

NAIMES

National Association of Institutions for Military Education Services

“educating our people in uniform”

Strategic Plan

Adopted 8 December 2017

A guiding document outlining the strategic priorities, goals and objectives to move NAIMES forward toward our vision of advocating for and influencing decisions that impact policy, legislation, and practices that safeguard the academic success of military-affiliated students.

EXECUTIVE SUMMARY

Mission and Vision

NAIMES is an organization dedicated to excellence and advocacy for military-affiliated students. Each of the NAIMES' member institutions is committed to fulfilling our vision to advocate for and influence decisions that impact policy, legislation, and practices that safeguard the academic success of military-affiliated students.

History

NAIMES was founded in 1975 in Los Angeles, CA. Its first by-laws were adopted on that date and have continued in force with only minor modifications since then. Over the years, NAIMES developed a pattern of annual and semiannual meetings among its institutional representatives to discuss the relationship of the institutions with the Department of Defense (DoD) and with the individual military services. Of immediate and continuing concern was the desire of the member institutions to meet and exceed quality standards established by the military services. From its beginnings, NAIMES sought to provide a collective voice for the institutions to assist the DoD's established regulations for the department's Voluntary Education Programs.

Impact

NAIMES as an organization is dedicated to the delivery of quality postsecondary education programs to the global military community. Through collaborative partnerships with DoD voluntary education leadership, sister organizations, and local, state, and federal agencies, NAIMES is committed to positively affecting the academic and professional success of students in the military community, no matter where in the world they may be stationed.

Keys to Success

The NAIMES' organization will only be successful if each of its member institutions remains dedicated to our guiding principles. Putting words into action through our advocacy efforts; demonstrating behaviors that are ethical and reflective of our mission and vision; establishing partnerships through collaborative and transparent dialogue; and, treating each other and our constituents with respect are the ingredients that make the best recipe for the success of our military-affiliated students both in the classroom and in the workforce. The NAIMES' organization is only as effective as its individual parts, so each member institution must embrace these core values and beliefs and consistently demonstrate them through relevant and tangible action and means.

Conclusion

The pages of this Strategic Plan detail the organization's five-year strategic priorities, objectives and goals that are adaptable and flexible, allowing NAIMES to respond to a rapidly changing and sometimes turbulent environment that has proven to impact military-affiliated students both positively and negatively. It is our collective responsibility to ensure that these students receive the best possible educational opportunities that lead to meaningful and fulfilling professional careers and protect their financial resources and time spent in the classroom.

VISION, MISSION, BELIEFS, PRACTICES

Vision Statement

To advocate for and influence decisions that impact policy, legislation, and practices that safeguard the academic success of military-affiliated students. (Voted upon, SEP 20, 2017)

Mission Statement

NAIMES is an organization dedicated to excellence and advocacy for military-affiliated students. (Voted upon, AUG 17, 2017)

Our Beliefs

- Sharing and advocating for institutional best practices in education.

- A collective voice of reason is more powerful.

- Making a positive difference requires mutual respect and collaboration.

Our Practices

We promote and advocate for best practices by institutions serving military-affiliated students.

We recognize diversity is an asset essential to accomplishing our mission. Membership is comprised of various types of educational institutions.

We collaborate with professional colleagues through transparency and mutual respect to build, and best ensure, student success.

Strategic Lines of Effort that should work as the framework to align goals and objectives. For each line of effort, we should be able to identify tangible goals/objectives that are measurable.

Advocate for the Military Student

Be Productive and Relevant

Increase Transparency

Facilitate a Collaborative Dialogue with Higher Education
Organizations

Establish and Maintain Partnerships across the Higher Education
Enterprise

SWOT Analysis

STRENGTHS

- Dedicated member institutions working together for a common cause
- Continually strives to improve and to be relevant for the times
- Diverse educational institutions with years of experience

WEAKNESSES

- Transparency – we could do better at explaining our mission and efforts
- Difficulty in quantifying the mission, this could be an ongoing challenge
- What NAIMES brings to the higher education discussion is not well known and the leaders in higher education enterprise do not automatically think of this organization as an advocate for the military-affiliated student
- Effective communication
- Relevancy in current military education environment

OPPORTUNITIES

- NAIMES Annual Report – another means of informing others about NAIMES and its advocacy work for military-affiliated students
- Development of the NAIMES' "slide deck" – using this tool to tell our story
- Establish an organizational strategic communication plan to determine the best way to market and brand the organization
- Support toward transition – helping to close the gaps between active service and gainful employment

THREATS

- Perception by other organizations that NAIMES is not relevant
- Increasing number of organizations that represent similar goals and objectives
- Increased regulations presenting barriers to transparency with military leadership

STRATEGIC PRIORITIES

- Be a strong advocate for military-affiliated students seeking higher education and career advancement.
- Provide tangible tools to help educational institutions best serve and meet the needs of military-affiliated students.
- Increase strategic partnerships to strengthen our collective voice as influencers of policy, legislation, and practices that further the educational goals of military and veteran students. Become a known and trusted entity as a resource with other like-minded organizations that share a common goal in delivering excellent educational programs and services to the military education community.
- Strengthen communication and presence among decision makers in government, legislation, higher education leaders, and industry/business employers.

STRATEGIC PRIORITY 1

Be a strong advocate for military-affiliated students seeking higher education and career advancement.

For over 40 years, the core of our organization has been the effort to advocate on behalf of all military-affiliated students.

Today, NAIMES' members represent two-year, four-year, public, private, non-profit, for-profit, traditional and online institutions. Member institutions collectively have over 1,800 years of experience serving the military community at home and around the globe.

Objective

To actively advocate and disseminate information addressing policy, procedures, and best practices that impact military-affiliated students.

Goals

- Monitor policy changes from D of Defense Voluntary Education, D of Education, D of Veteran Affairs, D of Homeland Security and D of Labor.
 - NAIMES' Policy Committee
- Research and analyze policy issues and distribute information for the purpose of educating all institutions serving the military community.
 - With the Policy Committee, inform colleagues via NAIMES' Newsletter
- Be prepared to voice support for or against policy changes through position papers and other appropriate venues.
 - Recommendations for papers to come from Policy Committee and NAIMES' members

STRATEGIC PRIORITY 2

Provide tangible tools to help educational institutions best serve and meet the needs of military-affiliated students.

Objective _____

1. Promote best practices with viable organizations.
2. Afford greater access to NAIMES' information for non-member organizations through open and collaborative dialogue.
3. Establish Social Media and a virtual environment for collaborative forums across non-member institutions of higher education.

Goals _____

- Improve the existing website to engage a larger audience and provide a user-friendly experience.
 - Continually monitor the website to ensure accuracy, timeliness and appropriateness of content
- Identify resources that create institutional awareness and promote training programs such as the Green Zone project.
 - Members to contribute what they see and hear
- Promote open dialog with peer institutions through “peer-to-peer” Coffee Chats and via the round-table discussions at the Council of College and Military Educators’ annual Symposium.
- Grow the newsletter mailing list and push relevant information in a collaborative forum.
- Establish a virtual environment (social media platforms/content/recurring information sessions via webinars) for dialogue across institutions.
- Share cutting-edge information across all institutions

STRATEGIC PRIORITY 3 (This is a two-part priority)

Increase strategic partnerships to strengthen our collective voice as influencers of policy, legislation, and practices that further the educational goals of military and veteran students.

Objective _____

1. Develop a definition of strategic partnerships (e.g. rules of engagement; what is expected; differentiation between partners vs liaisons; mutual benefits)
2. Collaborate with other organizations and agencies that represent the vested interest of military and veteran students
3. Identify and invite at least three organizations/agencies to serve as a liaison with NAIMES

Goals _____

- Engage other leadership entities to develop a coordinated and collaborative position that represents the best interests of this population.
- Develop a practice for engaging partners/liaisons to collaboratively identify, prioritize and address issues impacting military education.
 - New regulations in the Forever GI Bill
 - Army University initiative and policy for awarding credit over and above ACE recommended credit toward academic degrees

Become a known and trusted entity as a resource with other like-minded organizations that share a common goal in delivering excellent educational programs and services to the military education community.

Objective _____

1. Host a round table discussion at the CCME annual symposium
2. Participate in state ACMEs' annual conferences
3. Use of NAIMES' "slide deck" by NAIMES' members attending state ACME conferences

Goals _____

- Identify activities/events for regular participation

STRATEGIC PRIORITY 4

Strengthen communication and relevancy with decision makers in government, legislation, higher education leaders, and industry/business employers.

Objective _____

To increase awareness and impact of NAIMES and its work.

Goals _____

- Continually improve the NAIMES' website to include a broader range of information about the organization.
- Prepare and distribute a quarterly NAIMES' Newsletter, annual report, and other pertinent communications throughout all educational partner organizations:
 - AAACE (American Association for Adult and Continuing Education)
 - AACRAO (American Association of Collegiate Registrars and Admissions Officers)
 - ACMEs (Advisory Council on Military Education)
 - CCME (Council of College and Military Educators)
 - CHEA (Council for Higher Education Accreditation)
 - DoD (Department of Defense, Voluntary Education)
 - NAVPA (National Association of Veteran's Program Administrators)
 - SVA (Student Veterans of America)
- Participate in relevant conferences to the NAIMES' mission, to include but not limited to Veteran Service organizations and Military Service organizations.
- Secure meetings with key stakeholders at the local, state and federal level to advocate on behalf of NAIMES.