



STRATEGIC PLAN

2015-2019

Board Approved Final November 5, 2014

October, 2014

INTRODUCTION

NACAS is completing its current 2010 – 2014 Strategic Plan. NACAS has the opportunity to maintain and build on several significant strategic initiatives while introducing additional strategic actions over the coming years. It is important for NACAS to maintain its strategic focus on enhancing professional development activities, encouraging diversity in membership, growing the Foundation, maintaining the strength and vitality of the NACAS Regions, and continuing to foster the symbiotic relationship with our Business Partners and affiliate entities. New initiatives will include expansion of a newly developed certification program, enhancing recruitment and retention of members, enhancing a standing technology committee charged with developing dynamic goals and objectives and launching new committees to support underrepresented institutions, starting with a Canadian Committee. To accomplish these goals, NACAS will continue to utilize a system of measurable targets and measuring actions.

MISSION

NACAS provides professional development and leadership opportunities necessary for its members to be successful as they support higher education through auxiliary/campus services in an ever-changing environment.

VISION

NACAS is universally acknowledged as the premier source for educational opportunities, campus service innovation, leadership skill development, and information networking for auxiliary services professionals.

VALUES

NACAS is committed to ethical and value-driven decision making essential to ensuring fiscal responsibility inherent in higher education's auxiliary services. NACAS embraces values that provide:

- Focus on operational quality, service, innovation and value in a competitive environment
- Responsiveness to service and product needs of all constituencies
- Identification of “best practices” in our professional services areas
- Dedication to leadership development for all professionals that we reach
- Commitment to inclusiveness of all people, cultures, and nations
- Commitment to integrity
- Commitment to sustainability
- Commitment to the measurement of success and establishment of necessary standards
- Understanding that the commitment of the association is to the key stakeholders in the higher education community and all governance decisions will come from this understanding

STRATEGIC DIRECTIONS

In combining new and established priorities, NACAS will continue to focus on nine strategic areas.

- 1. Build and diversify the membership.**
- 2. Develop and provide best in class professional development programs for auxiliary service professionals.**
- 3. Continue to enhance NACAS' position as the premier association for auxiliary services professionals.**
- 4. Generate and manage financial resources to accomplish goals.**
- 5. Continue to improve internal operations to fulfill organization mission, achieve goals, and enhance management.**
- 6. Provide support to regions.**
- 7. Strengthen the NACAS Education Foundation to enable the funding of programs and services designed to enhance the auxiliary services profession.**
- 8. Expand participation and execution of Certified Auxiliary Services Professional program.**
- 9. Maximize the use of technology to fulfill the strategic direction of the association.**

ACTIONS, MEASURES, AND GOALS

- 1. Build and diversify the membership.**
 - a. Annually review and revise, if needed, plans for recruitment and retention; ensure member database has the correct point of contact for each institution.
 - b. Increase involvement with under-represented institutions and members, specifically Canadian, Community Colleges and HBCU institutions.
 - NACAS will form task forces to support these groups
 - c. Develop a multi-layered approach to membership growth.
 - d. Embrace a wider range of business partner organizations.
 - e. Enhance cross programming with other associations to reach more nonmembers.
 - f. Coordinate efforts to regularly and systematically assess member and auxiliary service needs and expectations.

MEASURES: Number of institutional members, demographics of member representatives and leaders, and number of business partners.

OVERALL GOALS: Work to maintain our current membership numbers and a targeted increase of 2% per year through 2019.

2. Develop and provide best in class professional development programs for auxiliary service professionals.

- a. Continue to develop and refine professional development programs and institutes based on NACAS core competencies and contemporary training needs of our profession.
- b. Continue to encourage institutional affiliation with graduate programs that offer specific courses, programs and “tracks” for future auxiliary leaders.
- c. Identify new delivery methods and technologies to be employed in delivering professional development programs such as blended learning, podcasts, etc.
- d. Develop collaborative programs with other organizations such as SACUBO and utilize CBMI for ongoing professional development when feasible.
- e. Investigate and/or develop opportunities for “study abroad” and/or work exchanges in other countries to expand learning opportunities and share/learn best practices.

MEASURES: Primary measure will be membership level (by member institutions and individual participation) from professional development. Look at both retention and recruitment due to professional development activities. Possible measures can include new members as a result of professional development program attendance, non-member attendance and percentage of members taking advantage of professional development programs.

OVERALL GOAL: Sustain current level of professional development activity and increase over time. Activity should exceed the base-line measure of activities established in 2014.

3. Continue to Enhance NACAS’ position as the premier association for auxiliary services professionals.

- a. Continue emphasis and resources focused on marketing.
- b. Develop activities that enhance the image of both NACAS and auxiliary services professionals. *Every two years (2015, 2017) NACAS will act as a convener of multiple associations on a critical topic.*

NACAS representatives will make a concerted effort to attend and be visible at other association activities.

- c. Analyze current methods of outreach and communications and explore new activities that meet the diverse needs of our members and non-members. *Conduct member surveys that seek feedback on members’ training needs, the quality and value of NACAS programs, member perspectives about the NACAS brand, the usability of the web site and other issues.*
- d. Initiate enhanced partnerships with other professional associations related to auxiliary services

MEASURES: Primary measures will be membership retention and growth, enrollment in professional development programs, and member feedback on quality and value of NACAS programs and branding. Conduct exit interviews with national Board and Committee chairs at the conclusion of their terms.

OVERALL GOAL: High level of satisfaction with all NACAS programs, high level of recognition of NACAS leading to increased membership to 855 institutional members by 2019.

4. Generate and manage financial resources to accomplish goals.

- a. Maintain a financial plan that provides fiscal stability for the association and the Education Foundation.
- b. Maintain financial goals and resources necessary for NACAS to accomplish its national and regional goals.
- c. Model sustainability concepts.
 1. Have zero net waste at Annual and Regional conferences by 2018.

MEASURES: These actions will be measured as either completed or not completed based upon the budget and the ability to implement strategic and tactical goals and objectives.

OVERALL GOALS: 100% completion of these action items.

5. Continue to improve internal operations to fulfill the organization's mission, achieve goals, and enhance management.

- a. Ensure effective and efficient use of staff and staff functions.
 1. Continue an annual staff review process.
 2. Continue staff professional development through related association memberships and events.
 3. Explore areas of the operation where partnerships or outsourcing make sense.
 4. CEO to annually review alternatives with the NACAS Board for providing adequate staffing for Board identified needs.
- b. Develop succession planning guidelines for NACAS Board and employees.
- c. Regularly review Constitution and By-laws as well as the NACAS Policy Manual to ensure that they are up to date.

MEASURES: Maintain focus on staff professional development. Adequately plan for changes in key positions.

OVERALL GOALS: Seamless transition during changes in paid and volunteer leadership.

6. Provide support to regions.

- a. Assist in the enhancement of the professional development opportunities in the regions.
- b. Assist in increasing participation in the regional conferences and workshops around those

conferences.

- c. Develop a leadership/volunteer identification database and leadership development/training program.
- d. Recognize and provide support to statewide groups within the regions and encourage others to model groups after those successful ones in existence.
- e. Provide financial and investment guidance and assistance to the regions as requested.

MEASURES: Completing the tasks in this area. Feedback from annual member survey on questions that relate to NACAS regions. Regions will use the strategic planning assessment tools to plan and assess their own actions.

OVERALL GOAL: NACAS Regions are perceived by members as a vital and value-added component of the organization.

7. Strengthen the NACAS Education Foundation to enable the funding of programs and services designed to enhance the auxiliary services profession.

- a. Encourage the alignment of Foundation fundraising goals to the NACAS strategic plan.
- b. Continue to encourage business partners and members to contribute to the Foundation.
- c. Obtain 100% participation from Board members (NACAS and Education Foundation) and regional board members donating to the Foundation.
- d. Increase awareness of the Foundation – what it does, how it benefits the association, the membership and higher education.
- e. Develop, implement and maintain an active/dynamic marketing plan in conjunction with the overall marketing plan of the association. Coordinate with 3a.
- f. Work with the Foundation to offer multiple opportunities for giving.

MEASURES: Number of people making contributions, amount of contributions, number of discussions with business partners, and level of support from business partners.

OVERALL GOALS: Support and assist the Foundation with fundraising efforts to increase reserves \$50,000 per year.

8. Expand participation and execution of the Certified Auxiliary Services Professionals program.

- a. Broaden the marketing efforts to encourage more comprehensive participation.
- b. Identify and complete all of the tasks necessary for the expansion and accreditation of the certification program.
- c. Continue to enroll prospective applicants for the certification program.

- d. Encourage and communicate the value of the re-certification program.
- e. Assess the effectiveness of the program in meeting objectives.

MEASURES:

- a. Executable and measurable marketing plan for more comprehensive participation.
- b. Develop a systematic tracking system for both new certifications and re-certifications.
- c. Market and re-market to the higher education community the benefits of a certification program.
- d. Establish a schedule for the regular review of the certification program by the Board of Directors on a yearly basis.

OVERALL GOALS: Successful expansion of the Certification Program. By 2019 be producing 50 new certificant per year with renewals of 25 per year and financially self-sustaining.

9. Maximize the use of technology to fulfill the strategic direction of the association.

- a. Develop a plan to bring NACAS technology up to university and industry best practices.
- b. Determine technology priorities of members based on surveys and feedback on university and other association best practices.

MEASURES: Responses on surveys regarding functionality and appearance of web site, conference registration, deployment of Professional Development opportunities, etc. Completion of specific technology plan tasks.

OVERALL GOALS: NACAS will receive high evaluations from members regarding the quality and usefulness of its web site and other technology driven resources. Board will find the MIS system to be an indispensable resource.