This report represents National Speech & Debate Association's responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

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**Mission:**  
The National Speech & Debate Association believes communication skills are essential for empowering youth to become engaged citizens, skilled professionals, and honorable leaders in our global society. We connect, support, and inspire a diverse community of honor society members committed to fostering excellence in young people through competitive speech and debate activities. We envision a world in which every student has access to competitive speech and debate activities. We are the leading voice in the development of resources, competitive and ethical standards, curricular and co-curricular opportunities, and recognition systems for our vast network of student, coach, and alumni members.

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1. What are we aiming to accomplish?

We envision a world in which every student has access to competitive speech and debate activities. We are the leading voice in the development of resources, competitive and ethical standards, curricular and co-curricular opportunities, and recognition systems for our vast network of student, coach, and alumni members.

2. What are our strategies for making this happen?

Maximizing the impact of our new name and organizational focus, the National Speech & Debate Association will use existing revenue streams to invest in outside marketing assistance over the next year to dramatically improve the level, quality, and effectiveness of our external communication. We will aggressively look to cut existing costs incurred from programs, services, staff, and other activities that do not support the core, strategic work of the organization and/or have a measurable impact on membership growth and quality of experience or overall fundraising potential. We will invest time and resources in current and conceptualized innovative programs and services that we believe will have a notable impact on membership satisfaction and growth, the overall quality of school programs, and/or fundraising. To better inform this investment, we will actively gather the data necessary for informed quality metrics. We will also evaluate the organization's current governance system, volunteer leadership structure, and classification of schools to determine whether or not changes would lead to stronger mission accomplishment. In an effort to dramatically improve membership affinity, recruitment, and retention, we will take a two-step approach to bolster the reach and impact of our membership services department. First, by streamlining and modernizing current processes that may allow for a re-allocation of staff time to membership support; second, by investing mid-year revenue surplus into additional staffing. Using a growing surplus of revenue over the next five years, we will increase staffing in key areas of the organization to move us closer to achievement of our five-year membership and fundraising goals. We will also invest in a comprehensive research program, the results of which will help us improve program quality, provide additional evidence of our value-add to members, and support our further growth.

3. What are our organization’s capabilities for doing this?

With an organizational history spanning nearly a century and no competitors in the speech and debate space with professional staff or a national/international reach, the National Speech and Debate Association is the most capable organization of its kind.

4. How will we know if we're making progress?

In the summer of 2013, the organization established four stretch goals that would be achieved within 5 years. The board of directors established quality metrics as well as benchmarks for the achievement of these goals that are evaluated on a quarterly basis.

5. What have and haven't we accomplished so far?

Since the effort to establish the new strategy began in August of 2013, the short term progress has been impressive. To date, the organization has focused on the rebranding which is set to be completed by August of 2014.