ACHA 3-YEAR STRATEGIC PLAN: ABRIDGED VERSION
FOR VOLUNTEER LEADERS

March 17, 2023
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ACHA 3-Year Strategic Objective

Health and Well-Being Are Foundational to College Student Success
<table>
<thead>
<tr>
<th>ACHA Value Proposition Mission Statement</th>
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</thead>
<tbody>
<tr>
<td><strong>ACHA</strong> creates and supports an environment where students, faculty, and staff thrive by:</td>
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<tr>
<td><strong>Committing</strong> to Diversity, Equity, Inclusion, Justice, and Accessibility and an evolving approach for continued support of DEIJA in college health &amp; well-being.</td>
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<td><strong>Building</strong> greater acceptance and recognition of the critical role of college health and well-being in building healthy campuses.</td>
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<td><strong>Sharing</strong> knowledge between multiple disciplines with a unified focus of advancing the health and well-being of college students and their communities.</td>
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<td><strong>Developing</strong> multi-faceted, data-driven, whole-person approaches to holistic campus health and well-being in collaboration with their communities.</td>
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<td><strong>Focusing</strong> on inclusive and evolving research, education, networking, and advocacy to achieve these outcomes.</td>
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Strategic Initiative 1:

Grow Diversity, Equity, Inclusion, Justice, and Accessibility in the field and on campuses.
<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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<tbody>
<tr>
<td>• Develop Board values statement</td>
<td>• Annual Meeting DEIJA sessions or trainings</td>
<td>• Annual Meeting DEIJA sessions and trainings</td>
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<tr>
<td>• Engage DEI-certified Trainer/Consultant</td>
<td>• X webinars per year on DEIJA training and promising practices</td>
<td>• X webinars per year on DEIJA training and promising practices</td>
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<td>• Annual Meeting DEIJA sessions</td>
<td>• Annual Board training</td>
<td>• Annual Board training</td>
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<td>• Annual Staff training</td>
<td>• Annual Staff training</td>
<td>• Annual Staff training</td>
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<tr>
<td>• DEIJA Consultant conduct assessment of ACHA</td>
<td>• Deploy 2nd annual member survey</td>
<td>• Deploy 3rd annual member survey</td>
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<tr>
<td>• Develop annual member survey and progress report card</td>
<td>• Annual Meeting presentation on first two surveys and updated progress report card</td>
<td>• Annual Meeting presentation on first three surveys and updated progress report card</td>
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<tr>
<td>• Deploy first annual survey</td>
<td>• Refine and expand HBCU Health Summit</td>
<td>• Refine and expand HBCU Health Summit</td>
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<td>• Release first survey results and baseline progress report card</td>
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<tr>
<td>• Ensure new website reflects DEIJA intentionality, informing members of engagement and leadership pathways</td>
<td>• Finalize program content updates</td>
<td>• Refine College Health and Wellness Certificate Program</td>
</tr>
<tr>
<td>• Launch inaugural HBCU Health Summit</td>
<td>• Launch updated College Health and Wellness Certificate Program</td>
<td>• Develop leadership pre-conferences for underrepresented groups</td>
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<tr>
<td>• Overhaul/updated CHWP credentialing program content to emphasize DEIJA and leadership training</td>
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<tr>
<td>• Update CHWP content, create plans for new content development and publicity</td>
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Strategic Initiative 2:

Promote the unique value of college health and well-being throughout the higher education ecosystem.
## Strategic Initiative 2
### Implementation Roadmap

**Promote the unique value of college health and well-being throughout the higher education ecosystem.**

### Year 1
- Create advisory board of 3-5 administrators who are champions of whole campus health and well-being
- Develop measures of acceptance and awareness among campus leaders
- Communications Audit to include member survey on communications preferences
- Update publication mix
- Develop thought leadership/content marketing plans
- Website Overhaul - intentionality around engagement for multiple customer profiles/persona
- Introduce College Health Index (CHI) legislation in US Congress

### Year 2
- X publications/executive resources
- X Appearances by ACHA leadership/proxies at higher education gatherings
- X ACHA leadership/proxy media appearances
- Plan for inaugural College Health Week
- File for CalendarDay recognition for 2025
- Launch rebranded member magazine
- Launch thought leadership/content marketing plans
- Continue website refinement
- Develop Healthy Campus web portal for CHI
- Continue CHI promotion/advocacy
- Accumulate CHI data (if CHI enacted)

### Year 3
- X publications/executive resources
- X Appearances by ACHA leadership/proxies at higher education gatherings
- X ACHA leadership/proxy media appearances
- Inaugural College Health Week
- Launch rebranded member magazine
- Launch thought leadership/content marketing plans
- Continue website refinement
- Continue CHI promotion/advocacy
- Refine CHI/healthy campus portal
- Report on CHI data (if available)
Strategic Initiative 3:

Advance a holistic and collaborative approach to health and well-being on college campuses.
<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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</table>
| • Create advisory board of 3-5 national thought leaders on whole-campus health and well-being who are most effective at creating cross-campus alliances  
  • AM session  
  • X number of online events  
  • Convene *Interassociation Group for Well-being* (“Interassociation Group”)  
  • Build Interassociation alliance, define desired outcomes (i.e., framework for whole-campus response to mental health crisis)  
  • Build bridges to other groups doing similar work, explore coordination  
  • Board appoint a representative Task Force to update *Framework for a Comprehensive College Health Program* document (“Framework document”) | • X number of AM sessions  
  • X number of online events  
  • X publications/resources  
  • Build 3 year plan for Interassociation Group  
  • Develop framework for whole campus response specific to the mental health crisis  
  • Coordinate with Framework document Task Force to ensure content is mutually reinforcing  
  • Update existing Framework document  
  • Develop plans for comment from the field, publicity and dissemination | • X number of AM sessions  
  • X number of online events  
  • X publications/resources  
  • Refine Framework document with:  
    - Feedback/improvements from the field  
    - Feedback/Outcomes from Interassociation Group for Well-being  
  • Publicize and disseminate final updated Framework document  
  • Merge updates into Healthy Campus Assessment instrument |
Strategic Initiative 4:

Deliver innovative and actionable intelligence to help guide decisionmakers.
Strategic Initiative 4
Implementation Roadmap

Deliver innovative and actionable intelligence to help guide decisionmakers.

Year 1
- Convene Research Strategy Task Force in-person
- Implement Task Force recommendations
- Data Warehouse:
  - Upload and make available all available iterations of Institutional Profile Survey (IPS 1-5)
- Continue development of available reports
- X Annual Meeting sessions
- X Training webinars for users
- Deploy updated Staffing Survey
- Integrate Well-Being Assessment (WBA) into product lineup
- Seek and apply for US Government grants in alignment with our research and data goals

Year 2
- Implement Research Strategy TF remaining recommendations
- Data Warehouse:
  - Upload and make available all available iterations of National College Health Assessment III (NCHA-III)
- Continue development of available reports
- X Annual Meeting sessions
- X Training webinars for users
- X Report/Publication/Thought leadership pieces
- Design and launch of updated Association Management System (AMS - ACHA’s membership database)
- Design database to incorporate IPS elements into Institutional Member Profiles; and to pull IPS data into data warehouse
- Publish Staffing/Salary Survey Reports
- Publicize and Launch WBA
- Inaugural WBA reports; refinements to instrument
- Develop Consulting program strategic plan
- Overhaul Consulting program selection and training processes

Year 3
- Implement Research Strategy TF remaining recommendations
- Data Warehouse:
  - Continue refinement of existing upload processes and reports
- X Annual Meeting sessions
- X Training webinars for users
- X Report/Publication/Thought leadership pieces
- Deploy AMS data bridge for IPS elements into Data Warehouse (Qualtrics integration)
- Plan for Staffing/Salary Survey deployment in following year
- Plan for possible integration of WBA into Data Warehouse
- Refine WBA instrument with eye toward possible Data Warehouse inclusion
- Launch updated Consulting program
Volunteer Capabilities and Digital Infrastructure Required To Implement the Plan
| Sections  
(9) | Standing Committees (8) (Named in Bylaws) | Board Advisory Committees (10) | Task Forces (8) | Coalitions (15) | Regions (6)* and Affiliates (11) |
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<tbody>
<tr>
<td>Administration</td>
<td>AM Planning</td>
<td>Advocacy</td>
<td>AVP/AVC Health and Well-Being*</td>
<td>Alcohol Tobacco and Other Drugs</td>
<td>Central</td>
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<tr>
<td>Advanced Practice Clinicians</td>
<td>Audit</td>
<td>ACHA-NCHA</td>
<td>Covid 19*</td>
<td>Campus Safety and Violence</td>
<td>Mid-America</td>
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<td>Clinical Medicine</td>
<td>Bylaws</td>
<td>Awards</td>
<td>Faculty and Staff Resiliency*</td>
<td>Community Colleges</td>
<td>Mid-Atlantic</td>
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<td>Health Promotion</td>
<td>Continuing Education</td>
<td>Benchmarking</td>
<td>Gun Safety*</td>
<td>Emerging Public Health Threats and Emergency Response</td>
<td>New England</td>
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<td>Mental Health</td>
<td>Ethics</td>
<td>Data Warehouse (CCHN)</td>
<td>Promoting LGBTQIA+ Equity</td>
<td>Faculty and Staff Wellness Coalition</td>
<td>New York State</td>
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<td>Nurse Administrators (Nurse Directed Health Services)</td>
<td>Finance</td>
<td>Fellows</td>
<td>Reproductive Rights</td>
<td>Health Information Management</td>
<td>North Central</td>
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<tr>
<td>Nursing</td>
<td>Nominating</td>
<td>Healthy Campus</td>
<td>Research Strategy</td>
<td>HBCU</td>
<td>Ohio</td>
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<tr>
<td>Pharmacy</td>
<td>Resolutions*</td>
<td>Membership And Leadership Development</td>
<td>Title IX Response</td>
<td>Integrated Health Centers</td>
<td>Pacific Coast</td>
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<td>Students</td>
<td>Diversity, Equity, Inclusion, Justice, and Accessibility (DEIJA)</td>
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<td>LGBTQ+</td>
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<td>Vaccine Preventable Diseases</td>
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<td>Sexual Health</td>
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<td>Spirituality and Wellness</td>
<td>Southwest</td>
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<td>Sports Medicine</td>
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<td>Student Health Insurance (SHIBPS)</td>
<td>* Regions not listed</td>
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<td>Travel Health</td>
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<td>Wellness Needs of Military Veterans Coalition</td>
<td>14</td>
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*Slated for merger with Bylaws

* Slated for sunset
Volunteer Groups and Programs: Lead and Support Roles

<table>
<thead>
<tr>
<th>Volunteer Group or Program</th>
<th>Plan Emphasis:</th>
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<tr>
<td></td>
<td>1. Grow Diversity, Equity, Inclusion Justice, and Accessibility (DEIJA) in the field and on campuses.</td>
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<td></td>
<td>2. Promote the unique value of college health and Well-being throughout the higher education ecosystem.</td>
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<td></td>
<td>3. Advance a holistic and collaborative approach to health and Well-being on college campuses.</td>
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<td></td>
<td>4. Deliver innovative and actionable intelligence to help guide decisionmakers.</td>
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<thead>
<tr>
<th>Plan Emphasis:</th>
<th>Build DEIJA intentionality into the DNA of all ACHA activities</th>
<th>3 year promotional plan to tell the story of CH&amp;WB</th>
<th>Help Members build Strategic Partnerships across campus.</th>
<th>Deliver Data &amp; Actionable Intelligence to Help Members Make their Case</th>
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<tbody>
<tr>
<td>Annual Meeting Program Planning Committee</td>
<td>Lead</td>
<td>Lead</td>
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<td>Benchmarking Committee</td>
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<td>Community College Coalition</td>
<td>Lead</td>
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<td>Support</td>
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<tr>
<td>Data Warehouse (CCHN) Committee</td>
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<td>DEIJA Committee</td>
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<td>Support</td>
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<tr>
<td>HBCU Coalition</td>
<td>Lead</td>
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<td>Support</td>
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<td>Healthy Campus Committee</td>
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<td>ACHF Institutional Partnerships</td>
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<td>Campus Executives Advisory Council</td>
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<td>Support</td>
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<td>Consulting Program</td>
<td>Lead</td>
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<tr>
<td>Interassociation Commitment to Wellbeing</td>
<td>Lead</td>
<td>Lead</td>
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New and Existing **Volunteer Service Groups** critical to the success of specific initiatives:
- AM Planning (Initiatives 1, 2, 3)
- Benchmarking (4)
- Data Warehouse (CCHN) (4)
- Community College Coalition (1)
- DEIJA (Formerly RMHI) Committee (1)
- HBCU Coalition (1)
- Healthy Campus (2, 4)
- Research Strategy Task Force (4)

New and Existing **Programs** critical to the success of specific initiatives:
- ACH Foundation and ACHF Research Committee (1, 2, 3, 4)
- Campus Executives Advisory Council (2, 4)
- Consulting Program (1, 3)
- Interassociation Commitment to Wellbeing (2, 3)
Digital Infrastructure Needs

- Group Communications: Connect online discussion forum for each volunteer service group (Year 1)
- Group Meetings: Zoom account for each group (Year 1)
- Group Knowledge Management: Box account for each group (Year 1)
- Baseline Capabilities: Website and member database overhauls (Years 1 and 2)
- Research: Data Warehouse (CCHN)- 3 Year Phase-In

Board and Volunteer Training Needs (ongoing)

- Data Extraction and data mining
- DEIJA
- Digital Infrastructure Training
- PR and Media Training for Board, coalition and committee leaders
Procedural Update: Setting of Charges for Volunteer Service Groups

At Annual Meeting:

- **NEW:** Each Committee, Coalition, Section and Affiliate chair presents their strategic priorities for the following program year at the Leadership Training sessions
- Group’s leadership have input and buy-in into their charges and priorities for next year
- [Task Force charges are set by the Board at time of inception]

Each Summer:

- Charges for the following program/academic year are announced via email from President to each Chair
Research Instruments and Grants

- Data Warehouse/ CCHN - 3-year phase-in
  - IPS 1-5: End of Year 1
  - NCHA 3, 2019-2023: End of Year 2
- Wake Forest University Well-Being Assessment:
  - Acquire
  - Merge into ongoing activities
- CDC Public Health Infrastructure Grant application

Resourcing

- Staff: Volunteer Coordinator
- Staff: Research Department: Data Warehouse Manager
- Consultant: Public Relations and Marketing Department: 3 Year Public Relations Plan
- Media Trainer
- DEIJA Consultant and Trainer
- Website and AMS Vendor Selection/Negotiation
- Grant Writer: CDC Public Health Infrastructure Grant application
Contact Information

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