

NJSHA STRATEGIC PLAN: JANUARY 1, 2025- DECEMBER 31, 2028

I. FINANCES AND FISCAL HEALTH

- A. Strategic Objective: Establish a task force to develop a new membership structure
- B. Strategic Objective: Develop a plan to increase revenue to avoid the 5-year trend of decreased income since Covid-19/2020.
- C. Strategic Objective: Improve access to technology systems to increase operational efficiency and allow for analysis of finances which can support decision-making by the Board of Directors

II. ADVOCACY

- A. Strategic Objective: NJSHA will develop resources and support self-advocacy for speech-language pathologists and audiologists in the workplace.
- B. Strategic Objective: NJSHA will identify and address worksite-specific issues on behalf of the membership and the clients they serve

III. COMMUNICATION

- A. Strategic Objective: Educate the public regarding the scope of speech-language pathology and audiology.
- B. Strategic Objective: Explore current communication methods for their effectiveness and identify new methods to improve communication with members.
- C. Strategic Objective: Increase the impact of the Public Relations and Website Committee to educate the members and public on the goals the committees are achieving.

IV. MEMBERSHIP EDUCATION AND AWARENESS

- A. Strategic Objective: Increase awareness of academic and/or clinically applicable research which aligns with best practices..
- B. Strategic Objective: Develop culturally relevant, diverse, inclusive resources and educational material for members and the general public.
- C. Strategic Objective: Provide learning opportunities through a range of formats to increase knowledge on varied topics for members and the general public

V. NETWORKING AND MENTORSHIP

- A. Strategic Objective: Increase membership engagement by establishing small group networks to share expertise within different work settings.
- B. Increase active membership of EI practitioners within NJSHA

VI. RESOURCES

- A. Strategic Objective: NJSHA will expand resources for medically based speech-language pathologists and audiologists

VII. LEADERSHIP

- A. Strategic Objective: Cultivate future leaders at the board, committee and student levels.
- B. Strategic Objective: Cultivate New Leaders in NJSHA
- C. Strategic Objective: Develop a consistent process for an annual review of all service providers contracted by NJSHA.

Note: The primary committee to organize and initiate goals are listed on the document in bold print

I. FINANCIAL AND FISCAL HEALTH

- A. **Strategic Objective:** Establish a task force to develop a new membership structure

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify benefits and risks associated with membership auto-renewal		Membership Structure Task Force	Completed Report	June 2025	
2. Identify the structure and plan needed to implement auto-renewal		Membership Structure Task Force	Completed Report	June 2025	
3. Identify financial benefits and risks associated with a membership structure that includes all NJSHA 1–2-hour webinars		Membership Structure Task Force	Completed Report	June 2025	

- B. **Strategic Objective:** Develop a plan to increase revenue to avoid a 5-year trend associated with a decrease in accrued income.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Increase the number of members who maintain membership year to year and develop a plan to retain those whose membership has lapsed	a. Development of a multi-tiered plan	EC Board of Directors Membership Website Public Relations Management	Increase in membership	January 2028	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
2. Develop a plan to retain those whose membership has lapsed	a. Develop a survey to gain specific information about why membership has not been renewed/maintained	EC Membership Management Public Relations	Increase the number of lapsed members who have renewed their membership	January 2028	
3. Increase the number of students who retain membership as new professionals	a. Develop a mentorship plan that supports students during the transition to new professional	EC Membership/ mentorship Higher Education	Increased number of students who gain access to free first-year membership and participate in a committee		
4. Increase the number of new professionals who maintain regular membership status	a. Develop a network of support through active committee engagement through mentorship number	EC Membership/ mentorship	Increase of new professionals moved to the regular member membership category		

C. **Strategic Objective:** Develop a plan to improve technology to increase operational efficiency and allow for analysis of finances which can support decision-making by the Board of Directors

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Implement software programs to support membership auto-renewal process according to Board of Directors vote	a. Develop policy and procedure for membership auto-renewal	EC Board of Directors	Policy and Procedure approved by the board.	January 2026	
2. Obtain technological support that will improve the Examination of finances to maintain transparency regarding financial data, revenue	a. Data analysis through use of a software program that supports the illustration of financial information		Presentation at: Board of Directors Meeting Annual Membership Meeting Info session	January 2026 (Present at 2026 Convention)	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
trends and expenses of the association in a highly representative manner (e.g., graphs; year to year comparison) and share among BOD, Committee Chairs and the membership at large	b. Development of a presentation to promote understanding of NJSHA Finances and Fiscal Health				
3. Identify expenses that can be reduced or eliminated annually to promote long-term fiscal health	a. Conduct regular assessments of expenses and revenue to determine budget actuals	EC Board of Directors	Report at each board member	Ongoing	

II. ADVOCACY

A. **Strategic Objective:** NJSHA will develop resources and support self-advocacy for speech-language pathologists and audiologists in the workplace.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
4. NJSHA will develop a policy and procedure to address individual members' concerns in order to determine appropriate action.	Develop a policy and procedure. (If it's a limited instance, it should be addressed by the designated committee to provide member resources or address member concern Systemic – board determines action)	EC NJSHA Board	Policy and Procedure approved by the board.	January 2026	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
5. Develop a Self-Advocacy Program (SAP) to support members	<ul style="list-style-type: none"> a. Panel approach with one representative from each committee b. Create vignettes/ podcasts to provide a model for advocacy c. Explore how to increase ease of access to podcasts via an app or a more efficient pathway through the NJSHA website. For easy access) 	All Committees	Presentation at annual Convention/or an Info session	January 2026 (Present at 2026 Convention)	

III. COMMUNICATION

A. **Strategic Objective:** Educate the public regarding the scope of speech-language pathology and audiology.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Provide education to the general public via various platforms	a. Identify potential associations to engage in barter plan for exhibiting or presenting at (e.g., NJEA, NJSBA, NJIDA, NJABA, Health Care Fairs, Pediatricians, Senior Citizen Organizations)	Public Relations Website Various All Committees	2 per year	Ongoing	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
	b. Articles/Press releases associated with special topics that are in the news (e.g., Bruce Willis, OTC)	Committees related to the topic Public Relations	3-4 per year as possible		

B. **Strategic Objective:** Explore current communication methods for their effectiveness and identify new methods to improve communication with members.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Analyze current communication methods	a. Review click rates of current e-blasts	Public Relations Management Company Media and Website Committee Executive Committee	Semi-annual review completed	Monthly 2025-2028	
	b. Review website hit rates for accessing the <i>VOICES</i>			Monthly 2025-2028	
	c. Review social media for engagement			Monthly 2025-2024	
	d. Review website and member center use.			Monthly 2025-2025	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
2. Increasing information output regarding media access	a. PR committee will use as a resource to assist with social media strategies and provide innovative tools to disseminate information for NJSHA. b. Add videos/snippets on relevant or as needed topics through reels/posts on social media platforms	Website Committee Public Relations Management	Ongoing, posted on the website (Updated as needed)	Ongoing	T
3. Plan a process to phase out the printed VOICES to an all-electronic publication	a. Create a social media plan to “Go Digital” plan to promote the ability to access VOICES across all devices. b. Create a timeline and target date (e.g. September 2025) to move to all digital VOICES Delivery c. Inform the membership of the change and timeline d. Provide electronic delivery of VOICES newsletter according to target date e. Create a process to provide a printed copy to individuals (e.g. Lifetime members) who do not have access to a computer or printer.	EC VOICES Committee Public Relations EC VOICES Committee Public Relations EC Public Relations EC Management EC Management	Completion of plan for digital delivery of Voices		Completed July 2024 ; periodic announcements Need to schedule dates for future July 2025 July 2025 July 2025 July 2025

4. Modify the process for NJSHA Board/committee/ members to monitor the website for outdated content	a. Develop a plan and schedule to execute website review for all committees	EC Website Management		September 2025	
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C. **Strategic Objective:** Increase Public Relations Committee and Website Committee collaboration to educate the members and public on the goals NJSHA and associated committees are achieving.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Educate Board Members and Committee Chairs on the benefits of inter-committee collaboration with the Public Relations Committee.	a. Develop a module on how to gain the support of the PR Committee and Website Committee.	All committees	Two collaborations per year	December 2025	
2. Educate parents/caregivers regarding quality EI services and how to best support their children	a. Create informational resources content (e.g. fact sheet, brochure) explaining Early intervention, how to advocate for their child, and how to collaborate with service providers to support their child's growth through home-based intervention services	EI Public Relations	Development of content	December 2025	

3. Educate parents/caregivers regarding the benefits of shared book reading to promote social engagement as well as language and literacy skill development using multimodal methods of communication	a. Develop printed materials b. Podcasts c. Informational videos	EI Literacy AAC Public Relations		December 2027	
4. Educate graduate students regarding Early Intervention topics and services	a. Provide a free Student Connect webinar "Strategies for Enhancing Language Development for Children Birth to 3 Years"	EI Higher Education Public Relations	Presentation provided	Spring 2026	

IV. MEMBERSHIP EDUCATION AND AWARENESS

A. **Strategic Objective:** Increase awareness of academic and/or clinically applicable research that aligns with best practices.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Provide an annual information session to discuss the primary goals of NJSHA and the specific goals and projects/activities associated with each committee	a. Conduct one information session per year between the months of May and December each year	All Committees	Each standing committee completes an information session	Ongoing	

B. **Strategic Objective:** Provide learning opportunities through a range of formats to increase knowledge on varied topics for members and the general public.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Provide an annual information session to discuss the primary goals of NJSHA and the specific goals and projects/activities associated with each committee	a. Conduct one information session per year between the months of May and December each year	All Committees	Each standing committee completes an information session	Ongoing	
2. Develop and disseminate evidence-based resources that pertain to clinical topics.	a. Collaborate with faculty and programs in higher education within the state who may be working on clinically applicable topics b. Send program directors/faculty a call for papers for the annual convention c. Invite faculty to propose webinar presentations d. Facilitate dissemination of current research via outlets appropriate to the topic, including webinars, social media posts, public/traditional media, VOICES articles, or podcasts	Higher Education Continuing Education Public Relations Student Issues Cont. Education & Convention Continuing Education Higher Education Student Issues Cont. Education Public Relations VOICES	Share information via website, VOICES and webinars Send call for papers annually to faculty 1 webinar One VOICES article submission Faculty Presentation at Convention etc.	Ongoing Ongoing January 2026-December 2026	

3. Educate membership regarding a number of topics that impact school based SLPs and provide information to promote advocacy.	a. Continue to submit articles for VOICES newsletter 4 times per year b. Create 2 podcasts to provide information to members	SAC Legislative Committee	4 articles per year Completed Activity	Ongoing 1 st May 2025 2 nd January 2026	
4. To engage higher education institutions in engaging in research on literacy topics.	a. Meeting to discuss university program interest in supporting future research	Literacy Higher Education	Meeting Conducted	December 2025	
5. To share research current screening and assessment tools to determine if any can serve as “listening screeners to identify students a risk for S-RCD or mixed reading disorder	a. Review of programs currently available b. Conduct a webinar	Literacy Higher Education	Complete review/summary Conduct webinar	June 2026	
6. Support NJSHA members through a contracted arrangement with Hanen Company to provide Free training webinars	a. Schedule webinars at free webinars through Hanen for NJSHA members only	EI EC Public Relations	Request webinars according to specific date Webinars are conducted by Hanen on scheduled date	December 2025	
7. Increase knowledge about the “new” Developmental Language Disorder diagnosis as an at-risk diagnosis for a reading and/or writing disorder.	a. Provide one seminar	Literacy SAC Continuing Education		June 2026	

	<p>c. Partner with a NJ University Graduate Program to develop a research study through the IRB process to determine the effectiveness of the AAC Video Modules for training paraprofessionals to use AAC systems and implementation strategies</p> <p>d. Approach the Dept of Education Office of Special Education for their support in increasing school districts' awareness and access to the video modules for paraprofessionals throughout NJ</p> <p>e. Approach the Division of Developmental Disabilities to offer training on AAC and introduce the AAC Video Modules</p>	<p>AAC Higher Education EC</p> <p>AAC Legislative SAC</p>	<p>IRB for study</p> <p>Share the Public Relations plan and any data available (e.g., promotional campaigns; research study) with DOE, Office of Special Education to explain and justify the need to provide schools with increased awareness and access to the video training modules for paraprofessional staff</p>	<p>December 2025</p> <p>December 2026</p>	
<p>2. To increase public awareness of AAC and increase access to no tech systems posted on the NJSHA website in the community</p>	<p>a. Develop strategies and activities for the use of playground boards</p> <p>b. Develop beach Communication Boards and strategies for their use</p> <p>c. Develop a short video to assist communication partners in using these communication boards (e.g.,</p>	<p>AAC</p> <p>AAC</p> <p>AAC</p>	<p>Completion of activity</p> <p>Completion of product</p> <p>Completion of product</p>	<p>July 2025</p> <p>July 2025</p> <p>July 2025</p>	

	<p>library, playground, beach) in the community</p> <p>d. develop a public relations campaign to increase awareness of resources available on the NJSHA website</p>	<p>AAC Website Public Relations</p>	<p>Completion of plan</p>	<p>July 2025</p>	
<p>3. To increase awareness of AAC among medical professionals and to increase communication between patients and providers through the development of no-tech communication boards available on the NJSHA website</p>	<p>a. Develop topic communication boards for</p> <ul style="list-style-type: none"> • Audiologists • Hospice workers • Dental • Medical (Generic no specialty doctor) • EMS workers 	<p>AAC Healthcare Website Public Relations</p>	<p>Completion of products</p>	<p>December 2025- April 2026</p> <p>Fall 2025 October 2025 June 2026 June 2026 July 2025</p>	
	<p>b. Develop a short video training to demonstrate how these boards can be utilized by medical professionals with patients</p>	<p>AAC Website Public Relations</p>	<p>Completion of product</p>	<p>April 2026</p>	
<p>4. Increase awareness and accessibility to communication boards/booklets for Law Enforcement and other First Responders</p>	<p>a. Post and maintain the communication booklet available to Police Officers via a link on the NJSHA website</p>	<p>AAC Website</p>	<p>Availability of the communication booklet through the NJSHA website</p>	<p>April 2025</p>	
	<p>b. Develop communication boards/booklet for EMS workers</p>	<p>AAC</p>	<p>Completion of product</p>	<p>June 2025</p>	
	<p>c. Develop a video training Program to instruct Police</p>	<p>AAC</p>	<p>Completion of product</p>	<p>December 2025</p>	

	Officers and First Responders about communication disorders and how to use AAC boards/booklets through available funding via the ASHA States Grant and additional benefactors	EC			
	d. Develop a public relations campaign to increase Law Enforcement and First Responders' awareness of AAC materials which can be used to effectively interact with citizens with communication disorders during traffic stops and medical emergencies	AAC EC Public Relations	Increased number of downloaded Communication boards	December 2025	

D. **Strategic Objective:** Develop culturally relevant, diverse, inclusive resources and educational material for members and the general public.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
5. Educate the membership on culturally relevant issues	a. Continue creating articles in VOICES, culturally relevant, including DEI, bilingualism, disability.	Multi-Cultural	Minimum 2 per year	On going	
	b. Offer DEI focused presentations	Multi-Cultural	Annually	Ongoing	

6. Increase public awareness on SLPs and AUDs practices and how culture impacts them. Making information more accessible.	<ul style="list-style-type: none"> a. Podcast b. Translation of current Brochures c. Create one new brochure regarding bilingual speech-language development 	<p>Multi-Cultural</p> <p>Multi-Cultural</p> <p>Multi-Cultural</p>	<p>1 podcast</p> <p>1 translated in three new languages</p> <p>1 new brochure created</p>	<p>Spring 2026</p> <p>Spring 2026</p> <p>Spring 2026</p>	
7. Identify members who perform assessments and treatment according to specific languages and regions.	<ul style="list-style-type: none"> a. Align the NJSHA database with the language assessment treatment b. E-mail blast survey to members c. Develop and conduct a survey to identify members who speak another language to determine if they practice in that language or are willing to assist in language interpretation 	<p>Multi-Cultural Management</p> <p>All NJSHA Committees</p> <p>All NJSHA Committees</p>	<p>NJSHA database redesigned</p> <p>Eblast created and disseminated</p> <p>Develop and disseminate email</p>	<p>Spring 2026</p> <p>Updated annually</p> <p>Spring of 2025</p>	
8. Collaborate with AAC committees to translate developed material	<ul style="list-style-type: none"> a. Translation of committee-relevant documentation (i.e., AAC communication boards) 	<p>Multi-Cultural</p> <p>AAC Committee</p>	<p>Revised AAC Communication Board in 5 languages</p>	<p>Fall 2025</p>	
9. Educate SLP and AUD students on multicultural practices	<ul style="list-style-type: none"> a. Student Symposium 	<p>Multi-Cultural</p>	<p>Annually</p>	<p>Ongoing</p>	

V. NETWORKING AND MENTORSHIP

A. Strategic Objective: Establish and develop a mentorship committee within specific categories (e.g., peer to peer, professional to student/new grad, member to new member).

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Develop a task force (two-four people) under the direction of the membership committee	a. Gather a task force to initiate the program planning process	Mentorship Task Force	2 people volunteers	July 2025	
	b. develop a general mentorship plan for committees, dyads, and small groups including definitions, guidelines and timelines for the period established for the program(e.g., 6 months)	Membership Leadership/EC	Written program draft	October 205	
2. Create a general structure to promote informal mentorship at the committee level	a. share structure and format with all committee chairs to increase active mentorship within each committee b. Each committee chair identifies one representative from their committee to be the contact person for mentors/mentees	Mentorship Task Force Membership All Committee Chairs		September 2025	
3. Taskforce to create an outline of mentorship plan (e.g. roles and responsibilities of mentor/mentee, guidelines) according to participation category	a. identify roles and responsibilities of mentor/ mentee according to participant category	Membership Mentorship Task Force		December 2025	

<p>4. Create a pilot program with a set number of mentors/mentees according to participation category</p>	<p>a. Develop a mechanism for participants to report their experience and provide feedback within the program</p>	<p>Membership Mentorship Task Force</p>	<p>Launch Program</p>	<p>February 2026</p>	
<p>5. Inform members of participation opportunities associated with the full mentorship program and gain participation</p>	<p>a. Develop a promotional campaign to increase awareness and benefits of participating in NJSHA mentorship programs</p>	<p>Membership Leadership Public Relations</p>	<p>Promotional campaign yields participants</p>	<p>March 2026</p>	
<p>4. Create an opportunity for in-person meet and greet at the annual conventions for mentorship program participants</p>	<p>a. Schedule a time for all Mentorship program participants to meet</p>	<p>Membership Leadership/EC Convention Committee Public Relations</p>		<p>April or May 2025</p>	
<p>5. Identify the success of the NJSHA Mentorship Program over for each dyad over 1 year through a review of data and participant reports of life experience during a panel discussion</p>	<p>a. Collect data via survey and review b. Conduct an info session with a participant panel to discuss outcomes of the pilot study/ inaugural group</p>	<p>Membership EC</p>		<p>February 2027</p>	

B. Strategic Objective: Increase membership engagement by establishing regional and small group networks to share expertise within different work settings.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
<p>1. Establish and develop a networking subcommittee under the Membership Committee to establish a regional networking plan</p>	<p>a. Committee Chairs Meeting to discuss and develop plan</p>	<p>Membership All committees Chairs or their designee</p>	<p>Meeting Complete</p>		
<p>2. Establish a mechanism to develop regional networking groups across NJ</p>	<p>a. Develop a plan to develop networking groups according to profession, region and workplace (e.g., hospital, private practice, schools)</p> <p>b. Each committee will include information regarding regional networking groups as part of their annual information session (available to members and non-members)</p> <p>c. Develop and implement a plan to access non-members (e.g. Email blast to all licensed SLPs and Audiologists on the licensure list) to increase mentorship, networking and membership</p>	<p>All committees Chairs or their designee EC</p> <p>All committees</p> <p>Networking Subcommittee/ Membership Committee</p>	<p>One event completed per regional committee</p>	<p>January 2028</p>	

6. Increase active EI membership among EI practitioners within NJSHA	a. Contact Regional Collaboratives to present at regional meetings b. Obtain an email list of EI providers within each region of the state and invite those practitioners to a NJSHA EI information session	EI Leadership/EC		December 2025	
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VI. RESOURCES

A. **Strategic Objective:** NJSHA will expand resources for medical-based speech-language pathologists and audiologists

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
7. Identify and communicate audiology resource needs	a. Identify 10 specific resource areas of information needed by AUDs via a membership survey b. Compile and communicate survey results	Audiology Committee Management Company Public Relation Committee Audiology Committee Management Company Public Relation Committee	Survey sent to the membership Communicate results	June 2026 October 2026	
8. Provide three topics presentation of interest to the members at the Healthcare committee meetings.	a. Identify the topics of interest. b. Determine the committee member to present.	Healthcare Committee EI Management Company Public Relation Committee	Have three presentations	Winter, Spring, Fall of 2025	Possible topics: Dysphagia: Pediatrics, Decision Making, Ethics, Difficult Cases, Hospital Readmissions for PN, Thin Liquids verses Thicken Liquids Controversy Voice: Do you have the tools to be a great voice therapist for differential diagnosis and treatment? Medical/Neurological Collective Summit: Do you have a good understanding of the

					terminology to be well rounded when treating your patients? Other
9. Ensure AUD resources are available, easily accessed and current	a. Identify existing resources and communicate to members; develop new resources as needed	Audiology committee Media and Website Committee PR committee	Notify members	January 2026	
	b. Update/organize website with existing and new resources c. Created a process to review the website annually to ensure the resources are current and links are accurate.	Audiology Media and Website	Website updated	December 2026	
10. To keep members up to date regarding guidelines via: a. Website (monthly) b. VOICES (quarterly) c. Healthcare and Private Practice Committee meetings (as needed)	a. Develop an Outline with section timelines as follows. b. Essential components: <ul style="list-style-type: none"> • Identify types of insurance • Coding Issues • Common errors • Link to common coding/matrix • Use ASHA resources • Customize to NJ needs c. Medicare, Medicare Advantage, Medicaid	Healthcare Private Practice Committee Website Committee Public Relation Committee Star StAMP	Development of Resources	January 2026 And ongoing updates	

	and private insurance d. Links to resources				
11. Develop informational content for speech-language-pathologists working in Early Intervention to support best practices given different models of supervision	<ul style="list-style-type: none"> a. Provide information related to best practices b. Produce a podcast regarding best practices c. Conduct a webinar or provide session at convention 	EI AAC Multicultural	Development of resources	<ul style="list-style-type: none"> January 2026 March 2026 June 2026 	

VII. LEADERSHIP

B. **Strategic Objective:** Cultivate future leaders on the board, committee and student levels.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
	<ul style="list-style-type: none"> a. List of new professionals are provided to the BOD committee liaison and chairs. b. Spreadsheet will be developed by the NJSHA Office of the new professionals for each year. c. Chair or vice chair reaches out by email or phone call to individuals on the list. d. Number of contacts, new professionals on the committee and level of involvement in the committee. This will be used 	<ul style="list-style-type: none"> BOD Committee Liaisons Committee Chair and Vice Chair NJSHA Office Committee Chair and Vice Chair Committee Chair and Vice Chair Management 	<ul style="list-style-type: none"> 75% of the new professionals enrolled in the program participated in one or more NJSHA committees. Activity completed Records maintained and reported 	<ul style="list-style-type: none"> Annually January to December 2025 	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
	<p>for future planning and to measure the success of the goal. The data will be reported the NJSHA Office for record keeping.</p> <p>e. The data will be provided by the membership using the Committee Report Form for board meetings</p> <p>f. Collect and analyze data to determine the effectiveness of the new professional membership program annually. Did the new professional remain a member or stays on the Committee for NJSHA Office</p>	<p>Membership EC Management</p> <p>Membership EC Management</p>	<p>Records maintained and reported</p> <p>50% of the professionals enrolled in the program continue as a paid NJSHA member.</p>		
2. Increase student attendance at the committee level.	<p>a. Develop a PR plan on Instagram.</p> <p>b. Presidents/EC will talk about the committees when meeting with students</p>	<p>PR Committee</p> <p>Presidents/EC Membership Committee</p>	<p>Plan is developed Plan is implemented</p>	<p>June 2025</p> <p>September 2025</p> <p>Ongoing</p>	
3. Develop a plan to mentor committee members to a board-level member	<p>a. Create ongoing Leadership Mentorship that provides additional leadership experience to individuals who attend the Leadership Conference</p> <p>b. Focus group of NJSHA Members who discuss where you see NJSHA in the future (pilot program could be from the 2024 Leadership</p>	<p>EC</p> <p>Membership</p>	<p>Two to three focus groups per year</p>	<p>After the Leadership Conference</p>	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
	program) c. Board liaisons create a focus group to develop a plan to cultivate committee chairs into board positions	Board Liaison	During one board meeting and invite the Committee Chairs (e.g. January)		
4. Eliminate the need for the SAC committee to answer member questions directly and establish a method for members to independently access needed information from resources provided	a. Develop a multi-phase plan to be implemented over a year period	EC SAC Website Management	Phase based plan developed	Completed December 2024	
a. Phase I develop a streamlined and timely process using effective technology systems to manage the receipt and distribution of member questions received	a. Develop an online form to be maintained on the website for member questions b. Alert sent to office manager and SAC chair when question received c. Member status is identified. After question received from member; an automatic message will be sent indicating receipt and that the question will be responded to by a volunteer member of the SAC committee d. The repository of questions is	SAC Website Management Website Management	Materials completed Process put in place Execution of plan Execution of plan	June 2025 September 2025 September 2025 September 2025	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
b. To enable members to independently and effectively research information contained within the FAQs and other available resources within the member portal to obtain answers to questions and support self-advocacy efforts	tutorial to assist members learn to search for required information within FAQs and other school-related resources				
	a. Develop a collaborative plan for maintenance and management of SAC resources within the member portal to provide members access to current information		Activity Complete	May 2026	
	b. Develop a protocol that reviews the relevancy of information contained within FAQs and school-based resources and reports dates effective. -develop a collaborative process that assists and supports SAC members to have information added to or removed from the NJSHA website membership portal to maintain relevance and ensure currency of materials provided		Product developed	May 2026	
			Completion of tasks according to established schedule	June 2026	

Strategic Objective: Cultivate new leaders in NJSHA.

Goal	Action	Responsibility	Measure of Success	Expected completion	Completion Date - Notes
1. To equip students and early-career professionals	a. Develop a process to select aspiring	EC Higher Education	Develop a written plan	February 2026	

with the knowledge, skills, and confidence necessary to effectively serve on committees and assume leadership roles within NJSHA.	leaders for “NJSHA’s Annual Leadership Cohort”	Management			
	b. Establish a leadership working group subcommittee that serves as a guided resource to foster leadership and support NJSHA Committee goals which align with the associations mission and vision	EC Higher Education Management	Schedule and conduct meeting	April 2026	
	c. Conduct a committee involvement bootcamp for students and early-career professionals at an annual leadership training workshop where participants will be given the tools to participate effectively in committees and transition into leadership roles	EC Higher Education Management	Develop program content and hold training annually	October 2026	
	d. Program content will be developed to enable future leaders to be empowered with critical skills in	Leadership Working Group	Maintain outcome data over 3 years to determine the effectiveness of the NJSHA’s Annual Leadership Cohort	October 2028	

	<p>leadership, communication, teamwork, decision-making, and strategic planning, enabling them to demonstrate new skills in the workplace and contribute meaningfully to their professional community</p>		<p>to identify the impact of the training program and its long-term sustainability for the growth of the association</p>		
	<p>e. Students and early career professionals will be selected and offered a personal invite to join a committee and to be paired with an experienced professional who will provide guidance and institutional knowledge of leadership</p>	<p>Leadership Working Group All committees</p>	<p>60% of participants remain active status within a committee for 3 years or greater</p>	<p>December 2028</p>	
	<p>f. Provide virtual and in person activities and events for graduates of the Leadership Program to facilitate a social opportunity to foster a culture of engagement, innovation, and</p>	<p>Leadership Working Group EC Management</p>	<p>Schedule 3 events per year</p>	<p>September 2027</p>	

	professional growth, as we aim to develop a diverse pipeline of leaders who will advance the mission and vision of the association				
	g. All new leaders will be acknowledged annually through social media, with a leadership certificate and digital badge for their resume	Leadership Working Group EC Management Public Relations	Graduates of the Leadership Program will receive recognition among their peers and the association	May 2026	

Strategic Objective: Develop a consistent process for an annual review of all service providers contracted by NJSHA.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Revise performance review forms for all contractors which are aligned with services provided as per the established contract.	a. Review and modify current performance surveys to include a clear and consistent rating method to assess skills and activities more completely according to primary performance categories.	Presidents	Completion	April 2025	

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
2. The performance review process will be initiated in April of each year and analyzed by the end of May to prepare for an annual meeting with the service provider by June 30th.	a. Notify contracted service providers	Presidents	Completion	June 2025	
	b. Forward performance surveys to identified members of the leadership	Presidents	Completion	June 2025	
	c. Conduct data analysis	Presidents	Completion	June 2025	
	d. Develop a summary report	Presidents	Completion	June 2025	
	e. Hold a performance meeting	Presidents	Completion	June 2025	