



**NA PA HE**  
Professionals Supporting Higher Education Leaders

# Strategic Plan



November 4<sup>th</sup>, 2025

**Essentiam**

clarity • alignment • growth



# Goals

# 1

Deliver intentional, member-driven professional development that elevates our members' knowledge and expertise, recognizes diverse career paths, strengthens affinity groups, and fosters continuous growth.

# 2

Produce a nationally recognized, independent annual conference that delivers relevant programming, fosters meaningful connections, and catalyzes member engagement.

# 3

Grow and sustain a diverse national membership by promoting NAPAHE's value and deepening and broadening our institutional reach.

# 4

Strengthen NAPAHE's organizational foundation through strong governance, clear leadership pathways, and resources aligned to support scalable growth and long-term stability.



# 2025-2028 Strategic Goals

## 1

Deliver intentional, member-driven professional development that elevates our members' knowledge and expertise, recognizes diverse career paths, strengthens affinity groups, and fosters continuous growth.

1. Fully assess and define the range of professional development needs of our current and potential membership through a comprehensive research process.
2. Develop a gap analysis of our existing professional development content based on the research from 1.1.
3. Create a multi-year plan for enhancing our offerings based on the findings from 1.1 and 1.2.
4. Strengthen affinity groups by establishing leadership structures, expanding opportunities for connection, and developing specialized content relevant to their roles.



# 2025-2028 Strategic Goals

## 2

Produce a nationally recognized, independent annual conference that delivers relevant programming, fosters meaningful connections, and catalyzes member engagement.

1. Profitably deliver our first independent annual conference in 2026 while maintaining or improving attendee satisfaction scores.
2. Establish a process and quantifiable annual goal to ensure conference programs consistently focus on current industry trends and emerging technologies.
3. Determine signature on-site elements (environments and activities) that promote dialogue and collaboration to enable conference attendees to make meaningful connections.
4. Increase the number of members attending the conference year-over-year throughout the strategic plan period.
5. Establish the annual conference as a driving force in member connection to NAPAHE.



# 2025-2028 Strategic Goals

# 3

Grow and sustain a diverse national membership by promoting NAPAHE's value and deepening and broadening our institutional reach.

1. Develop and implement a marketing strategy to promote our value to potential members and key influencers.
2. Expand our reach within the institutions of current members to appropriately include more functional area representatives.
3. Increase and diversify the number of institutions represented by NAPAHE members to include a wider variety of institutional types and more diverse regional representation.
4. Understand what is driving retention and use it to inform our programmatic and engagement efforts with potential new members.
5. Implement an annual member survey that goes beyond demographics to better understand engagement and value of NAPAHE and its programs.



# 2025-2028 Strategic Goals

## 4

Strengthen NAPAHE's organizational foundation through strong governance, clear leadership pathways, and resources aligned to support scalable growth and long-term stability.

1. Review and revise our bylaws to ensure appropriate member categories, committee structure, annual meeting timing, and officer terms.
2. Establish processes for reviewing and updating committee charters on a regular basis and encouraging engagement of additional volunteers.
3. Establish leadership succession plans (board and staff) and a pipeline and development process for new board candidates.
4. Implement a skills matrix process as part of board nominations to ensure intentional recruitment of leaders with the necessary skills and attributes to enable NAPAHE's strategic direction.
5. Develop a budgeting practice that designates appropriate resources, including staff, systems, and other expenses through a balanced annual budget.