



STRATEGIC PLAN

APPROVED OCTOBER 2022

ABOUT ASHE

The Association for the Study of Higher Education began as a subgroup of a larger association, the American Association for Higher Education. In 1976, founding members created a separate organization and over those 47 years, ASHE has evolved into a diverse association of higher education scholars. In this time, higher education itself has evolved. While ASHE continues to expand and deepen the events, services, and opportunities for our members, opportunities for better supporting and engaging higher education scholars abound. New and evolving demands are being placed on members, former members, and future members; many question the value of science and research; there remains a continued disconnect between research, policy, and practice; and moving beyond diversity to equity and true inclusion are more necessary than ever.

Vision

Equitable higher education that serves the public good.

Mission

To foster scholarly inquiry for the purpose of increasing knowledge about and the understanding of higher education to enhance policy and practice.

Core Values

Inclusion, Equity, and Organizational Diversity

Integrity

Advancement of Knowledge

DEVELOPMENT OF THE 2022 PLAN

2019 Strategic Plan

In 2019, ASHE 2019 President Kristen A. Renn and Executive Director Jason P. Guilbeau engaged members and leaders from across the Association to develop ASHE's 2020-2023 Strategic Plan. This plan was created intentionally to be inward-facing; that is, solidifying the foundation of the Association. While 70% of goals were completed or on track to be completed by mid-2022, the COVID-19 Pandemic not only impacted Association membership and event formats and attendance but also allowed Association leaders to reflect on the future of the field and that of ASHE.

2022 Strategic Planning Process

With the 2019 process and plan in mind, a Core Group of ASHE leaders began work in March 2022 that included:

- Over 30 Discussion Groups of ASHE leaders and members
- A survey to current and former members
- An environmental scan through ASAE ForesightWorks
- Review of Conference Evaluation Reports
- An in-person meeting of the workgroup hosted on the campus of North Carolina State University
- Presentation of the draft report to the ASHE Board and Association leaders

Guiding Questions

The plan is rooted in the history of ASHE with a vision for the future and was guided by the following priorities and questions:

- Making ASHE Relevant: What does ASHE stand for and how do we make our mission consistent across the Association?
- Making ASHE Valuable: What does ASHE provide members that is distinct and how is that relevant to members' professional goals?
- Making ASHE Sustainable: How does ASHE maintain financial viability while also considering potential economic barriers to its benefits and activities?

STRATEGIC GOALS

Live our Values

Engrain values of organizational justice (e.g., equitable behaviors, decisions, and actions) throughout the Association to ensure consistency of member and volunteer experiences.

Center organizational justice (e.g., equitable behaviors, decisions, and actions) principles in policies and procedures to foster community and cultivate relationships among members.

Implement values-based budgeting to ensure spending and revenue generation aligns with our values and priorities.

Be Responsible Community Members

Expand and advocate for global dimensions of higher education scholarship to respond more intentionally and broadly to globalization.

Reduce ASHE's carbon footprint to provide for a sustainable global future.

Engage in reciprocal community building and learning and be responsible visitors when entering various spaces and places as a community of scholars.

Build Organizational Capacity

Invest in staffing to continue the evolution towards becoming a professional organization and reduce heavy reliance on volunteer leadership for staff functions.

Review organizational governance structures to enhance efficiency and equity.

Provide the tools (e.g., technology) necessary for staff and volunteer leaders to effectively advance the organization.

STRATEGIC GOALS

Support the Development of Scholarship

Continue to strengthen the annual conference to be a relevant, meaningful, and innovative forum for sharing higher education research and scholarship.

Set equitable expectations of and provide training for peer review to allow for meaningful feedback on higher education scholarship.

Build communities of researchers to provide for a freer exchange of knowledge and collaborations.

Showcase Scholarship Amongst our Members

Clearly define a vision for and expand scholarly communication outlets to provide multiple forums for the sharing of higher education scholarship to scholars, practitioners, and policymakers.

Refine Association awards and selection processes to better align our values with who and what we recognize.

Expand social media and online engagement to extend the reach of information to and amongst members.

Connect Scholarship to Policy & Practice

Create a set of position statements to proactively communicate areas that have broad consensus amongst scholars and/or where the Association's values call us to action.

Expand partnerships and support of member engagement with the media to expand the public's knowledge of higher education.

Expand partnerships with peer associations and develop new partnerships with associations that share our values and goals to unify efforts.

STRATEGIC GOALS

Support Faculty to Develop Future Scholars

Define the field of higher education scholarship for ourselves, our institutions, and future scholars.

Develop a triennial Higher Education Program Census to better understand and communicate the status and needs of higher education programs.

Develop a Program Coordinator Network to better connect and support higher education program leaders.

Support Career Pathways and Advancement

Elevate current and create new professional development opportunities to respond to evolving and new job requirements and member aspirations.

Develop an annual member needs assessment to better understand and respond to career development priorities of higher education scholars.

Make transparent career entry points and pathways for higher education scholars, including tenure track, non-tenure track, and administrative positions to provide greater equity in the job search process.

Engage and Support All Higher Education Scholars

Develop an intentional new member on-boarding process to expand access and deepen connections to the Association and other members.

Create space(s) for members who have not found space(s) with the Association to elevate their unique knowledges and perspectives.

Re-engage Associate Professors and Professors to ensure our association recognizes their foundational work while continuing to build intergenerational knowledge.

STRATEGIC GOALS

Balance Financial Viability with Financial Access

Ensure dues and fees adequately align with member benefits and expenses to maintain financial viability.

Expand individual and corporate fundraising to provide opportunities for financial access for graduate students and early career scholars.

Annually report to the membership on the financial health, activities, and impact of the Association to the membership.

LEADERSHIP

2022 Strategic Planning Core Group

- Joy Gaston Gayles (Co-Chair) | ASHE 2022 President
- Jason P. Guilbeau (Co-Chair) | ASHE Executive Director
- Noah D. Drezner | ASHE Advancement & Fundraising Committee Chair
- Eileen Galvez | ASHE Graduate Student Board Member
- Ana M. Martínez-Alemán | ASHE 2023 President
- Robin Zape-tah-hol-ah Minthorn | ASHE Board Member
- Demetri Morgan | ASHE Budget, Finance, & Compliance Committee Member
- Tessa Smith | ASHE Strategic Planning Intern

2022 Board of Directors

- Joy Gaston Gayles, North Carolina State University | Board President
- D-L Stewart, University of Denver | Immediate Past Board President
- Ana Martínez-Alemán, Boston College | Board President-Elect
- Chris Linder, University of Utah | At-Large Board Member
- Eboni Zamani-Gallaher, University of Pittsburgh | At-Large Board Member
- Robin Zape-tah-hol-ah Minthorn, University of Washington Tacoma | At-Large Board Member
- Natasha Croom, Clemson University | At-Large Board Member
- Eileen Galvez, Colorado State University | Graduate Student Board Member
- Charlie Amáyá Scott, University of Denver | Graduate Student Board Member
- Karen Miksch, University of Minnesota | Legal Counsel
- Jason P. Guilbeau, ASHE | Executive Director
- Kenneth Redd, NACUBO | Budget, Finance, and Compliance Committee Chair
- MaryBeth Walpole, Rowan University | CAHEP Chair
- Lissa Stapleton, CSU Northridge | CEP Chair
- Antigoni Papadimitriou, Lehigh University | CIHE Chair
- Meredith Billings, Sam Houston State University | CPPHE Chair
- Lisa Lattuca, University of Michigan | Publications Committee Chair
- Noah D. Drezner, Teachers College, Columbia University | Advancement & Fundraising Committee Chair



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