



2013 – 2015
Strategic Business Plan



2012 Board of Directors

Adopted February 2013

Executive Summary



The National Scholarship Providers Association (NSPA) is a nonprofit, membership association that advances the collective impact of scholarship providers and the scholarships they award. NSPA was established in 1999 by Coca-Cola Scholars Foundation, Fastweb.com, Hispanic Scholarship Fund and Scholarship America to facilitate the creation of scholarship best practices, promote professional development and encourage cooperation among scholarship providers. This strategic plan, which covers the calendar years 2013-2015, was developed in a highly-involved, collaborative manner that engaged board, staff, NSPA members, and key external partners in the scholarship and financial aid community.

The plan contains several significant components, including:

- ◆ New vision and updated mission statements that serve as the guideposts for NSPA.
- ◆ Value propositions on supporting the NSPA, joining the NSPA membership and partnering with the NSPA.
- ◆ Five Strategic Goals that serve as the key areas of NSPA focus for the next three years:
 1. Strengthen programs and services for NSPA members.
 2. Support the success of NSPA members by building our infrastructure, board and staff.
 3. Increase NSPA's visibility and presence through marketing and outreach efforts.
 4. Advocate more effectively for the scholarship industry through enhanced research, analysis, and a stronger national voice.
 5. Ensure NSPA's long-term stability by growing to 410 members and revenues of \$780,000 by 2015.
- ◆ A Pro-Forma Financial Plan that will guide the fundraising and financial management goals set in this plan.

In addition to implementing the strategic goals, NSPA will be accountable by measuring its progress in the following ways:

- ◆ Through membership and revenue goals.
- ◆ By building a new content-rich, enhanced website for our members.
- ◆ By implementing a new membership database system.
- ◆ By creating a new members only online membership directory, discussion forums, and benchmarking information.
- ◆ By enhancing board engagement through eight active committees.
- ◆ By adding several new membership categories.
- ◆ By releasing a research report on scholarships and their impact.
- ◆ By developing and launching a new NSPA branding and social media presence.
- ◆ By upgrading NSPA's existing online library of scholarship and college access and success research, gated human resources materials.

The NSPA is very excited about the future of the organization with the strategic plan in place. Our goal is to enhance our abilities to serve and strengthen our members as they work to support students to gain access to and complete higher education. We are grateful for all of our members and stakeholders who provided input into and helped us craft this plan, and we look forward to working with them to implement it over the coming years!

NSPA History



The NSPA grew out of a need that Fastweb observed after launching its scholarship matching site in 1995. As the Fastweb database grew, it became apparent that the scholarship industry was lacking a forum for scholarship providers to collaborate and network with each other, as well as a cohesive voice for the industry. Fastweb hosted a small conference in Chicago, IL that brought together some of the country's largest and most well-known scholarship providers, with the goal of sharing best practices. Three of the organizations that attended this convening went on to partner with Fastweb to found the NSPA – Coca-Cola Scholars Foundation, Hispanic Scholarship Fund, and Scholarship America.

In 1999, Fastweb provided the finances to formally launch the NSPA and hire a part-time consultant as its executive director. The NSPA continued to hold annual conferences, and in 2004 all four founding members came together to hire a full-time executive director and moved the organization from Chicago, IL to Denver, CO, where another board member offered office space at the Daniels Fund. The NSPA moved to its own offices in Boulder, CO in 2009 and currently employs three full-time staff, who work to grow NSPA membership, programming, and national presence.

As of March 2013, the NSPA boasts 320 member organizations hailing from the United States, Canada and the Bahamas and the annual conference draws over 350 scholarship providers from postsecondary institutions, private foundations, public charities, community foundations, and corporate and government programs.

Along with the 700 scholarship professionals in its membership network, the NSPA develops standards for scholarship administration, conducts research to understand the depth and breadth of the scholarship industry, creates professional resources for its members, encourages the development of scholarship programs, and advocates for changes in policy to help students maximize all sources of financial aid available to them.



New Vision and Mission Statements



A vision statement is a depiction of the desired future state for which an organization is working – it is the destination an organization is trying to achieve. NSPA'S new vision statement is:

*College success for all students
through the power of scholarships*

A mission statement is a description of the work an organization performs to achieve its vision. It is the means by which that vision is achieved. NSPA'S new Mission Statement is:

*The National Scholarship Providers Association
advances the collective impact of scholarship providers and
the scholarships they award*

The Case and Need for NSPA



NSPA has developed several value statements to assist it and others in raising awareness of its work:

The Value of NSPA

Value to Members

- ◆ Serves as the premier, national network for scholarship providers to connect with peers and exchange resources and information.
- ◆ Informs members of new trends and best practices in the scholarship field.
- ◆ Produces an annual national conference which brings together hundreds of scholarship providers and industry experts.
- ◆ Provides access to materials and professional development opportunities, including a scholarship program toolkit and webinars.

Value to Donors & Sponsors

- ◆ Offers advocacy, research, and thought leadership on issues of college access, completion and affordability.
- ◆ Creates the opportunity for donors to impact the scholarship movement and invest in best practices broadly.
- ◆ Advances the collective impact of scholarship providers, thereby improving access to higher education for students across the United States, Canada and beyond.
- ◆ Offers sponsors regular exposure and access to the scholarship community.

Value to the Broader College Access and Completion Community

- ◆ Advances the scholarship field by conducting original research and sharing information on scholarship program best practices.
- ◆ Serves and convenes the broad community of scholarship providers.
- ◆ Builds awareness regarding issues of college access, completion, and affordability.
- ◆ Functions as a collective voice for the scholarship provider and college access community to key education, business, government, and community leaders.