

Abstract

As provided for in article VI, section 10 of the bylaws a task force was established in November 2018 to review and revise the five-year strategic plan for the Consortium of College and University Media Centers (CCUMC). Using a variety of data, the task force has assembled its recommendations.

Introduction

Following previous protocol, the Strategic Plan Task Force (SPTF) appointed by the 2019 CCUMC President to advise and inform the CCUMC Board of Directors on matters that should guide their decisions for the five-year period beginning January 1, 2020. The task force consisted of five individuals drawn from the general membership plus the executive office and the president as ex officio members. The members drew from previous strategic plans and surveys as well as new data (see methodology below) to determine the direction and content of this document. In making its recommendations, the task force has, as previous plans have done, created strategic directions that are often open ended, leaving the tactical goals to be written and adopted by the board. However, it has included within each direction examples of measurable targets that the board can use in evaluating their effectiveness in implementing this plan.

Methodology

The task force began its task by reviewing the strategic plan for the previous period (2014 – 2019), the membership surveys from 2008 and 2018, and the Marketing Committee task force report from 2017-2018. From these, the task force formulated eight questions it felt covered the most important issues needed to assess the organization and its goals. Armed with these questions, the task force conducted three focus groups using “Guidelines for Conducting a Focus Group” (Eliot and Associates, 2005) as a template. It should be noted here that additional focus groups were planned but the task force found it difficult to recruit members willing to take part in the undertaking. The focus groups were recorded and transcribed. From this data, the task force parsed the data into headings that form the basis of the proposed strategic directions. While these strategic directions were deliberately left open-ended, each direction was evaluated using the S.M.A.R.T. goal setting method (YourCoach BVBA, 2019). As such, specific measures for each direction are included later in the body of this document.

Results and Recommendations

Strategic Direction Statements with Intended Outcomes

Strategic Direction 1: Membership Needs

1. CCUMC will continually evolve to meet the changing professional needs and challenges facing our membership.
 - 1.1. Review and revise if necessary the CCUMC Mission at least once every 5 years.
 - 1.2. Gather biennial feedback from members regarding professional needs and workplace challenges and incorporate feedback into planning and other appropriate activities
 - 1.3. Maintain and review the financial health of the organization to maintain affordability.
 - 1.4. Identify and reach out to potential new membership segments as the field of academic technology evolves.

Strategic Direction 2: Communication and Collaboration

2. CCUMC will engage in effective communication and productive collaboration, including increasing its involvement in and support of initiatives and partnerships, both internally and externally, to positively promote the mission of the organization and advancement in the field of academic technology in higher education.
 - 2.1. Share experiences and activities in learning environments and design.
 - 2.2. Engage with complimentary organizations
 - 2.3. Promote research and innovation
 - 2.3.1. Offer opportunities for members to participate in and submit research activities
 - 2.3.2. Share resources from other organizations to CCUMC members.

- 2.3.3. Encourage using best practices and standards in the field of academic technology in higher education.
- 2.4. Promote interest groups participation beyond annual conference meetings
- 2.5. Enhance communication via CCUMC's online presence.
 - 2.5.1. Website
 - 2.5.2. Listserv
 - 2.5.3. Social Media
 - 2.5.4. Partner online resources
- 2.6. Annual Reports (surveys) that are relevant, staffing reports, etc.

Strategic Direction 3: Membership Resources

- 3. CCUMC will provide outstanding and relevant resources and benefits to its members.
 - 3.1. CCUMC will offer, facilitate and encourage the development of focused professional development opportunities in addition to the yearly conference.
 - 3.2. Design and develop framework for conferences and meetings to reflect the needs of members
 - 3.3. Maintain stable, relevant, searchable and appropriately moderated communication platforms for members.
 - 3.4. Use website tools to engage members in the organization and provide forums for information exchange
 - 3.4.1. Public facing online presence should be user friendly, engaging, relevant, timely and reflect the quality of the organization.
 - 3.5. Encourage members to provide and publish relevant content for use by the CCUMC community.

Strategic Direction 4: Membership Composition

4. CCUMC will develop a membership that represents the wide variety of fields, professions, and corporate partners in academic technology in higher education.
 - 4.1. Explore options to promote new membership and retain current membership that focus on the implementation and development of learning environments through the promotion of pedagogy and technology.
 - 4.2. Engage in outreach to related groups, organizations, and professions
 - 4.3. Engage in activities to promote diversity
 - 4.4. Engage with and partner with corporate members
 - 4.5. Explore creation of a marketing strategy that identifies and prioritizes opportunities for promoting and advancing the organization

Strategic Direction 5: Organization Identity

5. CCUMC will ensure that the organization's identity remains reflective of its mission, core values and membership composition
 - 5.1. Review brand identity
 - 5.2. Review organization name
 - 5.3. Review partner engagement to include related institutions (museums, galleries, archives, etc...)

Conclusions

The task force meticulously reviewed and refined the existing strategic plan and its strategic directions. It soon became necessary to add a new strategic direction for brand identity. The members of the focus groups almost unanimously identified this as a current shortcoming and strategic opportunity for CCUMC. The name Consortium of College and University Media Centers does not wholly reflect the breadth of what educational technology has evolved to encompass, and a name that is beginning to lack in relevance does not serve or faithfully represent the membership that makes this organization so great.

Identifying who CCUMC is, and articulating that well will aid in attracting new members and institutions, and will augment the things that already make our consortium so great. It seems that CCUMC has individual senses of identity, and there is a profound sense of belonging within this organization, but being more direct and specific about this group's collective identity would serve everyone even better. A name that faithfully represents CCUMC, a campaign to own that identity and broadcast the mission, and refinements to the digital presence that better broadcast those strengths and benefits would add a great deal of value to the members.

It is important to belong to a group that is recognized for its many strengths, has value that is known across the field and realized by the leaders and directors, and that carries itself as a lucrative and relevant organization to attract the best and brightest that the profession has to offer. It is an honor to be a part of CCUMC, and this task force looks forward with expectancy for this organization to strengthen and promote its benefits to an even greater audience.

Acknowledgements

The task force wishes to acknowledge the work of its members: Regina Greenwood, chair; Kevin Jahnke; Jim Spencer; Jim Pierret; and Bill Hydrick. It also gratefully acknowledges the assistance of Kathleen Dooley, and the executive staff, Aileen Scales and Kirsten Philips. The task force also acknowledges the help of Dr. Mita Sujana of Tulane University for assistance in developing our focus group approach. Finally, the task force wishes to thank the participation of those who took part in the focus groups.

Works Cited

Eliot and Associates. (2005). *Guidelines for Conducting a Focus Group*. Eliot & Associates.

YourCoach BVBA. (2019, 08 14). *SMART goals*. Retrieved from YourCoach:
<https://www.yourcoach.be/en/coaching-tools/smart-goal-setting.php>