



NATSAP

**NATIONAL ASSOCIATION
OF THERAPEUTIC
SCHOOLS AND PROGRAMS**

Strategic Plan

2016

January 1, 2016

Dear NATSAP Members,

We are pleased to present NATSAP's 2016 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,

Dane Kay
President

Executive Summary

2015 was an outstanding year for NATSAP and its members. Below are a few of the highlights:

- We experienced a 95% 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 40% 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 667 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 designation for those programs participating comprehensively in outcomes research, either through our own program with the University of New Hampshire, or via other, recognized means.

The key objectives for the association in 2016 include the following:

- Membership retention of 90% or more
- Increase total program membership to 175
- 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.

Table of Contents

Section 1: The Association

Mission and Vision
Member Services

Section 2: Organizational Structure

Section 3: 2016 Strategic Plan

Executive Director and Staff
Strategic Planning
Research
National Conference
Regional Conference
Membership
Government Relations
Best Practices
Member Services
Public Relations & Marketing
Alumni Council

Section 4: Three-Year Matrix

Section 5: Appendix

NATSAP Planning Process
2015 Situation Analysis
Board Members

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 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.

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, Alumni Advisory Council, 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.

Active Alumni Advisory Council: Our Alumni Advisory Council is a committee of programs, alumni, and parents of alumni created to gain further knowledge from end users of our member programs. 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.

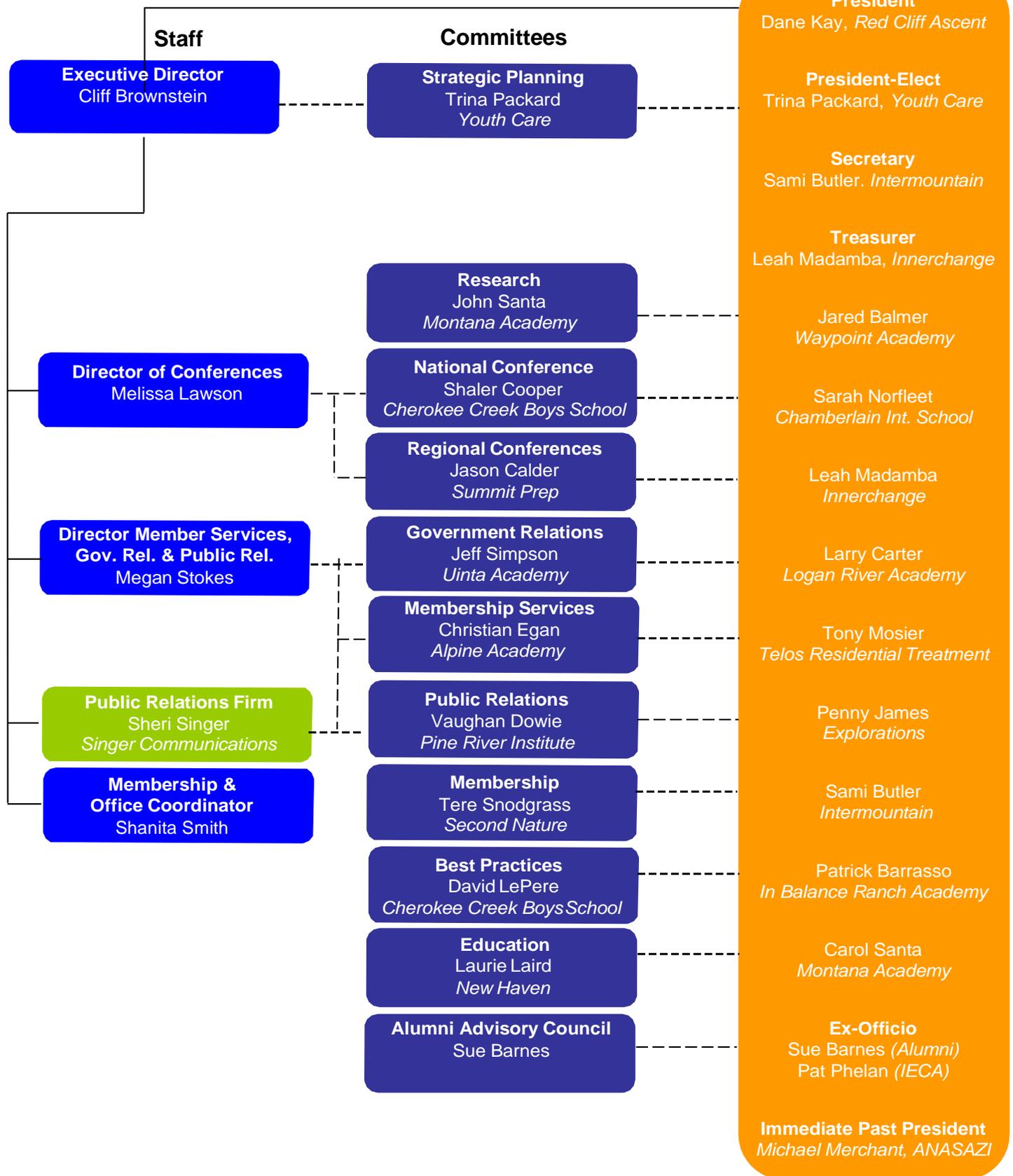
Scholarship Funding: NATSAP has relationships with a number of scholarship foundations to create greater opportunities to raise money which fund scholarships for families in need.

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 of Directors



Section 3: 2016 Strategic Plan

Executive Director & Staff Objectives

Executive Director: Cliff Brownstein

Board Liaison: Dane Kay

- ED1) Ensure a supportive and responsive staff team and office
- ED2) Maintain and 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
 - Implement board member liaison campaign
 - 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: Dane Kay

Board Liaison: Trina Packard

- 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 and word smithing to committees.
 - SP2.1) Formalize new assignments at Spring 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
Board Liaison: Jared Balmer

See Attached Plan

National Conference Objectives

Committee Chair: Shaler Black-Cooper
Board Liaison: Sarah Norfleet

See Attached Plan

Regional Conference Objectives

Committee Chair: Jason Calder
Board Liaison: Leah Madamba

See Attached Plan

Government Relations Objectives

Committee Chair: Jeff Simpson
Board Liaison: Larry Carter

See Attached Plan

Membership Objectives

Committee Chair: Tere Snodgrass Board
Liaison: Sami Butler

See Attached Plan

Best Practices Objectives

Committee Chair: David LePere
Board Liaison: Patrick Barrasso

See Attached Plan

Member Services Objectives

Committee Chair: Christian Egan
Board Liaison: Tony Moser

See Attached Plan

Public Relations Objectives

Committee Chair: Vaughan Dowie
Board Liaison: Penny James

See Attached Plan

Education Committee

Committee Chair: Laurie Laird
Board Liaison: Carol Santa

See Attached Plan

Alumni Advisory Council Objectives

Committee Chair: Sue Barnes
Board Liaison: Sue Barnes

See Attached Plan

Section 4: Three-Year Matrix

Objective	2015	2016	2017	2018
Retention	94%	90%	90%	90%
Membership	164	175	180	200
Research Participation	50	100	100	150
Regional Conference	667	700	725	750

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 8, 2015)

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

Why We Participate in NATSAP

1. Professionalism
2. Collegiality
3. Learning and improving
4. Inspiration
5. Networking
6. Raise the profile of our programs
7. Research
8. Recognition/good housekeeping seal of approval
9. Access to experts in the field

Strengths

1. Momentum - *All*
2. Regional Conferences - *RCC*
3. Experience of Membership - *All*
4. Collection of Membership Data - *MC*
5. Growth - *MC*
6. Quality People - *All*
7. Board/Committee Volunteers - *All*
8. Best Practice Standards - *BPC*
9. Quality of Member Programs - *All*
10. Making a Difference - *RC*
11. Collegiality - *All*
12. Sense of Community - *All*
13. Research Cooperative - *RC*
14. Financial Stability - *Staff*

Weaknesses

1. Poor cross program connection - *MC, NCC, RCC*
2. Over emphasis on marketing - *MC, NCC*
3. Indiscriminate Inclusion - *All*
4. Research data not robust - *RC*
5. Too many spectators - *All*
6. Understaffed committees - *All*
7. Too many "Wounded Dragons" (hurt and angry kids) - *All, PR*
8. Lack of knowledge about outside threats - *All*
9. Obscured profession - *All, PR*

10. Lack of respect for keynotes, award recipients and conference offerings - *All*

Opportunities

1. More personal invitations to participate - *All*
2. Require committee alliance - *All*
3. Membership mentoring (to increase research participation) - *RC*
4. E.B.P. status for programs - *RC*
5. Accreditation process - *BP*
6. Academics/education committee/focus - *All*
7. Elevator pitch - what it means to be a NATSAP program - *PR*
8. BestNotes dashboard (improved so outcomes can be used as clinical tool) - *RC*
9. Growth and quality of regional conferences - *RC*
10. Members only portion of the conference - *NCC*
11. Commitment from member programs to uphold members only day - *NCC*
12. More opportunities to join w/consultants as partners vs. referral sources - *BP, NC, RCC*
13. Conference schedule to begin on Wednesday and end on Friday - *NCC*
14. Roundtables based for roles (CEO,s, Clinical Directors, etc.) - *NCC*
15. Joint marketing to those who don't know IECA or NATSAP - *MC, PF*
16. Guidance on how to help "wounded dragons" - *BP, PR*
17. Public relations campaign - *PR*
18. Distribute "sample" of survey outcomes to inspire more participation - *MC*
19. Use research to inform treatment and tie in outside research to our practice - *RC*

Threats

1. Regulation - *GRC*
2. Bad treatment dragons - *All*
3. Ignorance of who we are/what we do - *RC, PR*
4. Changes in the economy - *Staff*

Possible 2015 Strategic Plan Objectives based on 2014 SWOT Analysis

From Weaknesses Discussion

Design & Implement a plan for educating industry regarding continuum of care and cross program connections. Identify Best Practices for Transitioning kids from program to program.
Change method of Keynote Address

From Opportunities Discussion

Campaign extolling the benefits of serving (everyone has a story)- to increase participation
Evidence Based Practice Designation to encourage participation and utility of research
Move National Conference to Wednesday-Friday away from Thursday-Saturday in 2016
Resurrection of Education Committee and development of Strategic Plan for that committee
Designation of a Members only Day at 2016 Conference. Half Day at 2015 Conference.
Increased gathering and distribution of Industry Intelligence.