None*
- Five or more (5(+)) respondents:
  - College Board hegemony
  - Membership decrease, lack of “new blood”
  - Member apathy and complacency
  - Competition from other professional associations
  - Growth of marketing in admissions
  - Questionable college ethics and practices
  - *Lack of involvement from higher-level professionals*

## 9. Additional comments/feedback

Only 45 responses were made in this section. Responders were invited to share comments in two areas:

Comments/feedback on the Strategic Planning Process – 28 responded

- 15 complimentary comments
- 4 – too new to comment or no comment
- 7 – recommendations or comments (too long, timing not great, assess members and nonmembers, please solicit input from committee members before reporting out to GB, more info for new members, reach out to poorer communities – bring professional development to them.

List any other ideas or issues you want to share – 17 responses

- Solicit comments from members on a regular basis
- Promote ethics in practice
- Community outreach and service projects are great. Let's do more.
- More communication between experienced school counselors and admissions counselors.
- Offer a combined NEACAC/NACAC membership deal.
- Develop professionalism among younger members. Many leave college fairs before the end. Mostly happens in New England.
- More for members to do.
- Unified college fair schedule can be done!
- NEACAC should inform members about legislative issues but not be a heavy handed political group.
- Main thrust of strategic plan should focus on new ways for NEACAC to reach people.
- Counselor education programs for secondary level need revision to include college admissions issues.