

**Illinois Association for  
College Admission Counseling  
Strategic Plan**



**Cultivating our Commitment to Counseling**

**2005 to 2010**

**Mission Statement**

The Illinois Association for College Admission Counseling aspires to serve students as they explore postsecondary educational options. Illinois ACAC strives to maintain high standards of professional, ethical and social responsibility in the transition process.

**Strategic Goals**

***Ethics and Professional Practices***

The educational community will recognize Illinois ACAC as a leader in defining and promoting best professional practices and ethical standards.

Objective 1. Build and maintain the association's knowledge-base related to ethics and admissions practices.

Action Steps

- Develop an ethics section on the IACAC website using frequently asked questions, case studies and other tools for promoting an understanding of ethical practices.
- Utilize NACAC's model training program on ethical issues and professional practice through venues such as Summer Institute, Leadership Development Institute, District Seminars, Annual Conference, Tools of the Trade and a Deans and Directors' Forum to facilitate discussion on relevant topics.
- Incorporate NACAC's self-audit publication to guide secondary and postsecondary college admission professionals in assessing their programs into IACAC's professional development initiatives.
- Increase professional development opportunities.

Anticipated Resources:

1. Admission Practices
2. Annual Conference
3. Delegates
4. Illinois College Exposition / Calendar
5. Mentorship
6. NewsBrief
7. Regional Professional Development Directors
8. Summer Institute
9. Technology

Objective 2. Support NACAC's standards of practice (The Statement of Principles of Good Practice, The Statement of Students' Rights and Responsibilities, The Statement of Transfer Students' Rights and Responsibilities and The Statement on Counselors Competencies) as the nationally recognized benchmark for secondary and postsecondary communities.

#### Action Steps

- Educate the membership on NACAC's standards of practice.
- Facilitate implementation of NACAC's standards of practice.

#### Anticipated Resources:

1. Admission Practices
2. Annual Conference
3. Illinois College Exposition / Calendar
4. Mentorship
5. Regional Professional Development Directors
6. Summer Institute

Objective 3. Educate members, students, parents and institutional leaders about the ever-changing college transition process.

#### Action Steps

- Monitor updates and revisions of NACAC's standards of practice.
- Provide the statements of students' rights and responsibilities to students and parents through schools and community organizations.
- Utilize Illinois ACAC sponsored student and parent events to promote statements of students' rights and responsibilities.
- Partner with appropriate organizations to distribute publications, statements and college counseling tools to make resources accessible to diverse and non-English speaking populations.
- Raise awareness among college and university presidents, school superintendents, governing boards and other key decision-makers regarding issues of ethical practice and student and parent rights.
- Develop parent and student areas on the IACAC website.

#### Anticipated Resources:

1. Admission Practices
2. College Awareness and Preparation (CAP)
3. Communications
4. Human Relations
5. Illinois College Exposition / Calendar
6. Illinois Student Assistance Commission Liaison
7. National College Fair
8. Technology

## ***Image and Recognition***

Admission, counseling and enrollment professionals, the families they serve, policymakers, organizations, the media and others will recognize Illinois ACAC as a respected source of expertise on programs and services related to the postsecondary transition.

Objective 1. Introduce Illinois ACAC to students and families by increasing the visibility of the organization as a resource.

### Action Steps

- Create a parent/student section on the Illinois ACAC website with links.
- Promote Illinois ACAC and its services and activities.

### Anticipated Resources:

1. Communications
2. Illinois College Exposition / Calendar
3. Technology

Objective 2. Increase the visibility and introduce Illinois ACAC to media outlets in the state.

### Action Steps

- Develop and implement policies and procedures for media relations.
- Designate a media spokesperson.
- Create a media section on the Illinois ACAC website.

### Anticipated Resources:

1. Communications
2. Executive Board
3. Technology

Objective 3. Increase the visibility of and introduce Illinois ACAC to school and postsecondary personnel and administrators.

### Action Steps

- Develop publications and other communication vehicles.
- Promote Illinois ACAC to all superintendents, principals, directors of admission, and school presidents.
- Promote Illinois ACAC to high school and postsecondary personnel, especially to nonmembers in underrepresented areas.
- Delegate Cadre Partnership.

### Anticipated Resources:

1. Admission Practices
2. Communications
3. Delegates
4. District Coordinator
5. Grant
6. Membership

Objective 4. Educate local, state and federal legislators regarding our identity, mission, goals and services.

Action Steps

- Communicate with legislators about Illinois ACAC.
- Post legislative action alerts on the IACAC website.

Anticipated Resources:

1. Communications
2. Executive Board
3. Government Relations

Objective 5. Utilize the Illinois ACAC logo to increase recognition and inform the audience of IACAC's mission.

Action Steps

- Create a policy for the use of the Illinois ACAC logo and mission statement.
- Add IACAC/ICE logo on ICE postcards, posters and college fair bags.

Anticipated Resources:

1. Communications
2. Illinois College Exposition / Calendar

***Inclusive Community***

Illinois ACAC will proactively encourage, welcome and value diverse perspectives.

Objective 1. Illinois ACAC will strive to include greater representation of underrepresented or under-served schools, counselors and admission professionals in its membership.

Action Steps

- Encourage representation related to ethnicity, geography, public/private institutions, gender, experience and sexual orientation.
- Address the issue of retaining professionals who are serving underrepresented populations.
- Support individuals/institutions financially, as appropriate.
- Encourage participation and inform school and postsecondary administrators of value of membership.
- Collect the appropriate data needed to measure success.
- Encourage relationships with graduate student programs.

Anticipated Resources:

1. All Committees
2. Executive Board
3. Illinois College Exposition / Calendar

Objective 2. Illinois ACAC will create and provide programs and services to meet the needs of a diverse membership.

Action Steps

- Assess needs of diverse groups.
- Consider new method of delivery for programs and services.
- Create programs that meet specific needs.

Anticipated Resources:

1. Annual Conference
2. Communications
3. Human Relations
4. Illinois College Exposition / Calendar
5. Membership
6. Regional Professional Development Directors
7. Technology

Objective 3. Illinois ACAC will take steps to ensure that its leadership is representative of its membership.

Action Steps

- Encourage nominations and create inclusive slates of candidates for the Executive Board.
- Groom leaders through committee involvement and leadership workshops.
- Encourage mentoring relationships.
- Encourage supervisor support of involvement of leaders.

Anticipated Resources:

1. All Committees
2. Executive Board

Objective 4. Illinois ACAC will target counselors from Junior High/Middle schools and community based organizations who work to prepare students for higher education.

Action Steps

- Develop a campaign that promotes the benefits of higher education.
- Stress the importance of academic preparation and financial planning.
- Publicly promote the role of counseling.
- Assess the needs of counselors and advisors.

- Establish professional development opportunities for counselors and advisors.
- Engage community organizations in developing programs for their clients.
- Utilize these counselors to educate and reach out to families.

Anticipated Resources:

1. Alumni
2. Communications
3. Executive Board
4. Human Relations
5. Membership
6. Mentorship
7. Regional Professional Development Directors

Objective 5. Illinois ACAC will provide information and guidance to state and federal government officials for policies and funding issues that support and enhance equal access for all Illinois students.

Action Steps

- Keep members informed of changing policies pertaining to equal access through Government Relations and the Illinois Student Assistance Commission listserv updates.
- Urge members to take an active stand on issues by contacting legislators individually.
- Urge members to disseminate federal and state legislative updates within their communities.

Anticipated Resources:

1. Executive Board
2. Government Relations
3. Human Relations
4. Illinois Student Assistance Commission

Objective 6. Illinois ACAC will develop models of programs and other services that would directly assist underrepresented students and families in learning about postsecondary options.

Action Steps

- Use targeted, resources that will provide needed information directly to students and families.
- Provide tools to counselors for specific programs to be presented to students and families.
- Co-sponsor on-campus experiences for underrepresented students and families.

Anticipated Resources:

1. College Awareness and Preparation (CAP)
2. Communications
3. Human Relations
4. Illinois College Exposition / Calendar
5. Illinois Student Assistance Commission
6. Regional Professional Development Directors
7. Technology

***Outreach and Alliance***

Illinois ACAC will proactively engage and collaborate with educational and community organizations to assist all students to access, enjoy and succeed in college.

Objective 1. Illinois ACAC will communicate and reinforce the role of the association and its members in the college transition process.

Action Steps

- Regularly inform Illinois ACAC members about the association, critical issues and resources to empower them to speak to external parties.
- Communicate and reinforce Illinois ACAC's role in electronic and print media.
- Inform educational and community organizations about Illinois ACAC's mission and activities.

Anticipated Resources:

1. Annual Conference
2. College Awareness and Preparation (CAP)
3. Communications
4. Executive Board
5. Membership
6. NewsBrief
7. Technology
8. Regional Professional Development Directors

Objective 2. Develop partnerships with organizations that have goals compatible with Illinois ACAC.

Action Steps

- Identify those organizations that are important for Illinois ACAC to collaborate.
- Meet with leadership of these organizations to explore mutual interests (i.e. focus groups, needs assessment, etc.).
- Participate in relevant activities with other organizations.
- Evaluate and assess the nature of each partnership.
- Explore collaborative projects and activities with other organizations.

Anticipated Resources:

1. Admission Practices
2. College Awareness and Preparation (CAP)
3. Executive Board
4. Human Relations
5. Membership

Objective 3. Provide Illinois ACAC resources to educational and community organizations.

Action Steps

- Increase awareness among organization representatives of the appropriate Illinois ACAC resources.
- Build and strengthen alliances with other organizations by attending and participating in their activities.
- Where relevant, actively encourage participation of the other organizations in Illinois ACAC activities and events.

Anticipated Resources:

1. College Awareness and Preparation (CAP)
2. Communications
3. Executive Board
4. Human Relations
5. Illinois College Exposition
6. Membership
7. National College Fair
8. NewsBrief
9. Regional Professional Development Directors

Objective 4. Develop resources to assist non-traditional students in the college transition process.

Action Steps

- Increase the number of Illinois ACAC members who work with non-traditional students.
- Identify existing resources and organizations that serve transitional students.
- Compile information about the educational goals and academic needs of adult students from institutions that serve this population.
- Identify perceived and real challenges that face adult students.
- Find ways to involve admission counselors with Illinois ACAC who are focused on adult students.
- Create and produce resources for adult students.

Anticipated Resources:

1. Annual Conference
2. College Awareness and Preparation (CAP)

3. Human Relations
4. Membership
5. Mentorship
6. Regional Professional Development Directors
7. Summer Institute

Objective 5. Explore the direct delivery of information and materials by Illinois ACAC to students and families in the college transition process.

#### Action Steps

- Identify areas in which Illinois ACAC could supplement existing college transition information and resources.
- Evaluate the need for a student and parent section of the Illinois ACAC website.
- Evaluate the effectiveness of our current resources.
- Identify how Illinois ACAC can respond to unmet student and family needs.

#### Anticipated Resources:

1. Alumni
2. College Awareness and Preparation (CAP)
3. Communications
4. Human Relations
5. Illinois College Exposition
6. Illinois Student Assistance Commission
7. National College Fair
8. Technology

### ***Professional Development***

The education community will value Illinois ACAC's role in providing professional development for the counseling, admission and enrollment management professions.

Objective 1. Illinois ACAC will assess its current professional development activities.

#### Action Steps

- Evaluate professional development activities in terms of participation, relevance and member needs.
- Identify areas to enhance current professional development activities.

#### Anticipated Resources:

1. Annual Conference
2. District Coordinators
3. Executive Board
4. Regional Professional Development Directors
5. Summer Institute

Objective 2. Illinois ACAC will create and implement new professional development activities.

#### Action Steps

- Assess the professional development needs and interests of Illinois ACAC members and non-members.
- Evaluate the delivery of current professional development activities and explore new means of delivery.
- Identify the areas for new professional development and design the activities for delivery.
- Promote professional development to Illinois ACAC members and non-members.
- Conduct the activity(ies).
- Evaluate the activity(ies).
- Delegate Cadre Partnership.

#### Anticipated Resources:

1. Annual Conference
2. Communications
3. Delegates
4. District Coordinators
5. Executive Board
6. Membership
7. NewsBrief
8. Regional Professional Development Directors
9. Summer Institute

### ***Public and Professional Advocacy***

Policymakers and education leaders will recognize Illinois ACAC as an authority and resource on secondary and postsecondary transition issues.

Objective 1. Provide visible and vocal leadership in advancing Illinois ACAC's views in regard to public policy affecting students and counselors at both the secondary and post secondary level.

#### Action Steps

- Educate the IACAC Membership to key public policy issues and how they can have an effect in daily work/activities.
- Present public policy issues at professional development programs.
- Solicit issues of concern from members.
- Enlist the media to promote Illinois ACAC's position on public policy/legislative/governmental issues.

#### Anticipated Resources:

1. Annual Conference
2. Communications
3. Government Relations
4. NewsBrief
5. Regional Professional Development Directors
6. Technology

Objective 2. Establish an on-going relationship with state and federal legislators that fosters communication regarding educational issues that impact students and counselors.

Action Steps

- Promote NACAC resources (Legislative Action Center) to the Illinois ACAC members as a vehicle to voice opinion on federal, state and local issues.
- Designate a government liaison to serve as a resource to members.

Anticipated Resources:

1. Executive Board
2. Government Relations
3. Technology

Objective 3. Encourage Illinois ACAC members to proactively communicate with state and federal legislators on issues that impact students and counselors.

Action Steps

- Create an awareness of how issues impact counselors and their students directly
- Demonstrate the ease of voicing opinions and contacting legislators and other policymakers on pertinent issues

Anticipated Resources:

1. Government Relations
2. Human Relations
3. NewsBrief
4. Technology

Objective 4. Cultivate relationships with appropriate educational organizations that recognize and address shared goals.

Action Steps

- Initiate meetings with leaders of other educational associations.
- Identify specific issues for collaboration to achieve shared goals.
- Develop a communication structure that facilitates discussion and action.
- Create a consortium of educational associations to visit and communicate with legislative/governmental officials.
- Invite other educational association leaders to the Illinois ACAC annual conference.
- Host a joint conference or other overlap meeting opportunity with related educational associations.

Anticipated Resources:

1. Annual Conference
2. Executive Board
3. Government Relations

***Fiscal Responsibility***

Illinois ACAC will maintain a level of financial vitality sufficient to sustain current activities and to enable new initiatives.

Objective 1. Establish practices to assure a sufficient investment portfolio.

Action Steps

- Conduct an annual review of investments.
- Investigate alternative investment options.
- Establish and maintain a minimum level of reserve resource.

Anticipated Resources:

1. Executive Board
2. Finance

Objective 2. Achieve and maintain an annual balanced budget.

Action Steps

- Establish and maintain a minimum level of financial resources needed to conduct association business.
- Educate association leadership about budget and fiscal policies, procedures and parameters.
- Ensure that the fiscal policy is enforced in regard to budget implementation.

Anticipated Resources:

1. Committee Chairs
2. District Coordinators
3. Executive Board
4. Finance

Objective 3. Identify and generate new sources of revenue from Illinois ACAC activities.

Action Steps

- Evaluate current revenue generating activities.
- Explore and develop new opportunities.

Anticipated Resources:

1. All Committees
2. Committee Chairs
3. District Coordinators
4. Executive Board
5. Finance

Objective 4. Identify and generate sources of fund raising.

Action Steps

- Create and implement a development policy and strategy to cultivate relationships with lenders, marketing venders, corporations and foundations.

Anticipated Resources:

1. Executive Board
2. Finance

Objective 5. Fund new Illinois ACAC initiatives and activities.

Action Steps

- Develop an assessment procedure for proposals for new initiatives.

Anticipated Resources:

1. Executive Board
2. Finance

Objective 6. Effectively communicate the financial status and structure to the Illinois ACAC membership.

Action Steps

- Utilize new and existing resources to regularly deliver financial information.

Anticipated Resources:

1. Executive Board
2. Finance