



COUNCIL OF COLLEGE AND MILITARY EDUCATORS

Serving the Military and Veteran Community

**STRATEGIC PLAN
2020-2025**



Education | Communication | Legislative Advocacy

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MESSAGE FROM THE PRESIDENT

As I reflect on the last decade, I do so with a sense of pride and admiration for where this organization has come and the direction it is going. With a talented and dedicated Board of Directors and committed members, we are blazing new pathways and opening doors to opportunities like never before. I can see the vision of those Presidents that passed the gavel and instilled in each leader the confidence that will allow us to be poised for greatness.



As we celebrate nearly half a century in existence, we can continue to build upon a strong foundation and legacy. Our mission to serve as a professional development platform that show cases educational and career opportunities for military affiliated students is strong and clear.

Through collaborative efforts and growth, we have achieved the following:

- Created and Executed Core Values
- Created Initiatives and Strategic Guidance
- Collaborated with Governmental Constituents (DoD, DoL, VA etc.)
- Successfully host the annual Professional Development Symposium
- Awarded approximately \$150,000 in scholarship funding over the past decade

As we look toward the future, I can't help but to smile as I think about where this organization is going. Our commitment to military voluntary education is planted in stone, along with our dedication to continuing the annual symposium that allows Higher Education Leadership, Military and Governmental Representatives and Military Affiliated Students and their families to collaborate and learn from each other.

Although change is inevitable, we strive as visionaries to use change to catapult our trajectory toward the future. Our role is clear, our destiny is defined and our intent sincere.

Thank you for your support. We could not have accomplished any of this without the incredible members and affiliates of every ACME. A special thank you to Kelly Wilmeth and her fantastic Strategic Planning Team.

Sincerely,

Janice Neal

CCME President 2019-2020

EXECUTIVE SUMMARY

The President and Executive Board of the Council of College and Military Educators have a strong commitment to strive to be on the leading edge of educational and training opportunities serving those who served and are still serving our nation.

The challenges will be there to overcome, and we firmly believe that as we grow there will be more opportunities to showcase new ideas and in some cases pioneering methodologies to ensure we are optimizing the learning process and fostering success of our nation's finest.

To meet these challenges, we have identified four strategic priorities as our roadmap. Each one contributes to a framework of strength and stability. We are ready to expand in areas of communication, social media and voluntary education learning technologies as well as training opportunities that are just developing today.

To do this, we must also maintain our focus on the foundation that has positioned us thus far:

- Professional Development Symposium
- Membership
- Value for Members
- Relevance
- Communication
- Budgeting
- Contributions
- Partnerships and Sponsorships
- Accountability

All these points are important and are the pillars that allow CCME to remain a strong and viable organization. Most critical is relevance. It goes hand in hand with our Presidents' call for redefining and repositioning. CCME must be seen by institutions, government liaisons, affiliate agencies and others, at all levels, as most critical to the military-affiliated students. We will remain committed to being relevant in all aspects of learning development, delivery methods, educational support and forward evolution.

STRATEGIC OVERVIEW

Mission

To serve as a professional development platform that showcases educational and career opportunities for military-affiliated students.

Vision

To be the premier facilitator of meaningful dialog that leads to relevant strategies, innovation, and collaboration to enhance student success.

Guiding Values

Commitment to Student Success guides our every action

- Advocate for a positive military-affiliated student academic experience
- Influence guidelines for innovative and relevant career pathways
- Provide a platform to disseminate new ideas, policies, and procedures

Collaboration and Effective Communication are the hallmarks of our longevity

- Reciprocate the exchange of best practices and lessons learned
- Create space for open communication
- Provide access to Subject Matter Experts in military and veteran-student education

Mutual Respect and Trust are the foundation of our membership and the symposium

- Provide an environment that stimulates meaningful and positive discussions
- Encourage sincerity and openness

Envision Student Success Outcomes through data-driven analysis

- Analyze data to measure results and determine outcomes
- Propose topics and direction of future professional symposiums
- Promote educational partnerships that support student success

About Us

The Council of Colleges and Military Educators (CCME) is an active proponent for the professional development of those serving in the military education community by providing a forum for the exchange of information on educational programs, strategies, and innovation among its members and associated partners. CCME membership is composed of military educators, civilian educators, post-secondary educational institutions, and suppliers of quality education products and services. CCME's mission is to serve as a professional development platform that showcases educational and career opportunities for military-affiliated students

History

The Council of College and Military Educators had its beginning in California. A group of Education Services Officers (ESOs) gathered in the early 1970s to exchange ideas on how to best serve the needs of military personnel who desired a college education. From this early beginning it was decided that they would meet annually in February. They further decided that educational institutions providing education for the military, both on and off base, should be invited to send a representative to the symposium. It was in 1973 when the first annual symposium of the California Community Colleges and Military Educators Association (CCCMEA) met with John Harmes as the group's chairman. At the annual symposium in San Francisco in 1994, the organization was renamed Council of College and Military Educators to more accurately reflect the membership and its role in military education. CCME has now become world-wide in scope.

Annual symposium sites over the years have included Santa Barbara, Long Beach, Palm Springs, Monterey, Anaheim, San Diego, San Francisco, Las Vegas, Seattle, Albuquerque, San Antonio, Honolulu, Nashville, Tampa, Orlando, and Philadelphia.

The first symposium held outside of California was in Las Vegas, Nevada, and the second in Seattle, Washington. It was evident that military educators from across the nation, as well as educational institutions, were benefiting from membership with CCME. Representatives from the Department of Defense, the former Servicemembers Opportunity College, American Council on Education, and DANTES participated in annual symposiums, along with service education chiefs and accrediting agencies.

CCME continues to demonstrate its ability to address the ever-changing landscape in the well-established partnership between the services, colleges, and universities. Each annual symposium provides a forum for discussions concerning the rising cost of education within constrained military budgets, the increasing reliance on outsourcing and contracting in the education services community, and the resulting serious implications on the services and institutions, and ultimately, on the military student.

Impact

CCME continues to be the most flexible tool in the educational arsenal advocating for student success and viability. CCME is the only remaining forum for educational institutions, military voluntary education, the Department of Defense, and all branches of service to gather annually and discuss best practices and future opportunities for the service members that it represents and serves. No other venue of the magnitude of CCME exists to provide this opportunity. Also collaborating with CCME is the veteran population and business and industry as we forge the next chapter in the life of providing meaningful value through education and training.

The goals set forth from our 40-plus year history are to provide meaningful pathways from military service to gainful employment in the public and private sector. Transitioning service members must be afforded the ability and opportunity to make a smooth transition that history shows has been missing until two years ago. Goals and objectives will be formulated that accommodate such a transition to include transparency and recognition of credentialing for service members and their spouses. In doing so, CCME must partner with business and industry to elevate their position and standing in a job market that will recognize their individual skill sets and afford the necessary pathway to better than a minimum wage job upon execution. If the United States wants to continue as an all-volunteer military, then this recognition and opportunity has to be in place and CCME is the one and only large venue to accommodate that change and forward progression.

Keys to Success

The success of CCME is contingent upon the commitment of our members and their dedication to uphold and perpetuate the CCME core values. As an organization we promise to uphold our mission and vision through open and transparent dialogue with our members, constituents, and our partners. CCME and its members must continue to develop and showcase best practices in advocating and supporting the military community on their respective educational and professional journey. CCME's success can only be measured by the effectiveness in ensuring that each member consistently engages and facilitates meaningful contributions in support of our core mission and vision.

ORGANIZATIONAL STRUCTURE

The Executive Board of CCME consists of the following officers: President, Vice President, Vice-President Elect, Secretary, Secretary-Elect, Immediate Past President, Symposium Event Manager, Treasurer, and Historian. All positions are elected positions except for the Symposium Event Manager, Treasurer, and Historian, who are appointed by the President.

The Executive Board:

- a. has general supervision of CCME in the interim between regular meetings.
- b. implements the program of CCME under the direction of the President.

The Standing Committees of CCME include the Finance, Legislative, Membership, Symposium Event Management, Public Affairs, Concurrent Sessions, Awards, and Scholarships.

It is imperative that the CCME Executive Board and Standing Committees work closely together to further the mission of the organization and provide strategic leadership to increase organizational relevancy and influence on a global scale. All Board and Standing Committee members are expected to adhere to a code of conduct that is ethical and collaborative. Specifically, the CCME Board Code of Conduct as listed below and which was adopted by the Executive Board on April 1, 2019, requires the signature of all Board members.

CODE OF CONDUCT AND ETHICAL LEADERSHIP

As volunteer board members, we are responsible for adding value to THE COUNCIL OF COLLEGE AND MILITARY EDUCATORS (CCME) and contributing ethically to the success of this organization. We accept professional responsibility for our individual decisions and actions. We also advocate for THE COUNCIL OF COLLEGE AND MILITARY EDUCATORS by engaging in activities that enhance its credibility and value.

INTENT

- To ethically and responsibly assist CCME in achieving its objectives and goals.
- To inform and educate current and future members of CCME whom we serve, and the general public about principles and best practices that help support military community students.
- To encourage ethical and professional decision-making and responsibility.
- To encourage social responsibility.

- To avoid activities that are in conflict or may appear to be in conflict with any of the provisions of this Code of Conduct Standards or with one's responsibilities and duties as a member of the not-for-profit organization.

GUIDELINES

- Adhere to the highest standards of ethical and professional behavior.
- Prioritize your obligations to identify conflicts of interest or the appearance thereof; when conflicts arise, disclose them to relevant stakeholders.
- Avoid real or perceived conflicts-of-interest.
- Refrain from using your position for personal, material or financial gain or the appearance of such.
- Refrain from giving or seeking preferential treatment.
- Question pending individual and group actions when necessary to ensure that decisions are ethical and are implemented in an ethical manner.
- Seek expert guidance if ever in doubt about the ethical propriety of a situation.
- Measure the effectiveness of our programs in contributing to or achieving organizational goals.
- Comply with applicable laws, rules, regulations and standards.
- Act/Work consistent with the mission and values of the organization.
- Strive to achieve the highest levels of service, performance and social responsibility.
- Respect the uniqueness and intrinsic worth of every individual.
- Treat people with dignity, respect and compassion to foster a trusting work environment free of harassment, intimidation, and unlawful discrimination. Assure an environment of inclusiveness and a commitment to diversity in the Council of College and Military Educators whom we serve.
- Develop, administer and advocate policies and procedures that foster fair, consistent and equitable treatment for all.
- Advocate openly and within the established forums for debate in order to influence decision-making and results.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Longevity in the military educational arena with a history and tradition dating back to 1973 • Provider of professional development opportunities for those serving military-affiliated students • Platform for collaboration and shared ideas between colleges and universities • Provides recognition by means of scholarships and awards to servicemembers, veterans and their families, etc. (institutions, corporations) • Dedicated board members who bring years of experience and subject matter expertise to the table 	<ul style="list-style-type: none"> • Insufficient brand awareness beyond annual symposium • Lack of an effective communication strategy – limited information regarding military education/ legislation is disseminated to membership • Lack of organizational processes - each year we recreate the wheel, limited time for strategic thinking • Relevancy within the DoD and VA communities is sometimes questioned • Lack of continuity among key executive board positions (one year terms) • Dependent on a volunteer board and how much time each member can contribute
Opportunities	Threats
<ul style="list-style-type: none"> • Establish long-term relationships with external stakeholders in military, veteran, federal, non-profit, and corporate arena • Build a more diverse and inclusive membership • Tap into ethical and reputable corporate philanthropy to raise scholarship revenue • Explore workforce development arena 	<ul style="list-style-type: none"> • Increased cost of symposium does not support incoming revenue • Other Military & Veteran Organizations providing more ROI than CCME • Numerous competitors for membership, donations, and scholarships • Sequestration/government shut downs negatively impact conference attendance • Organizational budgetary constraints dictate conference participation and sponsorship capability

STRATEGIC PRIORITIES

- 1. Strengthen CCME symposium professional quality that is responsive to the needs of membership, the armed services, and supporting agencies**
- 2. Diversify and build membership base and increase symposium attendance**
- 3. Maintain relevancy amongst an ever-changing and competitive environment**
- 4. Strengthen the foundation for long-term financial health**

STRATEGIC PRIORITY 1



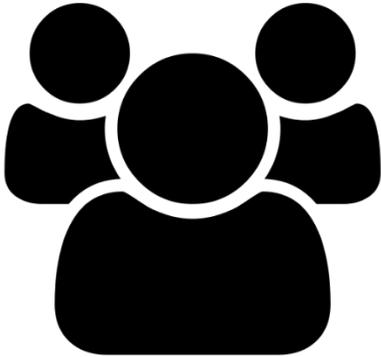
Strengthen CCME symposium professional quality that is responsive to the needs of membership, the armed services, and supporting agencies

Objectives:

- Provide multiple forums for professional development for the current and next generation of thought leaders
- Actively cultivate CCME Board Membership to ensure sustainable Subject Matter Experts for all Board activities
- Ensure current topics relevant to the DoD Voluntary Education Program, the VA, DoE, and Veterans Services Organizations are included throughout all components of the CCME symposium, and secure participation from the key leaders representing each
- Serve as an organizational mentor and guide to current and new members to increase understanding of the many agencies that provide guidelines for and oversight of the rules and regulations impacting military-affiliated students
- Provide a collaborative environment that allows for attendees to interact with peers, colleagues, and key stakeholders in order to develop professional working rapport and share best practices

Implementation: Executive Board Members

STRATEGIC PRIORITY 2



Diversify and build membership base and increase symposium attendance

Objectives:

- Increase membership by 2% over the next five years
- Explore a membership tier system with incremental fees and discounts to enhance membership, boost income, garner ongoing attendance, and increase purchase of sponsorship and exhibits
- Maximize ROI for members, government agencies, non-profits, and corporations
- Drive member engagement and promote the value of CCME through prompt dissemination of information via public relations efforts to include social media (Facebook, LinkedIn, Twitter), the CCME website, the CCME Newsletter, and the Annual Symposium App

Implementation: Membership Committee, Public Affairs Committee, Newcomers Liaison

STRATEGIC PRIORITY 3



Maintain relevancy amongst an ever-changing and competitive environment

Objectives:

- Respond to the needs of stakeholders by soliciting feedback about each annual symposium from members, ACMEs, presenters, and attendees, and making data-based decisions based on this collective feedback
- Foster and promote collaborative partnerships with government agencies, business and industry, VSOs, community organizations, and non-profits
- Differentiate from other industry-related professional organizations and promote unique value to membership and symposium attendees
- Leverage the expertise of state ACMEs to raise grass roots issues to the national level

Implementation: Executive Board Members

STRATEGIC PRIORITY 4



Strengthen the foundation for long-term financial health

Objectives:

- Create an outreach plan and collateral pieces to increase sponsorships and exhibitors across all sectors of business and industry
- Develop a budget strategy in advance of the annual Symposium that details all anticipated symposium costs, sources of revenue to offset expenses, any mitigating circumstances that need to be considered, and possible options to address high cost areas
- Complete a comprehensive assessment of all financial contracts, invoices, symposium locations and timeframes, and vendor agreements to identify avenues of cost efficiencies for CCME and its members
- Increase contributions to the Endowment Fund to sustain student scholarships

Implementation: Treasurer, Symposium Event Manager, Public Affairs Committee

IMPLEMENTATION & ACCOUNTABILITY

Implementation

The CCME DRAFT Strategic Plan was approved by vote of the Executive Board on 9 October 2019 at its onsite Board meeting in Philadelphia, PA.

The CCME Strategic Plan was adopted by vote of the CCME membership on 9 March 2020 at the annual Business Meeting held during the 2020 Symposium in Philadelphia, PA.

The CCME Executive Board, led by the President, will be responsible for ensuring the appropriate committee chairs are held accountable for progress against strategic priorities as identified in the Strategic Plan, and for raising awareness among the board of shifting circumstances that may dictate a revision of priorities.

Accountability Measures

Utilize Base Camp software program to automate notifications for tasks assigned to each strategic priority, due dates and deadlines, and reporting requirements for each strategic goal and objective that is assigned to committee chairs.

Committee chairs will report on tactical progress toward objectives during monthly board meetings held via phone conference and during bi-annual onsite meetings.

The CCME President will report to the membership via the website, social media, and the CCME Newsletter on strategic planning status and accomplishments.