

NCTA Strategic Plan - 2026 - 2029

NCTA Mission: The National College Testing Association (NCTA) promotes professionalism and quality in the administration of testing services and programs, including but not limited to, assessment and issues related to accessibility, development, and scoring to its members and constituencies outside of testing. This is accomplished by providing professional services and opportunities for member engagement, partnerships and collaboration, growth and outreach, and professional development.

Guiding Principles	Priorities	Tasks	Division Assigned	Dashboard			FY 2027 Review
				Not Started	In Progress	Completed	
1. Ensure the health of organization with continuity of service and sound financial planning and practices	1.1 Align budgets with the NCTA Strategic Plan.	1.1a Continue annual, three year and five year budget.	Finance				
		1.1b Continue budget projections.	Finance				
	1.2 Ensure adequate revenue streams to support operations, services and future growth.	1.2a Review opportunities for grant funding.	Finance				
		1.2b Continue review of membership dues, conference fees and sponsorship fee annually with decisions entered in fall report.	Finance				
	1.3 Create additional opportunities and/or endeavors in which members can support NCTA and marketing these options accordingly.		Finance				
	1.4 Establish written policies governing all financial aspects of NCTA finances and investments.	1.4a Creation of a finance terms definition document for transparency.	Finance				
		1.4b Continue to review and update procedures related to finance.	Finance				
		1.4c Implement a 30% internal audit on selected areas/programs semi-annually.	Finance				
		1.4d NCTA Grants – completion report review; reconcile/request/collect unused funds.	Finance				
		1.4e DGP Scholarship – adjust application procedure to better align with scholarship original purpose.	Finance				

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	1.5 All NCTA division heads should be actively involved in promoting their division's mission and take steps to plan activities and submit budgets for their divisions in time to be included with NCTA's FY budget for approval.		All Divisions				
	1.6 Create and maintain transition plans for continuity.	1.6a Budget control and cost management.	All Divisions				
	1.7 Ensure good stewardship of organizational resources to support operations, services and future growth.	1.7a Review options for needs-based funding request vs. annual fund requests by division.	All Divisions				
	1.8 Expand and promote membership in NCTA nationally and internationally and increase brand awareness.	1.8a Develop marketing plan to non-NCTA members highlighting resources, projects, accomplishments and benefits of NCTA membership.	Partnerships & Outreach				
		1.8b Develop a specific social media plan to promote events, membership benefits and resources of NCTA.	Partnerships & Outreach				
		1.8c Continue prospect marketing campaign, focusing by states near upcoming annual conferences, with goal of 10% membership increase annually.	Partnerships & Outreach				
		1.8d Monitor and maintain prospect lists for campaigns to ensure clean data.	Partnerships & Outreach				
	2.1 Regularly review the NCTA Standards & Guidelines.	2.1a NCTA Standards & Guidelines were reviewed and updated in 2025. Test Center Certification committee will review this document every three years to ensure NCTA is keeping pace with industry trends and standards in testing as they relate to center certification.	Professional Services				

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2. Promote professionalism and quality in the administration of testing services and programs	2.2 TCC will actively promote Test Center Certification via the NCTA conference and periodic announcements on the NCTA List Serve with the goal of increasing new certifications by 5% over the previous fiscal year.	2.2a Committee to add virtual drop-in webinars in spring and fall annually to answer questions and encourage participation.	Professional Services				
		2.2b Research marketing options to membership to encourage certification process.	Professional Services				
	2.3 Given 2025 restructure, consider encouraging CAS certification if the organization continues to operate.		Professional Services				
	Continue Proctor Certification Program	2.4a Develop exam infraction procedures and create documentation to ensure infractions are equitably evaluated.	Professional Services				
		2.4b In conjunction with Professional Development division, develop recertification process, including CE criteria, as well as reminder process and who will manage overall process.	Professional Services & Professional Development				
		2.4c Create new committee to assist with Proctor Certification questions, infractions and on-going program requirements and needs.	Professional Services				
	2.5 NPN updates were completed in MemberClicks by Impact in late 2025. Actively pursue membership to increase participation in NPN.	2.5a In conjunction with Partnerships & Outreach division, market participation in NPN as a benefit of NCTA membership, using Quick Bites, eblasts and other communications to encourage participation and new memberships.	Professional Services & Partnerships & Outreach				
		2.5b Annual fee required for corporate NPN members; increase corporate participation in NPN.	Professional Services				
		2.5c Review NPN listings and procedures annually to ensure process works correctly and data is current.	Professional Services				

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3. Continue development and promotion of testing industry best practices	3.1 Foster partnerships and collaboration with testing industry professionals/liasions.	3.1a Division will contact a minimum of three testing organizations not currently involved with NCTA and encourage participation and membership.	Partnerships & Outreach				
	3.2 Add Academic Integrity goal to website.	3.2a Starting Point: The goal of AITC is to provide NCTA members with resources to align campus academic integrity programs and testing centers, create academic integrity programs and advocate testing best practices in higher education through partnerships with other professional organizations.	Partnerships & Outreach				

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4. Offer professional development and networking opportunities that grow organization professionals and support membership	4.1 Review onboarding of new members - Process, communication, engagement.	4.1a Test onboarding process in 2026 to highlight any areas that need attention or changes. Create process documentation to formalize and make annual review easier.	Membership Engagement				
	4.2 Market mentorship program and encourage participation and knowledge sharing.	4.2a Continue committee and keep active to encourage participation.	Membership Engagement				
		4.2b Develop program campaign to recruit mentors and mentees.	Membership Engagement				
		4.2c Submit proposals for presentation at NCTA annual conference in alternating even conference years.	Membership Engagement				
	4.3 Continue to offer listserv to membership, ensuring it adheres to professional guidelines and communication standards.	4.3a Maintain and encourage active involvement and increase usage among membership as evidenced by increased traffic analytics.	Membership Engagement				
		4.3b Continue to monitor for compliance. Send guidelines out to membership quarterly/bi-annually.	Membership Engagement				
		4.3c Ensure COIs on file/compliance at 100% annually with completion date of June 30 each year.	Membership Engagement				
	4.4 Continue new volunteer program developed by the Administration division in 2026.	4.4a Continue with current program and process and increase volunteerism within membership.	Administration				
		4.4b Publish volunteer positions and update volunteer webpage as new positions are available/closed.	Administration				
	4.5 Consistently review NCTA website for updates and review analytics.	4.5a Update website regularly and review often to ensure best navigation.	Administration				
	4.6 Management of membership communications and announcements.	4.6a In conjunction with Impact, streamline member communications and work within a comm schedule developed by Impact and reviewed by Governing Council annually.	Administration				
		4.6b Continue publishing NCTA Quick Bites on a monthly basis to membership.	Administration				

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	4.7 Executive Committee Support	4.7a Provide support to Executive Committee, handling meeting logistics, agenda and minutes, as well as other responsibilities as required.	Administration				
	4.8 Expand opportunities for members to engage in professional development.	4.8a Increase conference attendance by 2.5% annually and ensure that conference is financially sound and on budget.	Professional Development				
		4.8b Produce eight webinars per year for the benefit of membership.	Professional Development				
	4.9 Sunset JNCTA and develop infrastructure and committee for new NCTA Digest.	4.9a Digest Editor to begin development of NCTA Digest to be sent spring and fall annually to membership and form committee.	Professional Development				
		4.9b Digest Editor to assemble a committee to assist in creation of digest.	Professional Development				
	4.10 Special Interest Groups (SIG)	4.10a Each SIG will hold one quarterly meeting, host one webinar per year, and present one session at the annual conference.	Partnerships & Outreach				
5. Develop, enhance and support partnerships with other professional organizations and corporate members of NCTA	5.1 Partner with related professional associations (e.g. Maintain liaison relationships with ATP, ICAI, COTS, CAS.		Partnerships & Outreach				
	5.2 Encourage participation by vendors in the NPN.		Professional Services				

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