



Proposed NACAC Membership Model

November 2017

The following document describes a proposed membership model developed by the NACAC staff with the help of a membership marketing consultant and informed by extensive feedback from association members. We now invite consideration and discussion of this proposal by the Board of Directors and the Governance and Nominating, Member Relations, and Finance Committees, as well as the Presidents' Council and membership chairs. After a thorough review, our hope is for a vote on this proposal by the Board of Directors at its February 2018 meeting.

Like the recently approved *SPGP: NACAC's Code of Ethics and Professional Practice* and the comprehensive review of the association's governance structures that is now underway, this examination of our membership model offers a moment to ask some critical questions. What is the value of being a member of NACAC? Who should be members of NACAC? What benefits, rights and responsibilities should membership confer? How should the membership grow and evolve in the future?

In addition to addressing these large questions, the membership modeling effort responds to some more basic and urgent issues. Currently, we have 32 different membership types and more than 100 different billing types -- and the distinctions among them that can be complicated or confusing. Over the years, new member types were introduced to solve problems of specific members or to change the dues for specific sub-groups of members, adding to the total. Persons in some member types point to differences in the fees and complain they are unreasonable or unjustified.

With these considerations in mind, the membership modeling project began last Fall with a goal of making the member categories and fee structure **simpler, easier to join and add members, and fairer**. We engaged the help of MGI, a consulting firm that specializes in helping associations and nonprofits with strategy, research and marketing support. Their first step was to conduct online focus groups to determine members' general concerns. This was followed by a survey to all members in which more than one-third of members responded -- a remarkably robust level of participation.

The feedback collected gave us a better understanding of members' preferences, and those insights led to recommendations for eliminating or consolidating member types as well as proposed changes in dues. The NACAC Board was regularly informed about the project's progress, and reports were provided at the February and July 2017 meetings.

Most survey participants said they joined NACAC to stay current on industry information and trends, and almost half do so to build their professional network and interact with peers. The top three benefits for members, according to the respondents, were access to current information and resources for the counseling and admission profession, the chance to attend educational events and meetings, and the ability to share knowledge and best practices. Nearly

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two-thirds of the members surveyed said that association voting status **does not** affect their decision to join or stay with NACAC.

When asked about how to improve the current membership model, most respondents said they believed that dues should be based on the size of one's institution. Ninety percent of the individual members, individual associates, faculty and student members said that currently their home institutions pay for their NACAC membership.

Incorporating the members' feedback as well as MGI's advice, we have proposed a new membership model that would change institutional and organizational memberships to include all admission and counseling staff, maintaining some individual categories for those not employed by an institution or organization. Fees paid by institutions would be assessed on a graduated scale, based on the number of admission or counseling professionals employed. Several current member types would be eliminated or collapsed into other categories.

The proposed model would have several **benefits**, including:

- A more inclusive structure that will likely result in more individuals from member institutions participating in NACAC;
- An opportunity to share NACAC's professional knowledge and ethical practices with a wider segment of the professional community, ultimately benefitting more students and families;
- Simpler and easier to understand definitions of member types;
- A simpler way to add new members;
- Extending voting status to more members;
- A fairer system of member fees; and
- The possibility of increased revenues, as increasing the number of members could mean significantly more participation in NACAC programming such as the national conference, workshops, college fairs, and e-Learning courses.

We look forward to your comments and suggestions.

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Current Membership Model (See Attachment I)

NACAC's Current Membership Model has three categories and 32 membership types. Institutional and organizational memberships include a complimentary principal representative individual membership. Additional individuals employed by those institutions and organizations can join for \$80 each. Individuals employed by non-member institutions and organizations that are eligible for membership can join as individual associates. The Individual membership category also includes independent educational consultants, retirees, students, regional affiliate staff, and non-affiliated professionals.

Proposed Changes to Current Model (See Attachment II)

Staff reviewed the research data conducted by MGI and analyzed the current membership status. Staff is recommending changes to the following categories:

- Institutional Postsecondary and Secondary Membership -
 - Include **all** full-time professional staff in admission or counseling offices with institutional membership
 - Assess dues based on size of professional staff
 - Eliminate university system and school district member types
 - Allow the administrative staff at district and system offices to move to a professional individual member category
 - Change additional college and university campuses, with admission offices, to separate postsecondary membership
 - Change additional schools within school districts to secondary membership
 - Eliminate faculty member type with option to join with Postsecondary or Secondary membership
- Organizational Membership
 - Include **all** professional staff with organizational membership
 - Assess dues based on size of professional staff
 - Change non-voting organization member type (for-profit and non-profit organizations who do not directly server students) to corporate membership
 - Change voting organization member type to non-profit membership
- Individual Membership
 - Eliminate memberships at the end of the 2019 membership cycle, December 31, 2019, for the following member types:
 - Community based individual – option to join as part of an organizational membership
 - Individual associate college and university – option to join as part of an institutional membership
 - Individual associate high school – option to join as part of an institutional membership
 - Individual associate organization – option to join as part of an organizational membership
 - Faculty with non-member institution – option to join as part of an institutional membership

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- Combine the individual member types, that do not qualify for another member type, into one individual member type – Professional Individual
 - Affiliate staff
 - Retired
 - Student (narrow the definition of student to only include currently enrolled students)
 - Non-affiliated professional
 - Add provisional postsecondary professional staff
 - Add university system administrator
 - Add school district administrator

Implementation of Proposed Structure

Two proposed models, with recommended dues, were created from the research data and proposed recommendations for the review by the Board of Directors, the Governance and Nominating, Member Relations, and Finance Committees, the Presidents' Council, and the membership chairs. The proposed models have many changes that will require changes to NACAC Bylaws and membership criteria and protocols.

Proposed Models

The proposed membership models would reduce the number of member types from 32 to 7. Dues would be assessed by the number of full-time professional staff in admission and counseling offices.

Membership Model 1 – Proposed Categories, Types, and Dues *(See Attachment III)*

This model's institutional and organizational dues increase in increments of eight professional staff.

Membership Model 2 – Proposed Categories, Types and Dues *(See Attachment IV)*

This model's institutional and organizational dues increase in increments of four professional staff.

Bylaws and Membership Criteria Implications

With the proposed models, some membership types would change and some would be eliminated. Many of the proposed changes will require review and modifications to the Bylaws and Membership Criteria. Input from the Board of Directors, the Governance and Nominating, Member Relations, and Finance Committees, the Affiliate Presidents' Council, and membership chairs will be sought before the Bylaws and Membership Criteria are amended.

Bylaws Implications

While considering changes to the proposed model, NACAC staff outline how some of the proposed changes would impact the Bylaws:

1. School District and University System memberships would be eliminated and administrators at district and system offices would have the option to join as Professional Individual members.

Current Bylaws - ARTICLE III, Membership, Item 5.a.3) Not-for-profit primary and secondary school districts and college and university systems.

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2. Individual Associates would be eliminated and removed from the Bylaws.

Current Bylaws - ARTICLE III, Membership, Item 6.c.1) Persons employed by non-voting member institutions and organizations. And Item 6.c.2 Persons who are employed by institutions or organizations that have not joined NACAC but are eligible for voting or non-voting membership

3. Faculty members would have the option to join with postsecondary and secondary institutions membership. Faculty would become voting members under the institutional membership.

Current Bylaws - ARTICLE III, Membership, Item 6.f.3) Persons who provide teaching and/or training to professionals who work with students in the transition to postsecondary education, and are employed in a post-baccalaureate or graduate program at a not-for-profit institution accredited according to policies approved by the Board of Directors.

4. Provisional postsecondary memberships would be eliminated and professional staff would have the option to join as Professional Individual members.

Current Bylaws – Article III, Membership, Item 6.d.1) Educational Institutions – Degree awarding two and four-year colleges, universities and other postsecondary institutions that are active candidates for accreditation according to policies and procedures approved by the Board of Directors.

5. Staff recommends the Professional Individual member type be non-voting. Retired members and non-affiliated professionals would be included with this member type and they are currently voting members.

Current Bylaws – ARTICLE III, Membership, Item 5.c.3) Retired persons who were actively engaged in providing counseling, admission, or financial aid services.

If approved, retired members would need to change from voting to non-voting. Also, the Bylaws may need to be modified if they are able to serve on national committees.

6. Eliminated Member Types

If these changes are approved, current members who remain eligible for these member types would be able to maintain their NACAC membership through December 31, 2019. At that time, members would have the option to join another qualifying member type or their membership will become inactive with NACAC. No new members would be enrolled in these member types in 2019.

Membership Criteria Implications

In addition to impacting the Bylaws, criteria for several of the remaining member types would also be required to be modified or re-written.

- Member criteria for individuals from institutions should define what is meant by admission or counseling professionals. NACAC staff is recommending that staff who are employed by a secondary or postsecondary institution for an academic year or longer and whose work includes working with students as they transition from postsecondary to

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secondary or between postsecondary institutions, be considered professional staff for NACAC membership purposes.

- Member criteria should define which professionals from organizations should be counted for member purposes. NACAC staff is recommending that professionals from member organizations who provide services to students or other professionals in the admission process be counted as NACAC members.

- Criteria should define how to determine whether satellite campuses are separate institutions or part of a single main campus. NACAC staff is recommending that if a campus has a separate admission operation for recruitment; processing and reviewing applications and issuing admission decisions, that it be considered a separate institution for membership purposes.

Timeline	
November 18, 2017	Staff and MGI present proposed model to the Board
November – December 2017	Proposed Model review by Standing Committees and Affiliates
January 8	Standing Committees and Affiliates review completed
February 2018	Board Performance Committee review
February 2018	Request Board approval to move forward
March 2018	Governance and Nominating Committee prepare Bylaws changes
June 2018	Board reviews Governance and Nominating recommendations
July 2018	LDI review
July/August 2018	Notice to Membership on proposed changes
September 29, 2018	Members vote on proposed bylaws changes at Annual Membership meeting
January 2019	If Bylaws changes are approved, staff begin database changes

ATTACHMENT I

Current Membership Model

CATEGORIES/TYPES	DUES
Institution	
Colleges and Universities <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 350.00
Colleges and Universities Individual	\$ 80.00
University System <i>Includes: complimentary individual membership - Principal Representative; and complimentary System School and individual membership - Principal Representative</i>	\$ 540.00
University System Individual	\$ 80.00
System School <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 185.00
System School Individual	\$ 80.00
College & University Provisional <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 345.00
College & University Provisional Individual	\$ 80.00
High School <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 205.00
High School Individual	\$ 80.00
School District <i>Includes: complimentary individual membership - Principal Representative; and complimentary District School and individual membership - Principal Representative</i>	\$ 285.00
School District Individual	\$ 80.00
District School <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 115.00
District School Individual	\$ 80.00
Faculty with Member Institution	\$ 80.00
Organization	
Organization Non-Voting Company <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 460.00
Organization Non-Voting Individual	\$ 80.00
Organization Voting Company <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 385.00
Organization Voting Individual	\$ 80.00
College Access/Community Based Organization <i>Includes: complimentary individual membership - Principal Representative</i>	\$ 165.00
College Access/Community Based Organization Individual	\$ 80.00
Individual	
Independent Consultant	\$ 250.00
Community Based Individual	\$ 115.00
Individual Associate College and University	\$ 115.00
Individual Associate High School	\$ 115.00
Individual Associate Organization	\$ 220.00
Individual Associate College Access/Community Base Organization	\$ 115.00
Faculty with Non-Member Institution	\$ 115.00
Regional ACAC Administrator	\$ 80.00
Individual Retired Member	\$ 65.00
Individual Student Member	\$ 75.00
Non-Affiliated Professional	\$ 60.00

ATTACHMENT II

Membership Model - Proposed Changes

CURRENT CATEGORIES/TYPES	PROPOSED CATEGORY/TYPE
Institutional	Institutional
Colleges and Universities Colleges and Universities Individual	Postsecondary <i>(Two and four year institutions)</i> <i>Eliminated - included with Postsecondary</i>
University System University System Individual System School System School Individual	<i>Eliminated - option for Administrators to join as Professional Individual</i> <i>Eliminated - option for Administrators to join as Professional Individual</i> Postsecondary <i>(Two and four year institutions)</i> <i>Eliminated - included with Postsecondary</i>
College & University Provisional College & University Provisional Individual	<i>Eliminated - option to join as Professional Individual</i> <i>Eliminated - option to join as Professional Individual</i>
High School High School Individual	Secondary <i>Eliminated - included with Secondary</i>
School District School District Individual District School <i>(additional school within School District)</i> District School Individual	<i>Eliminated - option for Administrators to join as Professional Individual</i> <i>Eliminated - option for Administrators to join as Professional Individual</i> Secondary <i>Eliminated - included with Secondary</i>
Faculty with Member Institution	<i>Eliminated - option to join with Postsecondary or Secondary</i>
Organizational	Organizational
Organization Non-Voting Organization Organization Non-Voting Individual	Corporate <i>(for profit and non-profit organizations that provide products and/or services to the counseling, admission, or financial aid professional or in support of students in transition to postsecondary education)</i> <i>Eliminated - included with Corporate</i>
Organization Voting Organization Organization Voting Individual	Non-Profit <i>(primary activities consist of providing counseling, admission, or financial aid services to students, the college and admission counseling or financial aid professions)</i> <i>Eliminated - included with Non-Profit</i>
College Access/Community Based Organization College Access/Community Based Organization Individual	College Access/Community Based Organization <i>Eliminated - included with College Access/Community Based Organizations</i>
Individual	Individual
Independent Consultant Community Based Individual Individual Associate College and University Individual Associate High School Individual Associate Organization Individual Associate College Access/Community Based Organization Faculty with Non-Member Institution Regional ACAC Administrator Individual Retired Member Individual Student Member Non-Affiliated Professional	Independent Educational Consultant <i>Eliminated - option to join as College Access/Community Based Organization</i> <i>Eliminated - option to join as Postsecondary</i> <i>Eliminated - option to join as Secondary</i> <i>Eliminated - option to join as Non-Profit</i> <i>Eliminated - option to join as College Access/Community Based Organization</i> <i>Eliminated - option to join as Postsecondary or Secondary</i> Professional Individual Professional Individual Professional Individual Professional Individual

Note: Professional Individual member type includes affiliate staff, retirees, students, non-affiliated professionals, university system and district school administrators, and provisional postsecondary professional staff that are not eligible for another membership type.

ATTACHMENT III

MEMBERSHIP MODEL 1 - Proposed Categories, Types, and Dues

CATEGORIES/TYPES	PROPOSED DUES			
Institutional				
	Up to 8 Staff	9-16 Staff	17-25 Staff	26+ Staff
Postsecondary <i>(Two and four year institutions)</i>	\$ 500	\$ 700	\$ 900	\$ 1,100
	Up to 8 Staff	9-16 Staff	17+ Staff	
Secondary	\$ 250	\$ 400	\$ 550	
Organizational				
	Up to 8 Staff	9-16 Staff	17+ Staff	
Corporate	\$ 500	\$ 750	\$ 1,000	
Non-Profit	\$ 425	\$ 625	\$ 825	
College Access/Community Based Organization	\$ 250	\$ 400	\$ 550	
Individual				
Independent Educational Consultant	\$ 250			
Professional Individual	\$ 75			
<i>(Retired, Student, Non-Affiliated Professional, Affiliate Staff, Provisional Postsecondary Professional Staff, University System and School District Administrator)</i>				
Eliminated Individual Memberships				
<i>Community Based Individual</i>	\$ 115			
<i>Individual Associate College and University</i>	\$ 115			
<i>Individual Associate High School</i>	\$ 115			
<i>Individual Associate Organization</i>	\$ 220			
<i>Individual Associate College Access/Community Based Organization</i>	\$ 115			
<i>Faculty with Non-Member Institution</i>	\$ 115			

ATTACHMENT IV

MEMBERSHIP MODEL 2 - Proposed Categories, Types, and Dues

CATEGORIES/TYPES	PROPOSED DUES							
Institutional								
	Up to 4 Staff	5-8 Staff	9-12 Staff	13-16 Staff	17-20 Staff	21-25 Staff	26-30 Staff	31+ Staff
Postsecondary <i>(Two and four year institutions)</i>	\$ 450	\$ 550	\$ 650	\$ 750	\$ 850	\$ 950	\$ 1,050	\$ 1,150
	Up to 4 Staff	5-8 Staff	9-12 Staff	13-16 Staff	17-20 Staff	21+ Staff		
Secondary	\$ 250	\$ 325	\$ 400	\$ 475	\$ 550	\$ 625		
Organizational								
	Up to 4 Staff	5-8 Staff	9-12 Staff	13-16 Staff	17-20 Staff	21+ Staff		
Corporate	\$ 500	\$ 600	\$ 700	\$ 800	\$ 900	\$ 1,000		
Non-Profit	\$ 425	\$ 525	\$ 625	\$ 725	\$ 825	\$ 925		
College Access/Community Based Organization	\$ 250	\$ 325	\$ 400	\$ 475	\$ 550	\$ 625		
Individual								
Independent Educational Consultant	\$ 250							
Professional Individual <i>(Retired, Student, Non-Affiliated Professional, Affiliate Staff, Provisional Postsecondary Professional Staff, University System and School District Administrator)</i>	\$ 75							
Eliminated Individual Memberships								
<i>Community Based Individual</i>	\$ 115							
<i>Individual Associate College and University</i>	\$ 115							
<i>Individual Associate High School</i>	\$ 115							
<i>Individual Associate Organization</i>	\$ 220							
<i>Individual Associate College Access/Community Based Organization</i>	\$ 115							
<i>Faculty with Non-Member Institution</i>	\$ 115							