



**NATSAP**

**NATIONAL ASSOCIATION  
OF THERAPEUTIC  
SCHOOLS AND PROGRAMS**

**Strategic Plan**

**2018**

January 2, 2018

Dear NATSAP Members,

We are pleased to present NATSAP's 2018 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,

Trina Packard  
President

# Executive Summary

2017 was an outstanding year for NATSAP and its members. Below are a few of the highlights:

- We experienced a 92% membership retention rate, evidence that NATSAP is on the right track in terms of services and benefits provided to members.
- We continued to bolster our cash reserves and now have 46% of our annual budget in our cash reserve account. The goal is 50%.
- 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 700 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, and the Youth Advocate, and published several important surveys.
- We have developed a special research sponsorship option, which will help us as we invest in 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 2018 include the following:

- Membership retention of 90% or more
- Stepped-up membership participation in research
- Increase in overall regional conference attendance
- 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 4,600 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, Support Network for Alumni and Parents, 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.

**Support Network for Alumni and Families:** We are currently in the process of expanding into an all-encompassing alumni association, to be called SNAP (Support Network of Alumni and Parents) to further enhance our association outreach to former alumni.

**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: Trina Packard, Youth Care  
Vice President: Tony Mosier, Telos  
Treasurer: David LePere, Cherokee Creek Boys School  
Immediate Past President: Dane Kay, RedCliff Ascent  
Jared Balmer, WayPoint Academy  
Patrick Barrasso, In Balance Ranch Academy  
Larry Carter, Logan River Academy  
Christian Egan, Alpine Academy  
Nikki Preece, Fulshear Treatment to Transition  
Darren Prince, Ashcreek Ranch Academy  
Carol Santa, Montana Academy  
Ex Officio Sue Barnes, Sunrise RTC  
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  
Office Coordinator TJ Keiter

### Committee Chairs:

Annual Conference Committee- Mary Jo Degrandi (PRN for Families)  
Alumni Advisory Council/SNAP- Sue Barnes (Sunrise RTC)  
Best Practices Committee- Rujon Morrison (Shelterwood Academy)  
Education Committee- Kevin Kuykendall (Telos RTC)  
Executive Committee- Trina Packard (Youth Care)  
Government Relations Committee- Dustin Tibbitts (InnerChange)  
Membership Committee- Candace Bynum (Trails Carolina)  
Member Services Committee- Kristina Baker (Heartspring)  
Public Relations Committee- Kristen Hayes (Evoke Therapy Programs)  
Regional Conference Committee- Corey Hickman (Chrysalis School)  
Research Committee- John Santa (Montana Academy)

# Section 3: 2018 Strategic Plan

## Executive Director & Staff Objectives

Executive Director: Megan Stokes

Board Liaison: Trina Packard

- 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: Trina Packard

Board Liaison: Tony Mosier

- 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

## **Research Objectives**

Committee Chair: John Santa

See Attached Plan

## **National Conference Objectives**

Committee Chair: Mary Jo Degrandi

See Attached Plan

## **Regional Conference Objectives**

Committee Chair: Corey Hickman

See Attached Plan

## **Government Relations Objectives**

Committee Chair: Dustin Tibbitts

See Attached Plan

## **Membership Objectives**

Committee Chair: Candace Bynum

See Attached Plan

## **Best Practices Objectives**

Committee Chair: Rujon Morrison

## **Member Services Objectives**

Committee Chair: Kristina Baker

## **Public Relations Objectives**

Committee Chair: Kristen Hayes

## **Education Committee**

Committee Chair: Kevin Kuykendall

See Attached Plan

## **Support Network for Alumni and Parents**

Committee Chair: Sue Barnes

See Attached Plan

# Section 4: Three-Year Matrix

<b>Objective</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Retention	92%	90%	90%	90%
Membership	180	175	180	185
RDP Recipients	38	45	50	55
Regional Conference	1206	1300	1400	1500

## Section 5: Appendix

### NATSAP Strategic Planning Process

#### *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.

# National Association of Therapeutic Schools and Programs Situation Analysis (as of February 3, 2017)

*Note: In preparation for our strategic planning meeting in March the Strengths, Weaknesses, Opportunities, and Threats have been assigned to the board, office, and/or committees.*

## 2017 SWOT Analysis

### Strengths:

- Collaboration
- Member Retention
- Expertise
- Public Perception
- Responsiveness from Office

### Weaknesses:

- Insular
- Not feeling trust from other conference attendees to speak about problems in program.
- Outreach to families who cannot afford our services
- Not enough programs serving autism with low IQ. Focus seems more on outdoor programs. Add more representation from these programs.
- Diversity- Racial/Ethnic
- More participation from members in services offered.
- No teeth in best practices
- More value/guidelines for philanthropy/service
- Stand for human rights when choosing conference venues.

### Opportunities:

- Drive in healthcare towards congregate care. Be poised to be ahead of it as experts.
- More quantitative research
- Urge people/attendees at conference to share more difficult topics, so others can benefit.
- More public/private partnerships
- Get brand more widely known to lay public.
- More PR: Radio and TV public service announcements. Produce an evergreen piece.
- Collaborate with other national organizations
- More resources to educate parents about us
- Technology- Be the experts
- Young adults with autism needing programming on increase
- Venture Capital \$ for investment into our programming.
- Formulate messaging to counter negative perception of our programs.
- Be on cutting edge of substance abuse treatments especially opioids.

- Transfer our knowledge: programming/research into universities.

## **Threats:**

- Legislation
- HEAL online/Fornits
- Google Reviews
- Private investors changing our mission and programming

## Possible 2018 Strategic Plan Objectives based on 2017 SWOT Analysis

### Ideas Broken Down by Committee/Individual Responsibility

#### Conference Committee (Annual)

- More education/presentations broken down by program type
- More education/presentations focused on program specialties (autism and low IQ were specifically mentioned)
- Create more education/presentations for teachers
- Create time at annual conference for Board Liaisons to meet with their assigned programs.
- Consider creating time for teachers at the annual conference.
- Get an educator on the committee to aid in reviewing the call for papers.

#### Conference Committee (Regional)

- More education/presentations broken down by program type
- More education/presentations focused on program specialties (autism and low IQ were specifically mentioned)
- Create more education/presentations for teachers
- Explore creating a family therapy workshop and partnering with a local university.

#### Public Relation Committee

- Focus on website improvements
- Create a FAQ to educate members on what is expected of them (ex: what is involved with being on a committee)
- Create a members-only forum or list serve
- Create FAQ on countering the myths of our industry. Coordinate with Mosier.

#### Member Services Committee

- Create resources for business practices. Create list of programs who would be willing to mentor or be involved if a sentinel event occurred. Coordinate with Madamba and Kay
- Create webinars for front line staff
- Explore creating a family therapy workshop and partnering with a local university.

#### Research Committee

- Reach out to programs not involved with research.

#### Education Committee

- Create more education/presentations at conferences for teachers
- Consider creating time for teachers at the annual conference.
- Explore ways to identify different education models (ex: online, in-person, morning only classes, afternoon only classes, etc.).

#### Best Practices Committee

- Create a presentation on continuous quality improvement for annual conference
- Write a guidance paper on the topic of tours and gifts
- Explore creating a best practice statement on ethical recruitment/hiring practices

<b>Strategic Plan</b>	<b>Year: 2017-18</b>
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<b>Committee</b>	<b>Committee Chair</b>	<b>Board Liaison</b>
<b>Research</b>	<b>John Santa</b>	<b>Jared Balmer</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	RDP: Elicit collection rates from participating programs in connection with bronze and silver level
2	The Golden Tread: Work toward a solution of adding an additional data point the existing database (i.e. a quasi control group).
3	Support the journal editor in implementing the strategic plan for the JTSP

<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	Ongoing Collection of RDP data by designated members of the Research Committee. programs.	Ongoing	Balmer Santa
2.1	The Research Committee will present the Golden Thread Initiative at the forthcoming Board Meeting for discussion and approval.	4/10/2017	Balmer
2.2	Balmer/Santa will elicit fund from NATSAP, IECA, OBH, TCA in connection with the Golden Thread Initiative.	5/15/2017	Balmer/Santa
2.3	Mike Petree and Associates will write and implement the Golden Thread computer program.	10/1/2017	Balmer/Petree
2.4	Santa/Balmer will roll-out the Golden Thread Initiative at the annual NATSAP Conference.	2/1/2018	Balmer/Santa/ Petree
3.1	The Research Committee will support and collaborate with the Editor in Chief of the JTSP.	Ongoing	Santa

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2018</b>
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Committee	Committee Chair	Board Liaison
Annual Conference	Mary Jo Degrandi	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	Develop additional leadership on the Annual Conference Committee
4	Increase Research strand
5	Open call for papers in early summer and have schedule set and posted on web

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 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 continuing up until just prior to the next years conference	s/a
1:4	Develop opportunities within the conference	Ongoing	s/a

	program for area professionals to learn about natsap and membership benefits by coordinating with the membership committee.	throughout the conference planning process	
2:1	Compare current sponsorships to other organizations to see where we can improve the variety and benefits of our sponsorships	Already in progress and will be ongoing	Conference chair Board Conference liaison Conference Committee Natsa Conference Planner
2:2	Identify and work closely with other key natsap committee's 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	Work with regional conference chair to develop guidelines for becoming a conference chair candidate and for choosing a conference chair	Beginning immediately. Complete by September 2017	Conference Chair Board Liaison to Conference committee Coordinated effort with Regional conference committee chair
3:2	Make information about conference chair opportunities and responsibilities known to membership through distribution to other committees; posting on website; in conference programs and announcements at the regional and annual conferences	Ongoing throughout the conference planning process and at each conference	Conference committee along with natsap office staff
3:3	Actively seek and cultivate potential candidates to join conference committee; encourage and assist	Ongoing throughout	Conference committee

	their path to a leadership position within the committee	t the conference planning process and at each conference	along with natsap office
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 provide all necessary information to be prepared to implement this goal	Beginning immediately post conference and continuing through spring	Conference chair Natsap conference planner

## 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>Corey Hickman</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 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	CH, 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, LM, 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, LM, MS
5	Corey’s 3 years will end in 2018, Identify someone new by Q1 2018	Q1 - 2018	CH, LM

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2018-2019</b>
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Committee	Committee Chair	Board Liaison
Government Relations	Dustin Tibbits	Larry Carter

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	Create a policy paper- theme will be Access to Education
5	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 2018	Various
2.2	Meet with other associations to find common ground on federal legislation	December 2017- March 2018	Megan
3.1	Send out Fly-In invites	February 2018	Megan
3.2	Finalize attendees	March 2018	Megan
3.3	Finalize schedule and conduct webinars for attendees	April 2018	Megan/Prime Advocacy
3.4	Hold Fly-In	May 9 2018	Megan
4.1	Create outline of policy paper	February 2018	Various
4.2	First draft of paper	May 2018	Various
4.3	Reach out to Education Committee for insights on policy paper	June 2018	Megan
4.4	Release final draft	September 2018	Megan
5.1	Forward Journals and newsletters to members of Congress	Ongoing	Megan

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2017-2018</b>
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<b>Committee</b>	<b>Committee Co - Chairs</b>	<b>Board Liaison</b>
<b>Membership</b>	<b>Candace Bynum &amp; Andrew Moskovitz</b>	<b>Darren Prince</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	Design and implement strategies to attract new and renewing members
2	Develop a new member mentoring process proposal

<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	Contact regional and national NATSAP conference nonmember attendees to follow up on their conference experience.	2017-2018	Rocky Mt – Andrew North East- Tere/Beth Southeast Regional - Mark/Candace SW – Darren NW – Midwest – Darren (Norm) Northern UT –
1.2	Identify 3-5 nonmember programs to invite to the NATSAP annual conference prior to the conference and invite them to attend.	<u>Jan 2018</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.	2017-2018	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.	2017-2018	Membership Committee members
1.5	Solicit 5-10 program testimonials annually. The testimonials will be	2017-2018	Membership Committee members; Board members

	placed in new membership packets, with renewals, and on the NATSAP website		when making their biannual calls  Goal met as of 8/9
2.1	Include Breakout Session in annual conference for Executive Directors/Program Directors to provide support to new programs	2017 for 2018 Annual Conference	Kimball Delamare; Conference Committee
2.2	Partner new programs with a member of the membership committee for mentoring if the new program requests.	2017 - 2018	To be determined after list of 10 programs requesting mentorship
2.3	Mentoring programs/individuals introduce new members to NATSAP staff at the annual and regional conferences	2017-2018	All committee members after delegating mentors
2.4	Send invitations to all new programs (joining since the previous annual conference) to attend the "New Program Orientation" at the annual conference	Jan 2018	NATSAP Staff
2.5	Distribute "New Member" ribbons for annual conference	Jan 2018	NATSAP Staff

## 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>Rujon Morrison</b>	<b>David LePere</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	Examine grievance process.
6	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	Morrison, Thayne, White, Dorfman, Davis, LePere
1.2	Continue to state the purpose of the committee in each newsletter.	2/year	Morrison
1.3	Create a breakout session for the national conference in February.	February 2017/18	Morrison, LePere
2.1	Hold round table discussion sessions at NATSAP national conference, and IECA fall conference.	2/year	Morrison, LePere
2.2	Continue to ask member programs what they want the Best Practices Committee to cover in the newsletter.	2/year	Morrison
2.3	Best Practices newsletter sent to IECA for distribution to its members		Morrison, Stokes, LePere
2.4	Create a survey to identify program	1/year-	Morrison, LePere

	needs related to Best Practices/Ethics	September 2018	
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	Morrison, 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. * Create a Best Practices minimum standard or principle on communication with/for referral sources	Fall 2017  August 2017  June 2017	
4.1	Follow complaint procedures for each complaint received from NATSAP Executive Director.	Ongoing as needed	Morrison, LePere
5.1	Review current complaint routine, create a streamlined and complete report that can be shared with all board members.	July 2018	Morrison, White, Davis
6.1	Work in conjunction with the conference committee to create a presentation on best practices/ethics at the national conference.	February 2018	Morrison, LePere

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2018</b>
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Committee	Committee Chair	Board Liaison
<b>Member Services</b>	<b>Kristina Baker</b>	<b>Patrick Barrasso</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	Conduct two webinars salient to member needs.
2	Conduct and publish the results of two surveys salient to member needs.
3	Assess needs of individual members of NATSAP.
4	Find ways to include/provide training front-line staff (18-19)
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	Hold webinar: Insurance part II: Mary Covington (cover what she prepared and cover a broader view - wilderness)	Sept. 7, 2017	Shanita
1.2	Hold webinar: Family Therapy Training (identify specific evidence-based models?)	Dec. 2017	Committee to discuss
1.3	Hold webinar: Preventing Compassion Fatigue (Healing the Healer)	March 2018	Christian
2.1	Conduct Member Program Survey	Nov. 2017	Shanita
2.2	Conduct Individual Member Survey (focused on their needs & feedback)	Nov. 2017	Committee
2.3	Conduct National Financial Impact Survey?	Jan 2018	Shanita
3.1	Find an “individual member” to join committee	Dec. 2017	Shanita
3.2	Conduct NATSAP Membership Feedback survey for Individual Members	Nov. 2017	Committee
3.3	Discuss in monthly calls how to implement feedback from individual members and program members	Feb. 2018	Committee
4.1	Plan a Webinar that addresses topics relevant to front-line staff	April 2018	Committee
5.1	FAQ page on website (get the ball rolling)	Dec 2017	Committee
5.2	Loyalty program	Jan 2018	Committee

	<p>Create a special designation (like the RDP gold seal) for programs (for directory or website) for length of time in NATSAP or for contributions to NATSAP (serving on a committee, presenting at conferences, attending regional conferences, etc.). Reward engagement.</p> <ul style="list-style-type: none"> <li>- Develop the criteria for recognition (e.g., how many years of membership?)</li> <li>- Develop what kind of recognition and where, when, and how to present it; give them the choice between recognition vs. discounted conference fees (or something else)?</li> </ul>		
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## PR Committee Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2017-2018</b>
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Committee	Committee Chair	Board Liaison
Public Relations	Kristen Hayes	Sue Barnes

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	2018 Annual Conference Presentation
2	Raise awareness of Research Designated Program (RDP)
3	Serve as a sounding board for members experiencing a crisis
4	Promote NATSAP's Journal of Therapeutic Schools and Programs (JTSP)
5	Promote NATSAP as a whole
6	Assist in the re-branding of NATSAP

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	Topic: Ethical Marketing for Today's World	Jan/Feb 2018	Sheri
2.1	Solicit testimonials from RDP members	Ongoing	Kristen/Shanita
2.2	Collect and post written testimonials from current RDP Members	Ongoing	Shanita
2.3	Press releases for each RDP member	Ongoing	Sheri/Shanita / Kristen
3.1	Post on website the availability of the PR Committee	Dec 2017	Shanita
3.2	Create a forum to be used for membership	TBD	TBD
3.3	Contact programs experiencing bad press	As Needed	Megan/Kristen
3.4	Create a FAQ to educate members on what is expected of them (ex: what is involved with being on a committee)	Dec 2017	Committee
4.1	Choose an excerpt from the JTSP to be posted on social media monthly	Ongoing	Kristen/Shanita
5.1	Design questions to be answered for testimonial videos	Dec 2017	Committee
5.2	Conduct interviews of importance of RTC/TBS/WTP members of NATSAP	Jan/Feb 2018	Kristen
5.3	Contact members to see if they are interested in participating in giving a testimonial	Dec 2017	Kristen
5.4	Create FAQ on countering the myths of our industry.	Dec 2017	Committee
6.1	Create a subcommittee for rebranding	Completed	Committee
6.2	Focus on website improvements	Nov 2017	Subcommittee/Shanita

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 2018</b>
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Committee	Committee Chair	Board Liaison
Education	Kevin Kuykendall	Carol Santa

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	Improve the visibility and quality of education programs at the national and regional conferences
2	Disseminate a quality education newsletter quarterly
3	Provide a model for professional development (individual programs will share ideas on how they are accomplishing this goal)
4	Focus on best teaching practices (individual programs will share out what their best practices are and what this looks like within their individual programs)
5	Create ongoing assessment of program needs

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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	Invite educators to submit proposals to the national and regional conferences, proposal for national conference accepted.	May	Carol Santa
1.2	Create an electronic folder of education proposals presented over the past two years	April	Kevin Kuykendall
2.1	Send out quarterly Newsletter	March, June, Sept. Dec.	Martin Naffziger
2.2	Invite teachers to submit articles for the newsletter quarter	March, June, Sept. Dec.	Martin Naffziger Rick Stern
2.3	Ensure the newsletter is featured on the NATSAP website	March, June, Sept. Dec.	Martin Naffziger Carol Santa
2.4	Develop communication tool on NATSAP website	August	Heather Tracy Martin Naffziger Carol Santa
3.1	Programs will identify how they have developed a healthy collaborative system around professional development	October	Bryan Tomes Kevin Kuykendall
3.2	Provide ongoing professional development around best practices	November	Bryan Tomes Kevin Kuykendall
4.1	Create an electronic folder of best teaching practices (place on NATSAP website)	September	Kevin Kuykendall Team
4.2	Each program will identify 3-5 best practices that engage student learners	April	Team

4.3	Each program will identify three Non-traditional ways of approaching learning	April	Entire Team
5.1	Survey program needs for 2018	June	Kevin Kuykendall
5.1	Present information on how to best obtain special education certification for teachers and staff	August	Alicia Walters
5.2	Identify program successes for 2018	September	Laurie Laird

## Strategic Plan NATSAP

<b>Strategic Plan</b>	<b>Year: 17-18</b>
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Committee	Committee Chair	Board Liaison
<b>SNAP</b>	<b>Sue Barnes</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	Create a consistent, participatory SNAP Board
2	Deliver engaging content and resources through the SNAP website
3	
4	
5	
6	

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	Conduct a “virtual brainstorm” with NATSAP Board and staff-members	End of August	SueB
1.2	Determine and implement 3 ideas	End of Oct	SueB w/ support from??
2.1	Once SNAP Board is in place, create a plan for project management	Jan 2018	SueB w/ Board