



NCEA Strategic Plan (Three year plan)

DRAFT – The Board is reviewing to make a final decision

The mission of NCEA is to inspire, engage and empower community educators to have the skills and commitment as leaders, practitioners, and advocates to improve the quality of education and the life of communities throughout the United States.

1. Generate awareness and understanding of the principles of Community Education				
OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE
1. a. Identify contacts and materials to disseminate information about Community Education and NCEA.	Create a list of potential partnering organizations that would disseminate information about Community Education. Included in this list would be those organizations that are relevant to receiving information about Community Education.	By March 2010 we will have the lists developed	Exec. Director, Board members, Community Leaders, Regional Reps for NCEA	A data based will be fully developed with the ability to print customized reports
	Create a contact list of networks and others to send out information about community education (not potential partners)	Then, this will be an ongoing and monitored process		An electronic manual will be created that identifies the means for marketing information about community education to the public.
	Identify other communication processes for informing the public about community education and research ways to access these (webinars, posters, Public Service Announcements, etc.)	By June 2010, implement a full marketing plan		

1 b. Produce marketing materials that succinctly describe the diversity of the field	Design brochures and information sheets for email and regular mailing.	Every three months the Marketing Committee will review marketing materials to recommend updates pertinent to populations targeted and specific campaigns. Ongoing solicitation of members to contribute	Marketing committee and interested members	Identify target readers to view marketing materials to determine whether the information is understandable and useful. Test email process to ensure all materials are user friendly, so being sensitized to memory, ability to download and open documents, etc. Ongoing assessment that electronic mail system is working.
	Produce new booklets and other information that is brief by more extensive than a flyer			
	Compile articles and other information written for NCEA			
	Produce webinar content and identify NCEA members to lead discussion on pertinent topics.			
1. c. Develop and implement a comprehensive marketing plan including current marketing practices informative about Community Education.	Any materials that are distributed to the public and to members includes: information about Community Education showing the uniqueness of the field, that it is an umbrella of multiple components, NCEA's mission and goals, contact information, and cost of membership.	Ongoing The marketing committee will establish a timeline as to when materials are to be developed.	NCEA staff will take the ownership but request Board members, State Associations, and Committee Chairs to participate in assigned tasks	Track usage in terms of reading electronic emails. Track new members to determine whether marketing (and what format) worked. Track organizations and businesses to determine whether they acknowledge being related to Community Education.
	Recruit members to the marketing committee	At the conference and then 2 months after		Track inquiries about NCEA and community education – each quarter to rise by
	Marketing and conference committee collaborate	Immediately as the committees are formed		

	Follow-up with contacts to those receiving initial materials. Follow-up would include asking if more information was needed, and interest in participating with NCEA at some level.	1 month after initial contact	15%.
	Each year information about Community Education Day is sent to community education related organizations and to NCEA's membership.	Information is sent by the 2 nd week of September each year	Establish improved service of current server or a contract with a new provider to ensure better flexibility, and more control of NCEA to change web content
	The Marketing and Membership committee will recommend to the Board whether internal documents such as Regional reports, Community Education Today, Community Education Journal, etc. should be circulated as part of a marketing effort to potential members.	Within 3 months of the first meeting of the committee.	All Regional reports will include updated marketing materials that can be distributed by region members.

	<p>NCEA office will survey membership and affiliated organizations to collect research on the developments and impacts of Community Education:</p> <ul style="list-style-type: none"> a) Identify specific themes as well as overall impact of the field b) Identify interest by members to conduct research c) Identify materials and other resource pertinent to the multiple areas of Communication <p>All of the above includes collecting information to be included in an electronic clearinghouse at NCEA.</p>	<p>By June 2010, NCEA will have compiled research already conducted on Community Education to disseminate to members.</p> <p>With each newsletter from the office and Regional directors, requests for research and resource materials will be included.</p>		
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2. Build a diverse and sustained membership.

OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE
2. a. Determine a benefit package and appropriate NCEA fee structure to retain and further engage members to include opportunities for networking, dialogue and social connections.	NCEA's bookkeeper will develop a cost analysis document that correlates membership fee amounts to cost of running NCEA	March Board meeting, 2011	Finance Committee With NCEA staff	An analysis will completed to identify current fee structures and whether they address the revenue needs of NCEA.
	As funding becomes available, hire a NCEA Membership Coordinator.			
	NCEA's bookkeeper will research and compare fees of similar national associations.			
	As part of a marketing strategy surveys are sent out re: regarding whether dues are appropriate based on benefits.	February 1 2011	Staff	35% return
	As part of a marketing strategy recommendation made to the Board as to changes in the fee structure.	September Board meeting 2011	Membership and Marketing Committee	A fee structure will be established and included in the policies that reflect current member and organizational needs. The fee structure will remain in place for 2 years, when the process will be repeated.
	Determine options for low-cost membership with reduced benefits including joint membership fees with partnering organizations and state associations.			
	Determine the full benefit package of NCEA as to what is useful and what may need to be added	February 2011	Membership and Marketing Committee	Recommendations and a report will be made available to the Board as to the benefit package of NCEA

	Expand member involvement in the organization to include joining and leading committees, reading NCEA publications, providing resources when requested, and accessing and downloading electronic journals and other publications on the NCEA website, and engaging in dialogue with their regional directors.	Ongoing	All Committees, Board, Staff	Member use of services will increase to over 35%
2. b. Working with the membership and marketing committee and staff, develop and launch a regularly scheduled membership campaign, targeting "non-traditional" Community Educators while retaining current members	Identify trends in new membership applications to determine possible marketing timelines, types of marketing techniques used, marketing information. Etc.	Report ready for February Board meeting	Membership and Marketing Committee	Track report will demonstrate for all programs and services of NCEA whether marketing is being effective for retaining members while bringing in new members. Benchmarks will be established for each year, but initially by end of 2010 we will see across all services 10% increase of usage of services and 150% new membership. Retention of current members will be stabilized with no less than 5% non-renewal. This will be supplemented by a 3% renewal of members who have not been with NCEA for more than one year. First time members who signed up will continue the following year by 5%.
	Develop and use a phone script to call current and past members to explore renewal	Script by July 1 Calls by November conference	Membership and Marketing Committee will develop the script Staff will call past members	
	Distribute membership applications and NCEA materials at the conference and all other events where non-members are in attendance.	November conference	Membership and Marketing Committee working in concert with the Conference Committee	

	Call each current member once each year to check in	Ongoing	Regional Directors will call current members in their regions	
	Create a resource directory of members who have skills and services to offer and materials that are available.	Ongoing with collection of materials tied to newsletter	Staff	End of year compilation of resources available to members as part of a NCEA online clearinghouse
	Distribute and analyze surveys distributed to current and past members in terms satisfaction, needs and recommendations. (Incorporate the conference evaluation as part of this survey process)	3 times per year surveys are sent electronically and by paper to those without internet access, starting with 1 month after the conference.	Staff	3 times per year a report will be disseminated to the membership as well as to committees to review and make recommendations to the Board
CURRENT RECOMMENDATIONS FOR BENEFITS: ACCREDITATION, ACE/APPLE, COMMUNIVERSITY 101 & 102, COMMUNIY EDUCATIONO ASSOCIATE, NATIONAL CONFERENCE, DAY ON THE HILL, REGIONAL TRAININGS, TRAIN THE TRAINER, STATE ASSOCIATION JOINT MEMBERSHIP WITH NCEA, MONTHLY CONTACTS, PUBLICATIONS SENT ELECTRONICALLY AND AVAILABLE ON THE NCEA WEBSITE, ACCESS TO POTENTIAL FUNDING OPPORTUNITIES, NETWORKING AND DIALOGUE WITH FELLOW MEMBERS.				

2. c. A minimum of 5 new national organizational and/or corporate partnerships are developed each year that reflect a diverse membership.	Establish benefit package for organization/corporate partners Examples: <ul style="list-style-type: none"> • Supporting one another’s legislative platforms and other advocacy efforts • Dual membership, discounted membership fees • Training – funnel our members to other organizations (such as LERN) and in reverse • Discounts for training, conferences, events, publications, etc. • Co-hosting events including conferences • Share funding • Shared marketing • Hold joint webinars 	Ongoing	Membership and Marketing Committee recommending to the Board (all committees that are focused on external NCEA resources can be involved in this)	A list of partnership benefits will be ready for the Board.
	Establish as a policy the option for institutional membership to allow schools to cover fees currently paid out of personal pockets	Ongoing	Board	Increase partnerships by 5 each year
	Create a script and accompanying materials for making connections	Ongoing	Membership and Marketing Committee	
	Connect with NPRA and State P&R (parks and Rec) associations and market through these as well	Ongoing	Staff	
	Connect with each State Association head (President, executive directors, etc. and market NCEA through these lists)	Ongoing	State Associations Committee	
	Connect with national associations related to our mission and goals such as service learning, etc.	2 per month	Staff	

	Identify potential organizations and major corporations based in specific states.	2 per month	Regional Directors compile lists. Contacts made by Staff	
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3. Actively pursue new initiatives that support and enhance our mission and core values.

OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE
3. a. Establish NCEA as a viable resource in the rural revitalization movement using service learning as one focus.	Determine role of Community Education and how it contributes to the rural movement	July 2010	Rural Revitalization Committee	A Concept paper is written and available for distribution to members and others outside NCEA.
	Establish goals between C.E. and the revitalization process	July 2010	Rural Revitalization Committee	Two rural summits will be held in conjunction with NCEA's annual conferences— 2009 in Phoenix and 2010 in Kansas.
	Work with partners to create a national rural policy that revitalizes rural communities through new initiatives and reforms to existing policy.	September 2010	Rural Revitalization Committee	Staff will be hired to coordinate the rural revitalization process for a minimum of 2 years.
	Invest and train in entrepreneurship.	Ongoing – 3 year goal	Professional and Organizational Development Committee in concert with the Rural Revitalization Committee	Partnerships with a minimum of 5 national organizations and higher education institutions focusing on rural themes will provide a collaborative effort (by end

	Be on top of latest research and publish to members	Ongoing	Rural Revitalization Committee working with the Community Education Foundation research committee	June 2010) effort for addressing issues. NCEA legislative platforms will be submitted with congressional representatives reviewing and committing to this process. Members will submit research and information supporting the connections between Community Education and rural revitalization.
	Reconnect with Higher Education to develop programs related to rural revitalization		Rural Revitalization Committee working with the Higher Education Committee	Membership will increase by 5% based on the interest in this theme.
	Grant proposals will be written and submitted to funders for the purpose of supporting rural summits and hiring staff at the NCEA office	Ongoing but following funding submission deadlines	Rural Revitalization Committee working with Staff	
3. b. Establish new funding sources implement new initiatives that will increase NCEA's exposure and sustainability.	Identify potential themes that will produce new members and areas of focus for NCEA Bring new people to the organization such as youth based on new initiatives. Work with partnering organizations to fully develop themes.	Ongoing	Board and all committees	At least 3 initiatives will be agreed upon by the Board each year
	Use the Community Education Journal and newsletters to promote potential initiatives.	Monthly newsletters, quarterly Journals	Staff	Members will have access to new funding to implement at the local level.
	Survey members as to possible interests and recommendations.	As part of survey process 3x per year	Staff	Membership will increase by 5% based on these initiatives

	Include at conferences sessions that explore new initiatives. So in Phoenix to have sessions that provide linkage between Community Education and Environmental Sustainability.	Every Conference	Conference Committee in consultation with staff	Each conference will highlight a new initiative.
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4. Strengthen state capacity by building relationships between NCEA and state affiliates and organizations.				
OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE
4.a. Develop and maintain close connections to state community education associations.	Approach state associations to recruit their members to participate in meetings of the NCEA State Associations Committee (all ongoing committee members must be NCEA registered members – however there may be guests to appear for specific discussions)	Ongoing	State Associations Committee develops and oversees the plans Staff makes the contacts	An increase of state association members attending NCEA State Association meetings and activities by 10% each year.
	Maintain the State Associations Committee.			
	Continue tradition at conferences to hold information sessions related to building a state association			
4.b. Develop and implement a cooperative program with State Community Education Associations that includes partnership agreements, increasing memberships, shared resources and activities.	Establish partnership agreements with State Community Education Associations Contacts are made with associations in states where there is no statewide Community Education Association to assist in creating a state association	Ongoing	State Associations Committee will identify potential associations follow-up by staff	A minimum of 2 Agreements with state associations will be in place by end of the fiscal year.

	Identify and carry out specific cooperative projects with State Associations This may include <ul style="list-style-type: none"> • Recruitment drives • Training • Joint communications • Funding for specific projects • Inventory of existing state legislation related to Community Education 	Ongoing	State Associations Committee will determine the plan of action and staff will follow through with contacts State Community Education Associations are actively supporting these projects	Each state association will have identified and will work on one project with NCEA each year
	Produce a manual that provides the guidelines for establishing a State Community Education Association.	November 2009 (to be provided at the conference)	State Associations Committee	The manual will be sent to all current and emerging state associations before the Phoenix conference

5. Be identified as the leading source of guidance and information to support school and community collaboration strategies for local, state and federal policymakers.				
OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE

<p>5.a. Facilitate greater influence with legislators, that impact local, state and national community education programs.</p>	<p>Provide advocacy tools, rubrics, training, guidance and related materials to strengthen advocacy efforts. Each NCEA committee has a particular function:</p> <ul style="list-style-type: none"> • Legislative Committee: development of rubrics and other materials relevant to advocacy • State Associations Committee connect with state associations to collect current information • Professional Development Committee is responsible for training community educators as legislative advocates in all levels of government. • Membership and Marketing establish marketing plan for product dissemination 	<p>Target dates for completion will be set at the 1st State Association Committee meeting post conference</p>	<p>Legislative, State Associations, Professional Development, and Marketing/Membership Committees develop respective plans and other pieces of the process</p> <p>Staff will produce final products</p> <p>State associations with support by Regional Directors will do the ground work</p>	<p>Guide on developing a legislative platform for states to include techniques and steps on advocacy</p> <p>At each conference, a training and information session will be provided</p> <p>All resource materials will be included on the NCEA website</p>
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	<p>Create and conduct evaluative processes and tools to provide to State Associations to determine how and whether Community Education is making an impact at the local level. Such research has the potential to influence policies of state government and education departments. See Objective 1.e</p> <p>collect research on the developments and impacts of Community Education:</p> <ul style="list-style-type: none"> a) Identify specific themes as well as overall impact of the field b) Identify interest by members to conduct research c) Identify materials and other resource pertinent to the multiple areas of Communication 	<p>By June 2010, NCEA will have compiled research already conducted on Community Education to disseminate to members.</p> <p>With each newsletter from the office and Regional directors, requests for research and resource materials will be included.</p>	<p>Regional Directors with recommendations by marketing and membership will identify resource and research needed.</p> <p>Staff will develop and disseminate requests and surveys to members.</p> <p>Staff will conduct exploration of organizations, will store information in an electronic clearinghouse.</p>	<p>Completion of a research tool to distribute to members</p> <p>An electronic report as to what have been compiled will be sent to members by September 2010.</p> <p>The research clearinghouse will be available to members online.</p> <p>Tracking of usage will show that at least 30% of members are viewing documents.</p>
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	State Associations will have a concise legislative platform that they will submit to NCEA to request support – such platforms will include linkages between Community Education and community economic, educational, environmental and social development to include state legislation (State Community Education Associations will submit this information to NCEA)	2 months prior to the conference	State Associations Committee will maintain contact. Submissions to the NCEA Legislative Committee	By each conference NCEA Board will review and decided on recommendations from the 2 committees for support and plan of action regarding individual state platforms through NCEA’s national plan.
	Assist in the publication and dissemination of reports (as we did with Kentucky) that provide information on the activities of State Community Education Associations.	June 2010	Staff	Contacts will be made with all state association to confirm participation (by January 2010) with publication and dissemination of manuals by June
5. b. Secure funding based on legislation for new initiatives	Build relationships with legislators and other key stakeholders to promote the introduction of legislation that will include appropriations.	Ongoing	Staff with support from NCEA committees to research and write the content of specific proposals	NCEA will have provided the membership with evidence that these activities will be making an impact through actual legislation introduced or passed, involvement in initiative development and other activities. Ultimately the measure will be funding that comes through NCEA
	Identify the shifts of priorities of the federal government to determine NCEA plans			

<p>5. c. Develop a well monitored process to ensure NCEA is supporting grassroots efforts</p>	<p>Goals and objectives will be reviewed to ensure the organization is following through with its commitments at all levels of the association.</p>	<p>NCEA face to face Board meetings (and when feasible at monthly meetings)</p>	<p>Leadership by the Executive Committee</p>	<p>Surveys distributed to committees, members, and partnerships will indicate at least a 65% satisfaction level and a minimal 5% dissatisfaction level.</p>
<p>5.d. All policies and by-laws are updated and relevant for current NCEA operations</p>	<p>The Board will develop a yearly process for reviewing policies and by-laws to ensure the organization has the appropriate structures and procedures in place to support work at the local, state, regional and national levels.</p>	<p>Before each conference all policies will be reviewed for possible changes with recommendations regarding changes to any by-laws to the membership. By-laws that require change are submitted for membership approval. Policies are changed by Board vote</p>	<p>Leadership by the Executive Committee Ad hoc Board group assigned to review and recommend for September meeting</p>	<p>New policies and/or by-laws will be put in effect by the March meeting of the Board that have been approved by the membership (or an agreement that nothing be changed)</p>
	<p>Policies that need agreement each year as opposed to standing policies will be listed and agreed upon based on specific timelines. At the conference with the new Board, such year-to-year policies will be discussed and a vote taken (example: holding monthly phone meetings).</p>			

6. To excel as the authority for quality training and professional development in Community Education

OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE	
<p>6. a. Disseminate “promising” practices by expanding existing and creating new professional development programs.</p>	<p>Establish regional trainings that provide multiple levels of knowledge and skills on the Community Education field.</p>	<p>Ongoing</p>	<p>Professional and Organizational Development Committee working with the Professional Development Specialist and Higher Education Committee as appropriate</p> <p>For Marketing, the Marketing and Membership Committee will develop a plan that coincides with other marketing</p>	<p>An evaluation of the upcoming trainings will provide information on any changes needed. A new set of regional trainings will be set by May 2010. Purchases of the accreditation product will increase by 10% each year.</p>	
	<p>The full accreditation process of NCEA will be available</p>				<p>A comprehensive program will be in place including procedures and partnerships, fees and other structures</p>
	<p>At regional meetings, annual conferences, etc. in-depth training is offered on advocacy and legislative action as an incentive to bring members.</p>				
	<p>Develop the Community Education Associate credentials (after school, youth development, adult ed)</p>	<p>June 2010 completed process</p>		<p>At least 5 organizations and/or higher education institutions will join NCEA and in addition to 5 current institutions to implement training. At each training a minimum of 10 non-NCEA members will be enlisted to join the organization.</p>	
	<p>Establish the Higher Education Committee to explore partnerships with colleges and universities to develop continuum of professional development services leading to degrees</p>	<p>By September 2009 the first meeting of the committee will have met.</p>			
	<p>Partnerships with national organizations will expand NCEA’s repertoire of training offered to members</p>				

	We will need a comprehensive marketing strategy to promote the training	Ongoing based on product development	efforts	Marketing plans will be in place by March 2010
	New initiatives that are developed will include training components	Ongoing based on product development		2 training product per initiative will be rolled out per year.
6. b. Develop and implement "How-To Kits"	Kits will be developed to correspond to trainings and will be available at discount for NCEA members.	Ongoing	Professional and Organizational Development Committee working with the Professional Development Specialist	Evaluations will indicate usefulness of kits.
6. c. A cadre of NCEA trainers will be available for facilitating the wide range of products.	Train the trainers sessions will continue to expand the number and quality of NCEA trainers. Create expert trainers related to legislative processes and other legislation related topics.	Conferences will include training sessions for new trainers	Professional and Organizational Development Committee working with the Professional Development Specialist	A minimum of 15 well trained trainers are engaged throughout the country and receiving good evaluations.
6. d. Develop an accreditation (CEU) process.	Refine ASAP instruments	By December 2009	Staff and ASAP Sub-Committee	Print-ready materials
	Develop an ASAP Marketing plan	By December 2009	Staff and ASAP Sub-Committee	Print-ready materials and completed marketing plan
	Build capacity to deliver ASAP service	On-Going	Staff and ASAP Sub-Committee	10 trained ASAP Team Leaders
	Announce roll-out of ASAP	By December 2009	Staff	Specific roll-out plan

NEW GOAL

<p>7. NCEA has in place operations supporting the sustainability of the Association that includes financial stability and consistent governance structures.</p>				
OBJECTIVE/QUESTIONS	STRATEGIES/NEXT STEPS	TIMELINE	WHO (Staff, Committee, Board)	MEASURE
<p>7.a. New initiative planning will include a priority for raising revenue for the Association</p>	<ul style="list-style-type: none"> Legislative platforms sent to policy makers to include recommendations for NCEA overseeing funding process to benefit state and local community education associations and programs 	<p>September 2010</p>	<p>Legislative Committee Staff</p>	<p>Organizational partners sign onto our legislative platform. Legislation will result in funding funneled through NCEA</p>
	<ul style="list-style-type: none"> Discounts for services will be provided to members with appropriate higher fees to non-NCEA participants 	<p>January 2010</p>	<p>Membership and Marketing Staff</p>	<p>Members and non-members are paying for webinars and other services based on a scale.</p>
	<ul style="list-style-type: none"> All pending partners and legislative representatives will be presented with NCEA literature to promote joint operations <p>A plan will be executed with partners for NCEA to share with them initiatives and therefore funding</p>	<p>Ongoing (tied into partnership development)</p>	<p>Staff</p>	<p>Meetings (resulting with action plans) are held with organizations that express interest in NCEA partnership. Funding is secured through joint partnership.</p>

	<ul style="list-style-type: none"> Connect to new areas of development such as Green Jobs and show how Community Education is an important part to this development with prospects for additional members and funding 	Ongoing	All committees focus on current and potential new initiatives	At least one new major initiative will be conceived each year.
	<ul style="list-style-type: none"> Develop partnerships with higher education institutions for the purpose of promoting and sharing in research, professional development (including on-line and hybrid learning opportunities) and community education projects 	Ongoing with one completed task by September 2010	Higher Education Committee	NCEA will have established an articulation agreement with at least 5 higher education institutions to implement a plan of action based on the committee's work
7.b. Membership fees will be determined based on the combination of the economic realities of members and needs of NCEA	<ul style="list-style-type: none"> The Board will analyze fees and compared to other associations coupled with our benefits to determine fee structures to make potential changes 	Every two years The next decision by March 2010	Membership and Marketing recommend to the Board	Fee structures will be in place that are reasonable and produce revenue
	<ul style="list-style-type: none"> At least one survey will be administered to members to solicit their ideas for the Association's structures, procedures and benefits – surveys will determine: whether we are providing the services people want and need, how we measure up to what other organizations are providing to their members 	Yearly	Membership and Marketing Staff	Survey results will be published to the membership and the Board will determine any changes based on results.

	<ul style="list-style-type: none"> Provide and promote a full complement of benefits to attract new members while retaining current one. 	Ongoing	All committees with staff	Services are instituted (see below)
7.c. The by-laws, policies and procedures of the Association will represent the current needs of the Association	<ul style="list-style-type: none"> All new policies will be included in the manual and provided to the Board and membership 	Yearly review	Ad hoc makes recommendations to the Board	Bylaws (voted on by members) and policies are updated. Manuals are published on the web site
	<ul style="list-style-type: none"> Policies that apply for a single year (example: Board phone meetings) will be voted upon at the annual conference with new regional directors 	Yearly and potentially ongoing	Board	Policies are updated and the manual is published on the web site
<p>Potential services to the members:</p> <p>1) a clearinghouse cataloguing the expertise and potential services of individual members; 2) expanded training opportunities; 3) accreditation and credentialing for all levels of community education service delivery; 3) referrals to appropriate services; co-writing and supporting legislation and grant proposals; webinars and other uses of technology to expand communication, knowledge of the field, and programs</p>				
7.d. finance committee provides oversight of the operating budget and makes recommendations to the Board	<ul style="list-style-type: none"> Monitor current finances and prepare reports for the Board to include: statement of financial position; cash flow and other pertinent operating statements; membership data (quarterly) comparing same time of year to previous 2 years; and key financial benchmarks 	Monthly	executive director and finance committee	Reports are presented to the Board at monthly meetings

	<ul style="list-style-type: none"> The provides a narrative highlighting financial issues and where necessary, management actions related that accompanies the statements 	Monthly or otherwise stipulated	Executive director with Board	Documentation is kept on file on all finances
	<ul style="list-style-type: none"> Prior to budget discussions, the Finance Committee reviews the operating budget to make recommendations for the rest of the year in addition to the following fiscal year 	Based on schedule	Executive director with Board	Documentation is kept on file on all finances
	<ul style="list-style-type: none"> Recommend to the Board short- and long-term financial plans based on projections of future financial needs. 	Ongoing	Finance Committee with input from committees and the Board, the	Action plans are designed and implemented for all agreed upon plans
	<ul style="list-style-type: none"> The Finance Committee recommends a capital structure that best meets NCEA's needs based on internal and external trends, audits and other means to keep the Association sound while promoting innovation and new initiatives 	Ongoing	Finance Committee with input from committees and the Board, the	Action plans are designed and implemented for all agreed upon plans