



# NATIONAL COUNCIL ON PUBLIC HISTORY

## 2017-2022 Long Range Plan

**Mission:** NCPH inspires public engagement with the past and serves the needs of practitioners in putting history to work in the world by

- building community among historians,
- expanding professional skills and tools,
- fostering critical reflection on historical practice, and
- publicly advocating for history and historians.

**Vision:** NCPH will be the “go to” organization for public history that professionals turn to day to day, through the year, and throughout their careers.

**Values:** In pursuing this vision, NCPH will work with

- openness to new ideas,
- nimbleness to adapt to change,
- sensitivity to difference,
- responsibility to personal and professional ethics, and
- attentiveness to the needs of the widest community of public historians.

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Goal	Activity	Timeline	Who is responsible	Measure
<b>Pillar 1: Developing and sustaining a public history community</b>				
<p>A. Nurture a collaborative environment between all who are part of a broadly defined public history community (including those who do public history work but do not use the term public history)</p>	<ol style="list-style-type: none"> <li>1. Explore additional and/or more formal partnerships and affiliations with related organizations with an emphasis on relationships that connect NCPH to new audiences and constituencies</li> <li>2. Restructure membership purchase and renewal process to collect demographic information to better understand the organization’s membership</li> <li>3. Have committee chairs develop inter-committee collaboration plan</li> <li>4. Write a digital communication and social media plan that encourages conversation and sharing across multiple digital platforms and review plan annually</li> <li>5. Review editorial practices of <i>The Public Historian</i>, <i>History@Work</i>, and publications from the office (i.e. <i>Public History News</i>, <i>Public History News Update</i>) to ensure that the forms for communication are varied, inclusive, and flexible enough to meet the needs and demands of our different communities. Assess ways these platforms can encourage collaboration among various communities and ensure support for public-facing historical research and public-engaging programming</li> <li>6. Review criteria for NCPH awards to identify areas where the guidelines too narrowly define the public history community or discourage collaboration</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. By 2017 fall board meeting</li> <li>3. By 2018 annual meeting</li> <li>4. Develop by 2018 annual meeting, implement in 2019 and review annually</li> <li>5. By 2018 fall board meeting</li> <li>6. By 2019 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Board and Staff</li> <li>2. Membership Manager with Diversity &amp; Inclusion Task Force</li> <li>3. Committee Chairs</li> <li>4. Membership Manager and Digital Media Group</li> <li>5. <i>The Public Historian</i> Editorial Board, Digital Media Group, and Staff</li> <li>6. 2018-2019 Award Committees</li> </ol>	
<p>B. Create more balanced NCPH activities that better reflect the interests and needs of the organization’s many constituent communities</p>	<ol style="list-style-type: none"> <li>1. Review post-annual meeting surveys of last two years to identify trends and concerns</li> <li>2. Assess topic balance of last two annual meeting programs and identify areas of focus for future annual meetings</li> <li>3. Review Program Committee’s assessment criteria for proposals and</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 annual meeting</li> <li>2. By 2018 annual meeting, review annually</li> <li>3. By 2018 annual</li> </ol>	<ol style="list-style-type: none"> <li>1. Program Manager</li> <li>2. Program Manager with Program Committee Co-Chairs</li> <li>3. Program Manager with</li> </ol>	

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	<p>ensure it is made public</p> <ol style="list-style-type: none"> <li>4. Review last two annual meetings to identify number of academic-focused vs. practitioner-focused sessions and programming, and review academic and theory-based sessions to ensure they are varied</li> <li>5. Review past work to engage and include local community and develop additional resources or strategies to support this work at annual meeting. Provide information on past successes to future Local Arrangements Committees</li> <li>6. Establish yearly goals for number of, and topics for, future mini-cons and identify potential partner organizations and groups to help reach these goals</li> <li>7. Review and update website resources to better reflect interests of various practitioners (pages under “What is Public History” and “Publications &amp; Resources”)</li> </ol>	<p>meeting, then annually</p> <ol style="list-style-type: none"> <li>4. By 2018 fall board meeting</li> <li>5. By 2019 annual meeting</li> <li>6. By 2018 annual meeting</li> <li>7. By 2018 fall board meeting</li> </ol>	<p>Program Committee Co-Chairs</p> <ol style="list-style-type: none"> <li>4. Curriculum &amp; Training Committee with Program Manager</li> <li>5. Program Manager, with current and incoming Local Arrangements Committee Co-Chairs</li> <li>6. Membership and Professional Development Committees</li> <li>7. Specific committees as needed</li> </ol>	
<p>C. Develop new spaces for NCPH members to convene in-person outside of the annual meeting</p>	<ol style="list-style-type: none"> <li>1. Encourage regional collaborations by creating a simple and structured application process for the mini-cons</li> <li>2. Explore feasibility of regional hubs or regional gatherings</li> <li>3. Explore opportunities for NCPH to sponsor sessions, working groups, or other events at related conferences</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 annual meeting</li> <li>2. By 2018 annual meeting</li> <li>3. By 2019 fall board meeting and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Membership Committee and Membership Manager</li> <li>2. Staff and Committee Chairs</li> <li>3. Professional Development Committee, Graduate Student &amp; New Professional Committee, Consultants Committee, and Staff</li> </ol>	
<p>D. Encourage knowledge-sharing approaches among practitioners in various fields and those in public history training programs</p>	<ol style="list-style-type: none"> <li>1. Explore collaboration opportunities— such as committees, partnerships, and other affiliations— with groups outside of NCPH</li> <li>2. Include specific provisions in calls for annual meeting participation and the mini-con application to encourage cross-field sessions, events, and networking</li> <li>3. Review and improve existing forums to share information/approaches between audiences</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 fall board meeting</li> <li>2. By 2019 annual meeting</li> <li>3. By 2019 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Board of Directors</li> <li>2. Staff in consultation with Committee Chairs</li> <li>3. Curriculum &amp; Training and Professional Development</li> </ol>	

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	4. Investigate feasibility of providing digital learning opportunities such as webinars or social media chats to encourage year-round knowledge sharing	4. By 2019 annual meeting	Committees, with Digital Media Group 4. Curriculum & Training and Professional Development Committees, with Digital Media Group	
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Goal	Activity	Timeline	Who is responsible	Measure
<b>Pillar 2: Developing the most diverse community of practice, diversity of people, and diversity of activities possible while fostering an environment welcoming of change</b>				
<p>A. Increase diversity and inclusion of NCPH membership and the profession</p>	<ol style="list-style-type: none"> <li>1. Develop a statement that articulates NCPH’s overall commitment to diversity and inclusion as those terms are most broadly defined (including ability/disability, gender and sexual identity, age, class, etc.); and develop a plan to guide communications, publications, and activities in the immediate future as we prioritize ethnic/racial diversity and inclusion (both internally, in terms of membership, conference participation, etc., and externally, as visible advocates for change in the field)</li> <li>2. Review activities of peer organizations and academic institutions to look for best practices on inclusion and collaborative opportunities to diversify the field</li> <li>3. Explore partnerships to increase diversity and inclusion in the field of public history and explore development of best practices documents to help guide collaboration efforts, particularly with HBCUs, HSIs, Tribal colleges, and community colleges</li> <li>4. Conduct assessment of NCPH communications, policies, and activities to ensure they are inclusive</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 fall board meeting</li> <li>2. By 2018 fall board meeting, review annually</li> <li>3. By 2018 fall board meeting</li> <li>4. By 2019 fall board meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff, Board, and Diversity &amp; Inclusion Task Force</li> <li>2. Staff and Diversity &amp; Inclusion Task Force</li> <li>3. Diversity &amp; Inclusion Task Force and Committee Chairs</li> <li>4. Membership Manager with Membership Committee and Diversity &amp; Inclusion Task Force</li> </ol>	
<p>B. Increase diversity of NCPH committee members</p>	<ol style="list-style-type: none"> <li>1. Review committee appointment process to ensure balance of interests and diversity of membership</li> <li>2. Develop approach to create more inclusive committees and to encourage committees to internalize the values outlined in the forthcoming diversity/inclusion statement</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 annual meeting</li> <li>2. By 2019 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Vice President with Executive Director</li> <li>2. Vice President, Executive Director, and Diversity &amp; Inclusion Task Force</li> </ol>	
<p>C. Increase the level of diversity and inclusion in NCPH activities and publications by preparing the</p>	<ol style="list-style-type: none"> <li>1. Review conference-related diversity and inclusion policies and strategies of peer organizations to build a more inclusive annual meeting</li> <li>2. Develop a process by which to measure the level of diversity across all levels of programming at the annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 annual meeting</li> <li>2. By 2018 fall board</li> </ol>	<ol style="list-style-type: none"> <li>1. Program Manager</li> <li>2. Program Manager, Program Committee Co-Chairs, and</li> </ol>	

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<p>current constituency for a more diverse organization and welcoming change</p>	<ol style="list-style-type: none"> <li>3. Establish outreach goals in order to promote programs, activities, and publications to a broader range of organizations and potential affiliate groups</li> <li>4. Develop Accessibility Plan for the annual meeting</li> <li>5. Include sessions and conversations at the annual meeting discussing diversity and inclusion as a central thrust of the Long Range Plan, the future of the organization, and the field at large</li> <li>6. Review and assess past use of discretionary fund for diversity and recommend adjustments to the use and process of using the fund; this may include the creation of scholarships to promote annual meeting access for participants (students, community partners, and others) from underrepresented groups</li> <li>7. Explore development of separate application for student volunteers at the annual meeting designed to increase access to conference funding opportunities.</li> <li>8. Identify and solicit mini-con partnership opportunities that help foster a diverse and inclusive profession and membership</li> <li>9. Increase inclusivity in NCPH publications including <i>History@Work</i>, social media, <i>Public History News</i>, and <i>The Public Historian</i>, including recruiting posts for <i>History@Work</i> and other NCPH outlets from people involved in this work that discuss ongoing efforts</li> <li>10. Develop approach to provide increased financial support for members of underrepresented groups to participate in the annual meeting</li> </ol>	<p>meeting</p> <ol style="list-style-type: none"> <li>3. By 2018 annual meeting</li> <li>4. By 2018 annual meeting</li> <li>5. By 2019 annual meeting</li> <li>6. By 2019 annual meeting</li> <li>7. By 2019 annual meeting</li> <li>8. By 2019 fall board meeting</li> <li>9. By 2019 fall board meeting</li> <li>10. By 2020 annual meeting</li> </ol>	<p>Diversity &amp; Inclusion Task Force</p> <ol style="list-style-type: none"> <li>3. Staff</li> <li>4. Staff and Board</li> <li>5. Program Manager, Program Committee Co-Chairs, and Diversity &amp; Inclusion Task Force</li> <li>6. Diversity &amp; Inclusion Task Force with Program Committee Co-Chairs, and Program Manager</li> <li>7. Program Manager with Diversity &amp; Inclusion Task Force</li> <li>8. Membership Committee and Staff</li> <li>9. Board, Committee Chairs, Diversity &amp; Inclusion Task Force, Digital Media Group, Staff</li> <li>10. Board, Development Committee, Diversity &amp; Inclusion Task Force</li> </ol>	
<p>D. Deepen relationships and encourage greater participation from local</p>	<ol style="list-style-type: none"> <li>1. Create additional venues within the annual meeting that promote local and regional initiatives and identify ways to highlight these opportunities for attendees</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2019 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Program Manager, Membership Manager, and Local Arrangements Committees</li> </ol>	

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<p>communities hosting annual meetings and mini-cons</p>	<ol style="list-style-type: none"> <li>2. Develop approach to prioritize a service trip at each annual meeting</li> <li>3. Develop outreach plan to connect mini-con partners and attendees with NCPH and the public history community beyond the event</li> <li>4. Develop plan to include annual meeting host city community in established meeting activities, and continue involvement in public history community after meeting</li> </ol>	<ol style="list-style-type: none"> <li>2. By 2019 annual meeting</li> <li>3. By 2020 annual meeting</li> <li>4. By 2020 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>2. Program Manager and Local Arrangements Committee Co-Chairs</li> <li>3. Staff with Membership and Professional Development Committees</li> <li>4. Program Manager, Awards Committees, and Local Arrangements Committees</li> </ol>	
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Goal	Activity	Timeline	Who is responsible	Measure
<b>Pillar 3: Expanding the professional skills and tools of all practitioners of public history</b>				
<p>A. Engage and sustain members and prospective members at different stages of their training and careers</p>	<ol style="list-style-type: none"> <li>1. Continue to develop and promote “best practices” documents that address the full range of member needs that enhance discussions between historical practice, engagement, and scholarship</li> <li>2. Ensure new digital communications plan responds to needs of members according to career stage</li> <li>3. Review range of activities provided and what career stages they serve, then investigate gaps</li> <li>4. Explore ways the NCPH award winners can serve as mentors and be a resource to other public historians</li> <li>5. Develop new activities and annual meeting programs that ensure support for different career stages, from academic training through retirement</li> <li>6. Research other organizations’ mentoring and professional development resources and explore feasibility of implementing similar programs for NCPH</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. By 2018 fall board meeting</li> <li>3. By 2018 fall board meeting</li> <li>4. By 2019 annual meeting</li> <li>5. By 2019 fall board meeting</li> <li>6. By 2021 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. All Committees with Staff</li> <li>2. Committee Chairs, Digital Media Group, and Membership Manager</li> <li>3. Professional Development Committee and Program Manager</li> <li>4. Membership Manager</li> <li>5. Professional Development and Program Committees with Program Manager</li> <li>6. Membership, New Professional &amp; Graduate Student, and Professional Development Committees</li> </ol>	
<p>B. Continue to build an environment where professional skills are developed and enhanced</p>	<ol style="list-style-type: none"> <li>1. Explore professional development collaboration and partnership opportunities with other organizations and HBCUs, HSIs, Tribal colleges, and community colleges</li> <li>2. Assess effectiveness of existing annual meeting workshop model</li> <li>3. Consult membership to identify professional skills needs and develop curriculum for activities</li> <li>4. Increase the number of skills-based workshops and sessions at the annual meeting and encourage and prioritize skills-based mini-cons</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. By 2018 annual meeting</li> <li>3. By 2019 annual meeting</li> <li>4. By 2019 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff, Professional Development Committee, and Diversity &amp; Inclusion Task Force</li> <li>2. Program Manager and Professional Development Committee</li> <li>3. Staff and Committee Chairs</li> <li>4. Staff and Professional Development Committee</li> </ol>	



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	<p>5. Explore the possibility of professional development webinars or other forms of online learning, either on our own or through partnerships with sister organizations</p>	<p>5. By 2019 annual meeting</p>	<p>5. Staff and Professional Development Committee</p>	
<p>C. Increase support for job seekers and new professionals</p>	<p>1. Explore feasibility of a digital resume review service</p> <p>2. Develop a companion to the public history graduate program <i>Navigator</i> to create a similar resource for navigating the job market</p> <p>3. Consider ways that the NPCH job posting service could be altered to better promote transparency and equity in hiring and compensation</p> <p>4. Research existing examples and explore feasibility of a job shadowing pilot project</p>	<p>1. By 2018 annual meeting, for possible implementation by 2019 annual meeting</p> <p>2. By 2019 annual meeting</p> <p>3. By 2019 fall board meeting</p> <p>4. By 2019 fall board meeting</p>	<p>1. New Professional &amp; Graduate Student, Professional Development, and Membership Committees, with Membership Manager</p> <p>2. New Professional &amp; Graduate Student Committee with input from office and outside readers</p> <p>3. New Professional &amp; Graduate Student and Professional Development Committees, with Membership Manager</p> <p>4. New Professional &amp; Graduate Student and Professional Development Committees, with Staff</p>	

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Goal	Activity	Timeline	Who is responsible	Measure
<b>Pillar 4: Fostering critical reflection on historical practice</b>				
<p>A. Encourage collective national and international conversations about the shape and direction of public history</p>	<ol style="list-style-type: none"> <li>1. Review and revise editorial guidelines and author/content recruitment practices of <i>The Public Historian</i> to ensure incorporation of different public history perspectives while remaining leading scholarly journal</li> <li>2. Review and revise editorial guidelines and author/content recruitment practices of <i>History@Work</i> to ensure incorporation of different public history perspectives</li> <li>3. Make revised editorial guidelines and recruitment practices available on ncph.org. Provide statistics on submission and approval rates through development of a “fact sheet” for submitting to <i>The Public Historian</i> and <i>Hstory@Work</i></li> <li>4. Establish yearly benchmarks for use of digital communication platforms to stimulate discussion and debate about public history</li> <li>5. Explore partnerships with peer organizations that serve non-white audiences (i.e. the African American Intellectual History Society, the Association for the Study of African American Life and History), and co-produce scholarly content (joint issues of <i>The Public Historian</i>, cross-postings on <i>History@Work</i>, etc.)</li> <li>6. Review format and content of <i>Public History News</i> and <i>Public History News Update</i> to ensure they are relevant and shape the conversations of the field</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 annual meeting</li> <li>2. By 2018 annual meeting</li> <li>3. By 2018 annual meeting</li> <li>4. Develop by 2018 annual meeting and reviewed annually</li> <li>5. By 2019 annual meeting</li> <li>6. By fall 2019 board meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. <i>The Public Historian</i> Editorial Board</li> <li>2. Digital Media Group</li> <li>3. Staff, <i>The Public Historian</i> Editors and Editorial Board, and Digital Media Group</li> <li>4. Membership Manager and Digital Media Group</li> <li>5. <i>The Public Historian</i> Editorial Board and Staff, Digital Media Group</li> <li>6. Staff</li> </ol>	
<p>B. Encourage regional and local conversations on public history among public historians</p>	<ol style="list-style-type: none"> <li>1. Create new criteria and application process for regional mini-cons and establish annual targets</li> <li>2. Explore activities and partnerships to foster regional communities both online and in person</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 fall board meeting</li> <li>2. By 2020 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff with Membership and Professional Development Committees</li> <li>2. Staff with Membership and Professional Development Committees</li> </ol>	

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<p>C. Lead in the professional and academic conversations about digital scholarship and digital public history</p>	<ol style="list-style-type: none"> <li>1. Undertake review of past four annual meetings to identify digital public history topics and suggest focuses for future meeting activities</li> <li>2. Establish periodic review of digital scholarship and digital public history practices and support discussion of digital public history practices at the annual meeting, future mini-cons, on <i>History@Work</i>, and through partnerships with leaders in digital scholarship</li> <li>3. Work with the American Historical Association and the Organization of American Historians to revise the 2010 Tenure &amp; Promotion White Paper with support for digital scholarship and digital public history</li> </ol>	<ol style="list-style-type: none"> <li>1. By 2018 annual meeting</li> <li>2. First review due by 2018 fall board meeting. Ongoing review biennially</li> <li>3. By 2020 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Digital Media Group and Program Manager</li> <li>2. Digital Media Group</li> <li>3. Existing Joint Task Force on Public History Education and Employment in coordination with Digital Media Group, Curriculum &amp; Training and Professional Development Committees</li> </ol>	
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Goal	Activity	Timeline	Who is responsible?	Measure
<b>Pillar 5: Publicly advocating for history and historians, and for public history as a field</b>				
A. Be at the forefront of advocacy for history, historians, and practitioners	<ol style="list-style-type: none"> <li>Develop plan to consult with leaders in state and local historical societies, federal agencies, museums, and other entities to ensure links between public history curriculum and practice</li> <li>Work to raise the profile of public history by exploring relationships with other organizations (librarians, archivists, etc.) and by connecting to other related programs and initiatives (i.e. AHA's Career Diversity)</li> <li>Work to raise the profile of public history beyond predominately white institutions by collaborating more closely with HBCUs, HSIs, Tribal colleges, and community colleges</li> </ol>	<ol style="list-style-type: none"> <li>By 2018 annual meeting</li> <li>By 2020 fall board meeting</li> <li>By 2020 fall board meeting</li> </ol>	<ol style="list-style-type: none"> <li>Advocacy Committee with Curriculum &amp; Training Committee</li> <li>Advocacy Committee</li> <li>Advocacy Committee and Diversity &amp; Inclusion Task Force</li> </ol>	
B. Be more responsive to the needs and interests of stakeholders (members, partners, supporters)	<ol style="list-style-type: none"> <li>Host a session at annual meeting to discuss advocacy efforts</li> <li>Review effectiveness of existing Advocacy Policy annually</li> <li>Create a consultation approach that is responsive to the interests of stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Annually at fall board meeting</li> <li>By 2018 fall board meeting</li> </ol>	<ol style="list-style-type: none"> <li>Advocacy Committee</li> <li>Advocacy Committee</li> <li>Advocacy Committee</li> </ol>	
C. Support the historical and humanities communities in their advocacy efforts	<ol style="list-style-type: none"> <li>Report on participation with, and work of, National Coalition for History, National Humanities Alliance, and related groups (i.e. History Relevance, International Federation for Public History)</li> <li>Explore feasibility of partnering and collaborating with other humanities/history practitioners (i.e. librarians, archivists, policy makers, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Annually</li> </ol>	<ol style="list-style-type: none"> <li>Executive Director</li> <li>Advocacy Committee</li> </ol>	
D. Work to raise the profile of public history amongst potential students, historians, cultural institutions, and other practitioners	<ol style="list-style-type: none"> <li>Review and update <i>Guide to Public History Programs</i> and <i>Public History Navigator</i> using a more all-encompassing vision of public history.</li> <li>Review organization's promotional materials about public history education and careers</li> <li>Create new/updated promotional materials to include a more all-encompassing vision of public history (beyond academia)</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>By 2018 annual meeting</li> <li>By 2019 fall board meeting</li> </ol>	<ol style="list-style-type: none"> <li>Curriculum &amp; Training and New Professional &amp; Graduate Student Committees</li> <li>Committee Chairs and committees as needed</li> <li>Committee Chairs and committees as needed</li> </ol>	

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Goal	Activity	Timeline	Who is responsible?	Measure
<b>Pillar 6: Ensuring the ongoing stability of NCPH</b>				
A. Increase internal capacity of NCPH to pursue its goals	<ol style="list-style-type: none"> <li>Develop multi-year staffing plan</li> <li>Examine operational requirements of NCPH executive office in case of changes to existing academic partnership agreement</li> </ol>	<ol style="list-style-type: none"> <li>By 2018 annual meeting</li> <li>By 2019 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>Executive Committee</li> <li>Finance Committee</li> </ol>	
B. Increase financial transparency of NCPH	<ol style="list-style-type: none"> <li>Explore options for new revenue stream models to support self-sufficiency, including bringing in external advisors/experts</li> <li>Develop multi-year financial forecasting document</li> </ol>	<ol style="list-style-type: none"> <li>By 2018 fall board meeting</li> <li>By 2019 fall board meeting, then biennial review</li> </ol>	<ol style="list-style-type: none"> <li>Finance and Executive Committees</li> <li>Finance Committee</li> </ol>	
C. Increase fundraising capacity of NCPH to pursue its goals	<ol style="list-style-type: none"> <li>Maintain consistent annual contributions to Endowment and Annual Funds</li> <li>Explore possibility of growing the Endowment to \$1 million</li> <li>Develop and promote new fundraising plan</li> <li>Explore feasibility of bringing in external fundraising support</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Review by 2017 fall board meeting, implement 2018-2020</li> <li>By 2018 fall board meeting</li> <li>By 2018 fall board meeting</li> </ol>	<ol style="list-style-type: none"> <li>Development and Finance Committees</li> <li>Development and Finance Committees</li> <li>Development and Finance Committees</li> <li>Development and Finance Committees</li> </ol>	
D. Continue to develop and refine efforts to retain and recruit members and annual meeting attendees	<ol style="list-style-type: none"> <li>Pilot and review new member welcome program</li> <li>Review and revise member welcome packets and brochures</li> <li>Explore avenues for retention of first time meeting attendees as participants in the life of the organization</li> </ol>	<ol style="list-style-type: none"> <li>Pilot 2017-2018, Review by 2018 fall board meeting</li> <li>By 2018 annual meeting</li> <li>By 2020 annual meeting</li> </ol>	<ol style="list-style-type: none"> <li>Membership Manager, Membership and New Professional &amp; Graduate Student Committees</li> <li>Membership Manager</li> <li>Staff and Committee Chairs</li> </ol>	