

NACAS

NACAS Foundation Campus Care Grant aims to ease the burden students face in meeting basic needs

The Next Level Leader Mindset

How to improve your leadership and management skills to help your organization improve

Examples of Excellence

NACAS annual award winners strive to help students be successful

WINTER 2019

college services

LEADERSHIP AND SERVICE

From first-time member volunteer a few years ago, to new NACAS President, Ryan Greene is focused on providing valuable services to students and institution.



2019 Outstanding Business Partner of the Year

Thank You NACAS.

Since 2013, you have helped us navigate the higher ed landscape, introduced us to countless new friends and inspired us to connect universities with restaurant brands that enhance student life.



CAMPUS- WIDE VISIBILITY



Combine our cloud-based POS with our powerful analytics platform for **COMPLETE VISIBILITY** into your campus-wide retail data.

When used together, PrismPOS™ and PrismInsight™ create greater efficiencies and better-informed decision making for campus-wide retail success. Email info@PrismRBS.com and request a demo today.

UPGRADE YOUR RETAIL *experience*

Prism|rbs
retail business solutions

one FREE

Every required course material
for one low per credit hour fee!

TextbookButler.com

The premier subscription based,
auto-fulfillment program for all of
your students' course materials.



Powered by:  tree of life

college services

features



12

08 Unexpected Job Offer Leads to Auxiliary Services Career

Seven years after attending his first NACAS conference, Ryan Greene, CASP, takes the helm as President with a desire to motivate other members to serve and lead.

BY SHERYL S. JACKSON

10 C3X Recap

From speakers who challenged and empowered, to networking, healthy lifestyle events, and hundreds of educational sessions, the 51st Annual C3X 2019 Conference & Expo in Phoenix provided auxiliary services professionals with unlimited possibilities to help impact student success and higher education as a whole.

12 Campus Care Grant

The NACAS Foundation has awarded its first Campus Care Grant, the philanthropic effort created in the summer of 2019 to provide funds up to \$25,000 to college and university programs that address students' access to basic needs, such as food insecurity, housing insecurity, safety, and counseling.

BY ABBY HAZEKAMP, MANSI KALRA, AND ASHA NETTLES

17 Keep. Stop. Start: The Next Level Leader Mindset

The cost of poor management and unengaged employees causes ripples across all of an organization's operations. How can you improve your leadership and management skills and, in turn, improve your organization?

BY KARA BUNDE-DUNN

20 Examples of Excellence

NACAS annual award winners dedicate themselves to serving others and ensuring that helping students is at the forefront of everything they do.

BY SHERYL S. JACKSON

22 Value in Volunteering

NACAS Regional Presidents share their advice on the importance of volunteering within the association.

COMPILED BY ANGELA MELDONIAN

COMMENTARY

6

Opening Remarks: Presidential Perspective
Ryan Greene, CASP

DEPARTMENTS

25

In Closing: Executive Summary
KELSEY HARMON FINN

26

Advertisers Index

©2019 Naylor, LLC. All rights reserved. The contents of this publication may not be reproduced by any means, in whole or in part, without the prior written consent of the publisher. Direct comments, advertising, and membership inquiries to the NACAS office. Statements of fact and opinion are the responsibility of the authors alone and do not imply an opinion on the part of the staff, board of directors, or membership of NACAS.

PUBLISHED FOR: **NACAS**, 3 Boar's Head Lane, Suite B, Charlottesville, VA 22903-4610, Phone: (434) 245-8425, Fax: (434) 245-8453 www.nacas.org

PUBLISHED BY: **Naylor, LLC**, 5950 NW 1st Place, Gainesville, FL 32607, Phone: (352) 332-1252, (800) 369-6220, Fax: (352) 331-3525 www.naylor.com

PUBLISHER David Freeman **EDITOR** Antonya English **MARKETING** Austin Dunn **PROJECT MANAGER** Hannah Mulé
SALES DIRECTOR Nicholas Manis **PROJECT COORDINATOR** Tracy Venzen **ACCOUNT REPRESENTATIVES** Krys D'Antonio, Debbie McClanahan,
Jacqueline McIlwain, Karen Tucker, Jason Zawada **LAYOUT & DESIGN** Deb Churchill | Print 2.0h! **COVER PHOTO CREDIT:** MEKANIC

PUBLISHED DECEMBER 2019/JIL-Q0419/5113

NAYLOR
ASSOCIATION SOLUTIONS

Prepare for NACAS to Make an Even Greater Impact in 2020

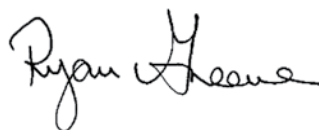
The year is 2020. Higher education remains essential, but one can easily argue that its future is unclear. Articles from *The Chronicle of Higher Education* regularly appear, making us wonder how to best navigate the waters of uncertainty. "The Crisis of the Public University," "What's Wrong with Higher Education: A Lack of Purpose," "The Great Enrollment Crash," "The Slow Death of the University," and "Higher Education is Drowning in BS" are all recent articles that set the stage for industry concern. When you sift through all of it, one normally arrives at cost. Is there still a true ROI for a college degree, and how can we prioritize value at the forefront of the student experience? It just so happens that auxiliary services offers one of the best pathways to influence these important questions, and over this next year, I hope to lead NACAS to bring the value and affordability of auxiliary services to light.

As I begin my year as NACAS President, I sit back and wonder how our impactful association can further influence auxiliary and campus services throughout our membership. NACAS has made great progress over the last half decade – completely recreating its brand, increasing member participation, stabilizing our finances, improving membership growth and retention, offering more professional development opportunities than ever before, providing enhanced benefits through the new C3X conference experience, and making the case for the best association value in higher education. While this is all good news, the work must be, and is, ongoing. Over the next year we will continue efforts to offer industry data that will assist in benchmarking institutions throughout auxiliaries, allowing each unique

operation to determine how it can best improve. NACAS also will make additional progress with volunteer engagement, focusing to bring members with all experiences and backgrounds into various levels of association leadership. Likewise, the association will brainstorm ways to improve opportunities for increased diversity through impactful association positions, professional development content, and affinity group participation. Alongside these exciting initiatives, the association will continue improving upon its current strategic plan, working to progress goals centered around membership growth, relevant and current programs and services, the CASP certification, business partner relationships, foundation reach and impact, regional connections, international relevance, and a myriad of related objectives that will continue moving this great association forward.

But after all the progress we've made and continue to build upon, the question still remains: What. Is. Next? My prelude strongly alluded to one topic that I believe we should prioritize, but what else? We will work to answer this question over the next year, and we would love your feedback. How do you think NACAS should be more impactful? What do you want to see from your association that would further build upon its value to your institution, auxiliary services, and higher education as a whole? Let us know by emailing me directly at ryan.greene@gatech.edu.

Do you remember thinking that 2020 was so far away? Now it is upon us. Let's make the most of it. ■



RYAN GREENE, CASP
NACAS PRESIDENT

BOARD OF DIRECTORS

CEO EX-OFFICIO

Kelsey Harmon Finn

PRESIDENT

Ryan Greene, CASP

Georgia Institute of Technology
Atlanta, GA

PRESIDENT ELECT

Mark Ironside

Lehigh University
Bethlehem, PA

VICE PRESIDENT

Matthew Portner, CASP

Ashland University
Ashland, Ohio

PAST PRESIDENT

Carlos Garcia, CASP

University of Colorado Colorado Springs
Colorado Springs, CO

TREASURER

Sherry Davidson

Georgia Institute of Technology
Atlanta, GA

CENTRAL REGIONAL REPRESENTATIVE

Bob Barry, CASP

University of Wisconsin-Whitewater
Whitewater, WI

EAST REGIONAL REPRESENTATIVE

Maria Hoagland

United States Military Academy
West Point, N.Y.

SOUTH REGIONAL REPRESENTATIVE

Jackson (Andy) Meeks, CASP

Northern Kentucky University
Alexandria, KY

WEST REGIONAL REPRESENTATIVE

Deborah Huebler, CASP

University of Hawai'i at Manoa
Honolulu, HI

MEMBER AT LARGE

Dr. Emily Messa

University of Houston
Houston, TX

MEMBER AT LARGE

Charles "Joe" Eggleston, CASP

Southern California University of Health Sciences
Downey, CA

NACAS FOUNDATION PRESIDENT

Melissa Moore

University of West Georgia
Carrollton, GA

COMMUNICATION SERVICES COMMITTEE

Abby Hazekamp

NACAS
Marketing Manager
Antonya English
Naylor
Content Strategist

Dee Okahara

University of Hawai'i at Manoa

Eric Macharia

Valparaiso University
Valparaiso, IN

Kevin Shaudt (Chair)

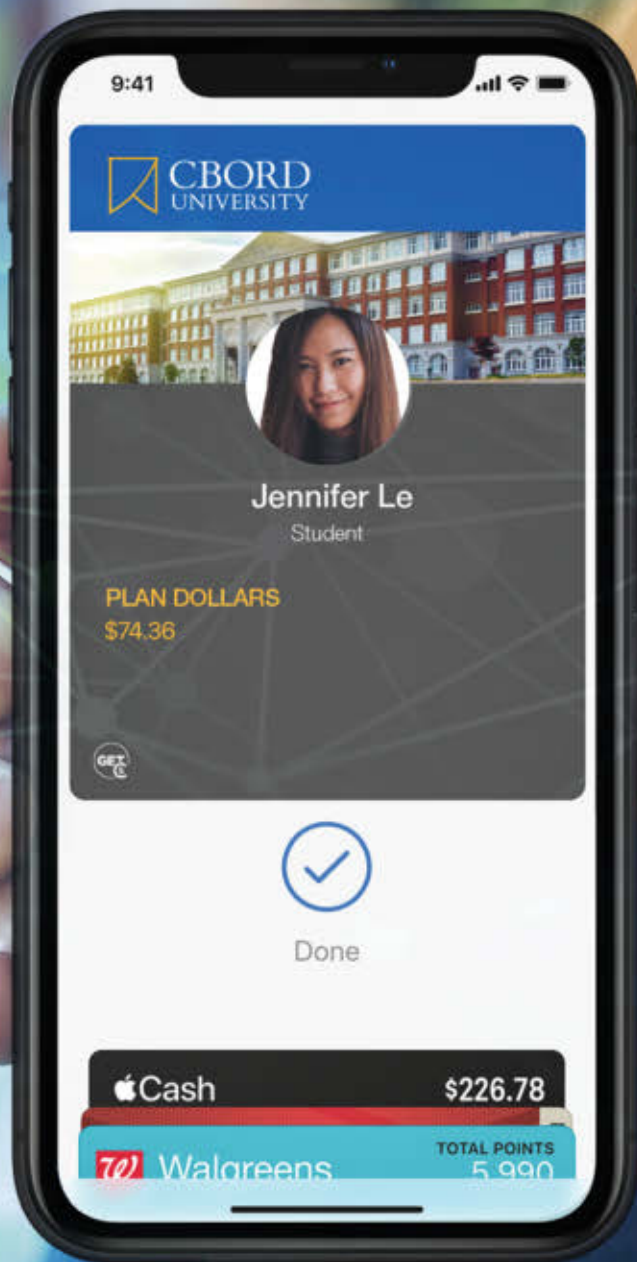
Arizona State University
Phoenix, AZ

Lauren Beaver

The University of Texas at San Antonio
San Antonio, TX

Maera N. Bradberry

University of West Florida
Pensacola, FL



Have you future-proofed your campus card program?

Create an exceptional campus experience by offering your students the services they need with the technology they want. Expand your program beyond the traditional plastic ID to include biometric and mobile credentials, self-service dining opportunities, leading-edge facility and room access, and more. Provide accessibility to all auxiliary services with a connected, modern, and intelligent campus solution.

Learn More
cbord.com/connected

cbord®

cbord.com • 844.GO.CBORD



Unexpected Job Offer Leads to Career in College Auxiliary Services

NEW NACAS PRESIDENT FOCUSES ON PROVIDING VALUABLE SERVICES TO STUDENTS AND INSTITUTION

BY SHERYL S. JACKSON

When Ryan Greene, CASP, Director of Auxiliary Services at Georgia Institute of Technology and new president of NACAS, graduated from Georgia College & State University in 2009, he had no intention of choosing auxiliary services as a career and took a job with an insurance company after graduation.

Fortunately for the industry and for NACAS, Greene got a call from a prior mentor in the auxiliary services department at Georgia College asking if he'd be interested in working for his alma mater — a call that became the first step in his career as an auxiliary services professional.

"I spent my first five years in this field managing parking and transportation at Georgia College," says Greene. He explains that the call did not come from left field — he actually worked closely with auxiliary services while serving as president of the student government association in his junior and senior years to address ongoing issues for students — including parking.

"I was hesitant about the job because I knew parking wasn't an easy campus service to oversee," he admits. "I was also focused on a more traditional business path that included sales, customer service, and management."

However, the appeal of working to create solutions which could help improve the campus experience for everyone won him over. He became even more certain of this career path when he realized that auxiliary services is a very business-focused operation on a campus. "We have to provide value to our students and create a sustainable business model that allows us to continue offering excellent services."

Following his five years at Georgia College, Greene served as Auxiliary Services Director at Middle Georgia State University for three years, where he oversaw day-to-day operations for all university auxiliary services across five campuses. He began his current position at Georgia Tech in September 2019 and currently serves as Director of Auxiliary Services, which falls under the larger umbrella of Campus Services. Greene is responsible for overseeing the contract operations for residential and retail dining as well as the Barnes & Noble at Georgia Tech

bookstore contract, in addition to auxiliary marketing, communications, and dashboard reporting.

Greene attended his first NACAS conference in 2012 and quickly became involved in the organization. "I was Vice Chair of the Professional Development committee and then had the opportunity to serve on the national conference committee for San Antonio in 2015," he says. His position as NACAS Vice President two years ago led to the position of president-elect last year and now President.

"I've enjoyed being involved in the association, partly because I've had the chance to effectively network with so many auxiliary professionals, especially while serving on committees and the board," points out Greene. "It's much easier to get to know people as individuals and reach out for advice or information when you already have a working relationship through NACAS."

When asked how he has learned from his peers in NACAS, Greene points to a recent email asking for information from someone already using a mobile app that is being considered at Georgia Tech and another request for information about setting up a community farmer's market on campus — specifically asking about legal documents

and permits needed in Georgia. "I also had a visit not long ago, from an auxiliary services leader at another institution who came to Georgia Tech to see aspects of our dining operation," he says. "Needless to say, it makes it easier to share ideas and remain innovative when we have well-defined auxiliary peers through our industry's association."

This informal learning is complemented by the formal learning and resources offered by NACAS, which prepare auxiliary services professionals to overcome the issues faced today, says Greene. "Our greatest challenge is the overall cost of education, which includes the student services we offer across campuses," he says. "Rising costs faced by students and their parents increase the need for auxiliary services to provide value for their investment — finding ways to increase the range and quality of services while cutting costs but still creating profit that supports reinvestment in more services for students."

As he begins his term as President, Greene has a number of goals. "It is important that we continue working on some of the key initiatives that are in place, especially our benchmarking

continued on page 16





C3X HIGHLIGHTS

C3X 2019: IMPACT & STUDENT SUCCESS

On November 3-7, 2019, NACAS hosted the 51st annual C3X Conference & Expo in Phoenix, Arizona. At the event, attendees learned the many ways that auxiliary services impact student success and higher education as a whole.

DID YOU KNOW? C3X 2020 registration is now open! Visit nacas.org/C3X to learn about next year's conference.



QUAD EVENTS

Some attendees kicked off C3X by attending the QUAD events, taking place the day before the conference officially began. QUAD consists of four separate "Labs," including Canada Lab, Innovation Lab, Leadership Lab, and CASP Lab.

ROBERT "BOB" DEMOSS FOUNDATION GOLF TOURNAMENT

Members and Business Partners gathered at the Papago Golf Course where they tee'd off in a scramble style golf tournament to raise money for the NACAS Foundation. Golfers even had the chance to win \$50,000 by hitting a hole-in-one, as well as cash for the Long Putt Challenge.

GENERAL SESSION WITH MEGAN FINNERTY, PRESENTED BY FEDEX OFFICE

For the second year in a row, Hans Weichhart joined us as C3X emcee, leading attendees through the general session experiences. On Sunday, the Opening General Session speaker was Megan Finnerty, who led the crowd in storytelling exercises to help them become more comfortable making meaningful connections.

OPENING RECEPTION AT THE DUCE, PRESENTED BY ARAMARK

On Sunday evening, attendees traveled down the road to The Duce where they had delicious food and beverages while

listening to live music and participating in a competitive corn hole tournament that raised funds for the NACAS Foundation.

GENERAL SESSION WITH ZACHARY WOOD, PRESENTED BY PRISM RBS

After the Regional Breakfasts on Monday morning, Zachary Wood led the audience in a discussion on "Uncomfortable Learning" and how to have difficult conversations with individuals, family members, staff teams, and student groups. The session ended with a lively Q&A portion.

EXPO

Taking a break from a morning full of engaging sessions, attendees and business



partners met in the Expo hall to talk campus commerce. In addition to the hundreds exhibits to explore, attendees had the opportunity to learn more about the different products and solutions during Expo Ed, which was a major hit at the conference for the second year in a row.

EXPRESS GENERAL SESSION

Later that afternoon, attendees reconvened in the general session room for eXpress. Much like TED Talks, eXpress speakers showcase the new and innovative ways they are working to improve campus experiences and increase student outcomes. Speakers included Dr. Mark David Milliron, Civitas Learning; Louis

Soares, American Council on Education; Nichol Luoma, Arizona State University; and Owen Moore, New York University.

ANNUAL BUSINESS MEETING

On Tuesday morning, attendees gathered once again over breakfast to witness the swearing in of NACAS officers and listen to reports from the NACAS Regions, NACAS Foundation, and the NACAS Board of Directors.

CELEBRATION LUNCH PRESENTED BY NESTLE COFFEE PARTNERS

In the afternoon, the Foundation hosted the Celebration Lunch where they announced the first-ever winner of the Campus Care

Grant, Associated Students, Inc at California State University - Fullerton. In addition, the NACAS Foundation conducted its Flip-a-Coin presentation with Firehouse Subs and the audience got a sneak peak of next year's C3X conference in Anaheim, California, November 8-11, 2020.

CLOSING RECEPTION AT CORONA RANCH, PRESENTED BY QDOBA

After the Campus Tours, attendees gathered for a final time at the Corona Ranch where they enjoyed live music from a mariachi band, a tequila tasting, and hot air balloon rides, which they could purchase to support the NACAS Foundation. The night concluded with a special rodeo show.

NACAS Campus Care Grant Aims to Ease the Burden of Meeting Students' Basic Needs



BY ABBY HAZEKAMP, MANSI KALRA, AND ASHA NETTLES

The NACAS Foundation is pleased to announce that on November 5, 2019 at the C3X Annual Conference & Expo, Associated Students Inc. at California State University – Fullerton (ASI CSUF), was named the recipient of the Campus Care Grant.

"None of us – the NACAS Foundation Board members – could have been more surprised at the number of grant proposals that we received. That number was more than 100 with 99 that met all the criteria which included sustainability, replicability, budget, and metrics for success. This number

led us to believe what we did indeed suspect: That there was a need for our grant," said Melissa Moore, NACAS Foundation President. "We are thrilled that ASI CSUF will be able to use the grant money to create a customer-choice pantry where students are empowered to shop for what they need."

The Campus Care Grant was introduced by the Foundation in the summer of 2019 with the intention of providing funds up to \$25,000 to college and university programs that address students' access to basic needs, such as food insecurity, housing

insecurity, safety, and counseling. Applicants were asked to provide a written statement, budget proposal, and letters of support from members of the campus community.

"While the affordability of tuition continues to be the leading issue in higher education, we know from our research that students rank worrying about basic needs as the number two greatest barrier to their success," said Kelsey Harmon Finn, NACAS CEO. "The Campus Care Grant expands the level of support campuses can provide to students through service



delivery, bridging the gaps between what students have and what they need to thrive.”

ASI CSUF provides student development opportunities through leadership, volunteer, and employment experiences. In addition, they provide campus community members with important social, cultural, and recreational opportunities. With their plan to create a campus food pantry, ASI CSUF supports the California State University system’s mission to increase access to on-campus resources for student groups who are disproportionately experiencing the highest levels of basic needs insecurity.

“The food pantry we are planning to create is aimed at serving students impacted by food insecurity by providing access to food and basic necessities and referrals to campus and community-based resources, thereby maximizing student success. The pantry would be available to any student who feels that they are in need,” said Mansi Kalra, Vice President of ASI CSUF.

LONG-TERM SUSTAINABILITY

In addition to ensuring proper nutrition and the elimination of food waste, ASI CSUF and the Foundation felt it was important to examine the long-term sustainability of the program. The intake and check-in process planned for the food pantry will provide information about the individuals they are serving across campus. This information will help them identify any students they are not reaching and will provide an opportunity to share impactful narratives with future donors who may provide financial support for the program.

“It is imperative that the pantry functions in a way that upholds student dignity and fights the stigma surrounding food insecurity,” said Asha Nettles, Director of Leader and Program Development at ASI CSUF. “We have been working to create an intake system that caters to students’ individual needs by assessing their financial aid status and providing them the appropriate amount of resources accordingly.”

Another component to ensuring the long-term sustainability of the food pantry project is collaborating with a number of community partners who can provide the resources needed to combat hunger. One of those potential community partners is Pathways of Hope. Pathways of Hope provides access to food, shelter and housing to those experiencing hunger and homelessness in North Orange County.

ASI CSUF is also planning to work with Second Harvest Food Bank, who will be providing fresh produce and non-perishable food for the pantry. The group also will help with staff training and providing educational materials and best practices on pantry destigmatization.

“With these partnerships, we will be able to build the program of our food pantry and work alongside those who are already doing the work within the Orange County community,” said Kalra.

In order for students to fight food insecurity, they must first be able to understand it. There is a false understanding that food insecurity is synonymous with starvation or hunger. Students must understand that there are different levels of food insecurity, and that it can look different for different people. ASI CSUF says educational marketing will play a vital role in this project, and ultimately, the fight to end food insecurity on campus as a whole.

“When students are dependent on Ramen and Cup of Noodles as their main source of food, they are facing food insecurity,” said Nettles. “The narrative of the broke, hungry college student is very normalized in society. Fighting this perception is imperative to successfully fighting food insecurity.”

IMPACT ON STUDENTS

According to a 2019 California State University study on student service access and basic needs, students who accessed services both on- and off-campus were typically those experiencing the most acute levels of food and housing insecurity. Repeatedly, findings show that the students who utilized services most often needed them the most. This affirms that the students who accessed services were doing so because their needs were acute.

Students were more often in situations so desperate that they were negotiating an untenable juggle of employment, academic demands, and housing and food insecurity. The majority of students who experienced food insecurity, homelessness, or both reported that their financial aid package did not cover all of their living expenses. Students did not have enough financial resources and had to make compromises that significantly impacted their health



and quality of life. Many students were unable to navigate meeting their basic needs without help.

Food security also impacts grade point average (GPA). In general, students with the highest level of basic needs insecurity who accessed services had lower GPAs. Further, students who were both food insecure and experienced homelessness accessed services at the highest rates and also had the lowest GPAs. The implication of this is that students who are utilizing services have an increased level of need and are at a higher risk of diminished academic outcomes.

The study found that on average, based on any level of basic needs security, students of color accessed campus food pantries at higher rates than White or Non-Hispanic students. On average, students who were Pell eligible (14.9%) accessed the food pantry more often than those who were not (9.1%). Women (12%) and men (12.2%) accessed the food pantry at similar rates. First-generation college students (14.7%) accessed the support more than non-first-generation college (10.4%). Food pantries were identified by students as vital. The greatest proportion of students who accessed the on-campus food pantry reported being food insecure and experiencing homelessness (18.9%), compared with students who were only food insecure (16.7%), were only homeless (10.8%), or were food secure and housed (8.3%).

BASIC NEEDS AS AN INDUSTRY ISSUE

What are auxiliary services? ASI CSUF says they are more than just food services, bookstores, student unions, facilities or even concessions. Auxiliary services provide the essential components to the co-created environments that students interact with every day.

“From their inception, auxiliary organizations have been strong partners in providing a number of key resources, programs, and services that compliment and complete the students’ and campus community’s



experience with the university,” said Nettles. “It is important to focus on combating basic needs as these needs are at the heart of our students’ experience.”

According to a NACAS Research study conducted in partnership with Riddle & Bloom and Prism RBS, we know that 68% of students define success by personal trait or attainment, such as being committed, working hard, being ambitious, or achieving goals. The top three ranking factors in achieving success are student community (76%), access to academic personnel (71%), and non-academic staff or auxiliaries (54%).

NACAS has found that there is a direct positive correlation between students who consider

themselves highly successful and the rate at which they believe auxiliary services are important to their success. However, there is a gap between perceived importance and the feeling of direct impact. NACAS hopes to make progress in researching the impact that auxiliaries are making in mitigating basic needs and intends to collect more data to prove this outcome.

“We believe auxiliary service professionals can close this gap between perceived importance and the feeling of direct impact. We believe what students are asking for to improve their success is outside the classroom access. That means more time with academic staff, access to their community and peer-to-peer mentoring, and more access to you as auxiliary services professionals and student employers,” said Finn. “It is our duty as auxiliary services professionals to make sure that students have their best shot at success by ensuring their most basic needs are met.”


ASI CSUF says their food pantry is not the only solution to end food insecurity and college hunger. The root of the problems surrounding hunger are rooted in the high costs of living, the burdens of tuition, and the low wages that students must face

on a daily basis. Food insecurity is the byproduct of multiple systematic issues and, they say, we must pay special attention to addressing those systemic barriers that are holding students back. In the meantime, the food pantry provides a means of sustenance.

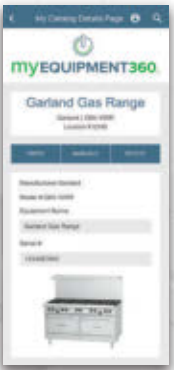
“The goal as a leader is not to come back to campus years from now and see that the pantry is still here, said Kalra. “The goal is to come back and see that we no longer need a pantry because we have made effective, meaningful changes to address student wellness.” ■

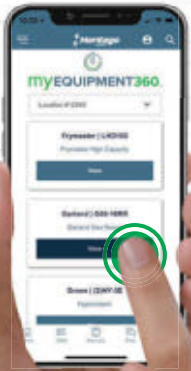
ABBY HAZEKAMP is Marketing Manager for NACAS; MANSI KALRA is Vice President of ASI CSUF; and ASHA NETTLES is Director, Leader, & Program Development for ASI CSUF.






FOODSERVICE EQUIPMENT PARTS. EVERY UNIVERSITY KITCHEN.









THE POWER OF 360°

Bring the power of 360-degree technology to your kitchen with My Equipment360™ now available from Heritage Parts. See your kitchen equipment and parts in greater detail in just a few clicks. Upload images, ID parts, track warranty and repair history by equipment type or location - Wherever the Repair Takes You.™

CONTACT US: 800.458.5593 HERITAGEPARTS.COM M-F 7:30 AM - 8:00 PM, SAT 8:00 AM - 3:00 PM ET



QDOBA
MEXICAN EATS®

★ UNITED ★ BY ★ FLAVOR ★



A BRAND WITH FLAVOR

FLAVORFUL FOOD & FRESH INGREDIENTS

INVITING SPACES & FLEXIBLE FLOORPLANS

THE PERFECT ADDITION TO YOUR CAMPUS

For more information contact Mary Richardson, Director
License Business Development and Operations
mary.richardson@qdoba.com 972-467-2986



Stacking Hardwood Chairs to Serve Your School for Decades



That's the promise of Eustis Chair. Our unmatched durability is backed by our 20 year warranty. Contact us today.



EustisChair.com

978-827-3103

efforts," says Greene. He points out that although every institution is unique, the ability to evaluate key performance indicators against other institutions of similar size and type will give auxiliary professionals robust information on important metrics, which will help them continue to improve their performance.

"I also want to be sure that we more clearly communicate the resources and value offered by NACAS," says Greene. He points out that as an association for all auxiliary services professionals – regardless of area of responsibility – NACAS offers the best value for the membership dollar. "With the decline of budgets, we all have less to invest in professional organizations, and it's important that we highlight the range of resources NACAS offers." Lastly, he highlights the importance of growing the depth of volunteers, involving individuals with diverse backgrounds, varied areas of proficiency and non-traditional experiences.

As the youngest person to hold the position of NACAS President, Greene points to himself as an example of how the profession and the association is changing. "When I first became involved in 2012, I emphasized the importance of emerging professionals in auxiliary services – especially those who are in their first five years of their auxiliary experience," he says. "We are able to offer professional development and leadership opportunities to this group that helps each member grow and prosper in their career." While the professional development opportunities help individuals in their day-to-day jobs, Greene admits that the association also benefits.

"NACAS is a strong association because we offer auxiliary leaders of all experience levels an opportunity to work with seasoned professionals early in their career," says Greene. "The fresh perspective they bring, along with the experience of others, ensures that NACAS will continue to attract new members, grow strong leaders, and remain a valuable resource for the auxiliary services community." ■

SHERYL S. JACKSON is a freelance writer based in Atlanta.



Keep. Stop. Start:

The next level leader mindset

BY KARA BUNDE-DUNN

Leaders often contemplate whether or not they're leading their people and organizations effectively, and they should be. The cost of poor management and unengaged employees causes ripples across all of an organization's operations. These numbers from *Gallup's 2017 State of the American Workplace Report* speak for themselves:

- Only 22 percent of employees strongly agree that their organization's leadership has a clear direction for the organization.
- An even smaller portion — 15 percent — of employees strongly agree the leadership of their organization makes them enthusiastic about the future.
- And, even more dismally, only 13 percent of employees agree that the leadership of their organization communicates effectively with the rest of the organization.

So what can you, as a leader, do? How can you improve your leadership and management skills and, in turn, improve your organization? The answer is: lean into the next level of leadership. With the right mindset, tools, and strategies, you can elevate your leadership skills and bring your employees with you. Assess what you should keep, stop, and start doing to make immediate improvements within your organization.

WHAT BEHAVIORS SHOULD YOU KEEP TO GROW IN YOUR LEADERSHIP?

1. Care about the whole person.

Teddy Roosevelt once said, "Nobody cares how much you know until they know how much you care". Your team will have more respect for you when they know you genuinely care about their personal and professional goals and accomplishments. Your team also wants to know about *your* personal and professional goals and successes. Communication must go both ways, and it's the fastest way to build trust and synergy on a team.

Put it into practice: Use the relationship building tool Focus on You, created by the positive psychology organization Talent Plus. In the exercise, each person in a group shares their name, what they get paid to do, hobbies, a personal and professional success, unique strengths, and a personal and professional goal. Do this in team meetings a couple of times per year.

2. Lean into new and challenging things.

Growth starts by leaning into complexity and pushing yourself and others to try new things.

Put it into practice: Think about ways you could stretch and grow by volunteering to do new things. It is important to do more complex work, not just do more work. There is a huge difference.

3. Be your authentic self.

Your authenticity will be challenged as you grow in your leadership. There is a lot of pressure to mold or fit yourself into the box you think the next title requires.

Put it into practice: Reflect on how you got to where you are and remember, you got there by applying your unique strengths to solving problems. Oscar Wilde has a good motto to live by: "Be yourself. Everyone else is already taken."

WHAT SHOULD YOU STOP DOING TO GROW IN YOUR LEADERSHIP?

1. Doing too much for your team.

What got you here won't necessarily get you there. Yes, you need to be a servant leader. Yes, you need to do the work to prove to your teams that you've been there. But, no, you don't need to do it for them. You can't effectively grow as a leader and micromanage every step of your team's work.

Put it into practice: Take a deep breath and accept that your team will be worse than you at certain tasks for a while. It takes time to master skills, and it will take longer to train your team to take on work you know how to do. They will make mistakes and probably do things differently, and that's okay. It frees up your time to do more complex work, as well.

2. Using the word can't.

"I can't," "We can't," and "You can't" are the death of creativity.

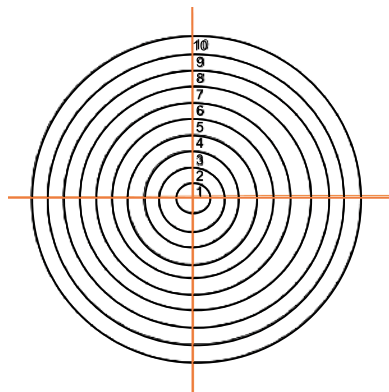
Put it into practice: Instead of saying you can't do something, ask more questions. Why do you want to do that? How will it benefit the organization? Who do you need buy-in from to move forward with the idea?

WHAT SHOULD YOU START DOING TO GROW IN YOUR LEADERSHIP?

1. Understanding your strengths and the strengths of each team member.

Take advantage of the many tools available to help you understand your unique gifts and how they play out in your personal and professional life. Understanding your motivations and tendencies and those of your team members is critical to success. When you understand what makes people tick, you'll be better at leading people who are different than you and at coaching your team to excellence.

Put it into practice: Use a free assessment tool like the Enneagram test. Have each team member take it as well. There are nine different Enneagram types: the Reformer, the Helper, the Achiever, the Individualist,



the Investigator, the Loyalist, the Enthusiast, the Challenger, and the Peacemaker.

2. Create the right balance for you that is sustainable for the long-term.

Understanding the balance needed in your life to be the kind of leader you want to be is important.

Put it into practice. Rate how true these statements are for you on a 1-10 scale.

- I regularly use my strengths to push myself to perform at a high level.
- I regularly develop my team to accomplish their goals and push them to be their very best.
- I regularly invest time in personal relationships with my friends and family.

- I balance the stresses of life with a healthy diet and regular exercise.

Using this image, color in each of the quadrants based on the score you gave yourself for each statement. Now imagine this is a tire. Is it balanced? Is it completely full? Or are there areas you need to improve?

Having balance will give you the energy needed to be an impactful leader. Steven Covey summarizes this well: "Wisdom is your perspective on life, your sense of balance, your understanding of how the various parts and principles apply and relate to each other."

Taking time to assess your own performance, behaviors, and strengths is essential to reaching your next level of leadership. It's critical in helping your team achieve their fullest potential, too. In turn, your team will have more trust in you and the organization.

As you continue to grow as a leader and as your team's skills develop and change, take time to reassess your current behaviors and redefine what to keep, start and stop. The process should be fluid and ever-evolving to reflect the changing business landscape and your continued growth. ■

KARA BUNDE-DUNN is SVP of Sales, Marketing & Customer Success at Nebraska Book Company.

OneCard VIP connecting what matters

On today's college and university campuses, **students** expect technology to extend beyond the classroom. From tuition payments to campus services, classroom credentials, to accessing dorms, events, dining and more, our **technology** creates real-time, connected **experiences** campuswide. If you're ready for every campus interaction to be seamless and secure, let TouchNet help you connect what matters.

touchnet
A Global Payments Company

people

experience

technology



BOLD BETWEEN THE BREADS™



SANDWICHES & SOUP

WE ALSO OFFER HOT SANDWICHES, BREAKFAST & GLUTEN FRIENDLY OPTIONS

BRING BOLD FLAVOR TO YOUR CAMPUS

CONTACT US

900.283.5241 LICENSING@ERBERTANDGERBERTS.COM

NOT AN OFFER TO SELL AN E&G'S FRANCHISE. AN OFFER IS MADE BY PROSPECTUS ONLY.

Examples of Excellence

NACAS ANNUAL AWARD WINNERS DEDICATE THEMSELVES TO SERVING OTHERS AND ENSURING THAT HELPING STUDENTS IS AT THE FOREFRONT OF EVERYTHING THEY DO.

BY SHERYL S. JACKSON

ROBERT F. NEWTON AWARD FOR DISTINGUISHED SERVICE:

JEAN KWATERSKI, CASP, EXECUTIVE DIRECTOR FOR CAMPUS LIFE, UNIVERSITY OF WISCONSIN OSHKOSH

Every year at the awards dinner, Jean Kwaterski, CASP, executive director for campus life, University of Wisconsin Oshkosh, likes to guess who the winner of the Robert F. Newton Award for Distinguished Service will be, but this year she not only could not figure out who it was based on the introduction, but she was stunned to hear her name announced as the recipient.

"I can usually figure out who the recipient is, but I was distracted by a conversation with someone at the table and missed some of the description of the person's accomplishments," says Kwaterski. "I was completely surprised when my name was called."

Although she has spent 25 years as an auxiliary services professional, Kwaterski did not plan on a career in auxiliary services when she first started school, but she was introduced to the field early. "I worked in housing while I was in undergraduate and graduate school and then accepted a job offer as an assistant director of a student union when I completed my MBA," she says. Other than a few years as an admissions representative, her experience at different universities has been in auxiliary services.

"I love working with students to help them accomplish their goals to improve life on campus, whether it is a renovated residence hall, a new student union, or expanded recreation center services," says Kwaterski. "I may not be in charge of the final project, but I can advocate for students, develop budgets, and find ways to finance the projects that enhance campus life." She adds that it is very satisfying to walk by a building on campus, and be able to say, "I helped make that happen."

Kwaterski attended her first regional NACAS conference in 2001 soon after she returned to the University of Wisconsin Oshkosh after working at two other universities. "My predecessor was involved in NACAS and the conference was not far away, so I went," she explains.



Following that conference, Kwaterski became an involved member who has served as both NACAS Central Board of Directors and NACAS National Board presidents and served on many committees and task forces. One of these committees was the Inclusive Excellence Committee where she helped shape NACAS' vision and policy for inclusion. She recently served as the Chair of the Organization Structure Review Task Force, guiding the board in the important work of bringing NACAS and the regions into the close working relationship they enjoy today.

The accolades mentioned in the introduction of Kwaterski at the awards presentation included her willingness to go above and beyond for the benefit of NACAS, including serving two terms as past president when the current past president retired, acting as a sounding board for members, and continually advocating for the organization and the profession.

"I have grown both personally and professionally because of NACAS, and my colleagues have become some

of my greatest friends," says Kwaterski. "In fact, when I was completing the post-conference survey that asked me to rank the most important aspects of my conference experience, I indicated that involvement in NACAS not only benefits me, but also my university and the students I serve."

"I am so proud to be a part of NACAS, and I am sure I will continue my involvement, even as the demands of my job limit time," says Kwaterski. "I am always recruiting schools and people to join and get involved in the organization – including my own staff."

DAVID H. LORD SCHOLARSHIP FOR EXEMPLARY COMMUNITY SERVICE:

MICHAEL MCCARTHY, VICE PRESIDENT OF ADMINISTRATION & FINANCE/ CFO AT NORTHERN ESSEX COMMUNITY COLLEGE

The Revolving Test Kitchen on the Lawrence campus of Northern Essex Community College serves two purposes. First, it offers restaurant-quality food to busy, hungry students in a convenient location at affordable prices, and secondly, it offers restaurant entrepreneurs an opportunity to trial their business model in a low risk environment.

Michael McCarthy, Vice President of Administration & Finance/CFO at Northern Essex Community College oversees the program which is an incubator for new restaurants. Working with The Lawrence Partnership, the local start-up is set up in a commercial space designed for a restaurant and given consultative resources to help them build their knowledge, capacity, and clientele as they learn what is needed for a permanent location. The first tenant has since opened two new locations in the area after testing their model in the test kitchen.

"I find community partnerships to be one of the most rewarding parts of my job," says McCarthy. "Being selected as the 2019 David H. Lord Scholarship for Exemplary Community Service recipient is a great honor for me. Mr. Lord was an inspirational business leader, and I admire his work with the community."

After accepting the award, McCarthy further demonstrated his commitment to community service by donating the \$500 award to a charity – Merrimac Valley Small Business Resiliency & Innovation Fund, which is set up to help local businesses in Lawrence, Andover, and North Andover recover from the Columbia Gas Explosions last fall.



INNOVATIVE ACHIEVEMENT IN AUXILIARY SERVICES, SPONSORED BY INDICO:

XAVIER UNIVERSITY – CONNEX

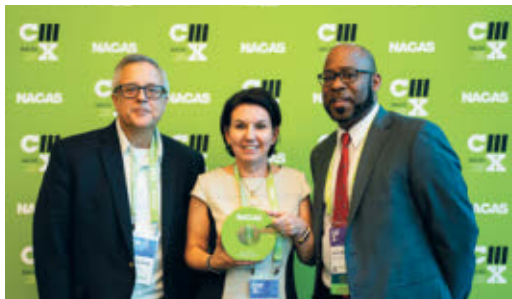
Xavier University's Day One program is a groundbreaking initiative that delivers all required print and digital course materials to students as part of their tuition or fees. The textbook-in-tuition program launched in fall 2018 after three years of development.

When students register for a course, all required textbooks or other material are automatically "ordered" for the student who can pick up the materials at the school bookstore or receive them electronically if they are available in digital format. Students are not charged separately for required course materials – it is part of the tuition costs – so there are no surprise additional fees.

After discovering that over 40% of courses had "no text required," the auxiliary services staff worked with the program partner to account for that factor in total pricing of the program and charge the school only for the courses that have a required text. The "discipline permissive" program charges Xavier the same cost regardless of the discipline and regardless of the difference in the costs of curricular materials.

The bedrock of any curriculum selection is the freedom of the professor to select the curriculum that they deem the best for their courses. The Day One program was designed to allow professors to change text requirements, even during the text life cycle.

Xavier decided to use a program that fully included the cost of the program in tuition rather than charging students a separate fee. This allowed Xavier to pay the cost of the program from scholarship funds rather than fully using an increase in tuition to fund it. This led to circumventing student cynicism about the program, and rather created a strong demand for its roll-out over the entire student population after the initial First Year Student phase.



EDWIN R. GOLDEN AWARD FOR INCLUSIVE EXCELLENCE

FACULTY STUDENT ASSOCIATION (FSA) AT STONY BROOK UNIVERSITY

The Faculty Student Association (FSA) collaboration has and continues to exist as the most remarkable and sustainable community/university partnership on campus. This auxiliary group went far beyond their mission to help promote cultural awareness and inclusion to have positive impacts on the campus community.

A few of the events and activities hosted by the FSA include:

- Cultural month open houses for Native American Heritage Month, Asian Heritage Month, and Hispanic Heritage Month featured world-renowned chefs and their cuisine as well as speakers and presentations.
- FSA collaborated with the University's Black History Committee, which included Office of Multicultural Affairs, Office of the Chief Diversity Officer, and student groups such as the African Students Union, the Caribbean Student Organization and many historically Black fraternities and sororities to host a variety of cultural and educational programs.
- A Business Etiquette and Networking Event, to cultivate a safe space where students of color could have an open discussion on proper table etiquette, its importance in future dinners and professional outings, and utilizing networking opportunities - while enjoying a multi-course meal.

The FSA continuously provides students with numerous diversity and inclusion events to celebrate the different cultures within our campus community. With events like Diversity Day, Heritage Month programming, and the Guest Chef series to provide authentic and traditional cuisine, FSA facilitates high collaboration and communication with students to make Stony Brook feel like a home for all.

"We are thrilled to receive this award for all of the exciting collaborative programs, services, learning experiences, and opportunities that we have developed to celebrate diversity and promote greater inclusion for all members of the Stony Brook University campus," says Angela Agnello, Director of Marketing and Communications. "Multicultural awareness, knowledge, and skills are essential to creating a just, open, and supportive campus climate where students have a strong sense of belonging." She adds, "We are a proud member of NACAS and happy to be a part of an organization that strives to advance campus environments to enrich the quality of life for students and support the academic mission of higher education institutions through initiatives that embrace diversity and inclusion." ■

Operations flow with **KITCHENS TO GO®**

From planned renovations to unplanned emergencies, interim facilities from Kitchens To Go® keep you cooking.

Our experts equip your team with mobile and modular **Solutions To Go™** to keep foodservice operations flowing.

MOBILE | MODULAR | CONTAINERIZED



www.KitchensToGo.com

See how our operations flow at
KitchensToGo.com/video,
or contact us at **(888) 212-8011**.

KITCHENS TO GO®
built by **CARLIN**
We Keep You Cooking!™

Make an **IMPACT** with **NACAS** by Volunteering!



RAWPIXEL/SHUTTERSTOCK.COM

COMPILED BY ANGELA MELDONIAN

(Answers provided by NACAS regional presidents)

REGIONAL PRESIDENTS:



MATT SUWALSKI

NACAS Central President
Director – University Union
University of Wisconsin-Green Bay



JASON LEVEY

NACAS East President
Senior Director, Student Center Operations
Temple University
Philadelphia, PA



GLEN LOUGHRIDGE

NACAS South President
Director of Campus Dining
Auburn University
Auburn, AL



LISA GOBERIS, CASP

NACAS West President
Director of Student Life Business Administration
Colorado School of Mines
Golden, Colorado

THE WORK WE DO AT NACAS IS POSSIBLE BECAUSE OF OUR VOLUNTEERS. CURIOUS ABOUT WHY YOU SHOULD GET INVOLVED? OUR REGIONAL PRESIDENTS SHARE THEIR ADVICE ON THE IMPORTANCE OF VOLUNTEERING WITHIN THE ASSOCIATION.

Q: WHAT HAVE BEEN YOUR VOLUNTEER ROLES WITHIN NACAS?

Matt: Currently, I serve as the NACAS Central President, and previously I have served as NACAS Central President-Elect, volunteered at numerous C3X conferences, served as a C3X mentor a few times and have presented sessions at the national C3X conference.

Jason: I started as a conference volunteer and then moved onto the Board, so I was a Board Member (Year 1 and 2 Director), Vice President, and now serve as regional President. I have also volunteered at regional and annual conferences over the last five years.

Glen: I have helped organize the golf tournament, been on the Audit Committee, served as Vice President, President Elect and currently President of NACAS South.

Lisa: I have served in several roles at NACAS including the Conference Host Committee, Regional Board and conference volunteer. Currently, I serve as the President of NACAS western region.

Q: WHAT DO YOU FIND MOST MEANINGFUL ABOUT VOLUNTEERING?

Matt: Volunteering allows me to give back to my profession while building long-term relationships. These relationships help me share and discuss current and future trends, and new and innovative products and services. Personally, volunteering and being a part of NACAS has helped me grow through my career by having professional mentors and other colleagues share their experiences, knowledge, and expertise.

Jason: For the Board, I hope to be a voice for the members and share my experiences as we decide on the current and future business of the region and association. It's great to be in positions to help move the needle on projects, programs, and our shared mission. In addition, I really enjoy helping others get involved as volunteers or active members in NACAS. Working with the regional board helps me get in front of folks at conferences and other programs and talk about my experience so people can see that anyone who is invested can be a successful volunteer at the regional level. At conferences, I really just like to help people have a great experience. Our programs can

feel big and a touch impersonal – sometimes just having a person with a smile and willingness to chat helps make the process easier, smoother, and more personal. Plus, as someone “in the know” I can often answer questions or help people find what they need quickly and easily.

Q: Glen: The relationships! As a board member, you spend time with one another beyond just a few days at the conference and it allows you to get to know each other better. I can honestly say that I have made some great friends while serving on the NACAS South Board.

Lisa: Throughout my career, I have received help and support from others. Being able to give my time and effort to an organization that has supported my professional development for many years gives me tremendous meaning and satisfaction that I am giving back to the community that supported me.

Q: WHY IS IT IMPORTANT FOR MEMBERS TO TAKE ON VOLUNTEER ROLES WITHIN THE ORGANIZATION?

Matt: Everyone has something to share and contribute to NACAS. Just attending the conference and participating in the educational sessions helps others learn, grow, and advance in auxiliary services. NACAS as a whole is a great hub, which stimulates innovation on campuses and helps professionals develop meaningful relationships with other colleagues and business partners. The only way we will continue to grow as a profession is if members give back and volunteer. There is no better opportunity to help professionals grow personally than being surrounded by other great auxiliary services practitioners.

Jason: Simply put, the NACAS staff is amazing, but they are a small team and without volunteers, it would be tough to manage all the work of the association. But that's not the real reason we need volunteers as a part of the NACAS family. School/college and business partner volunteers add so much to the fabric of the NACAS tapestry. Expertise in a variety of topic areas adds so much value to the conversation. Volunteers also provide much needed perspective, information, and real world examples of things that work ... and those that don't work, on our campuses and for our students.

Glen: In a word: ownership. If you volunteer, the organization becomes more than a yearly conference that you attend and it becomes your organization that you actively support and help to steer. You stop being a passenger and become part of the crew.

Lisa: A organization is only as strong as its volunteers. If you want a strong organization you need to give to it. Volunteering is a great way to get involved and lend your strength and expertise so that NACAS can continue to grow and make a difference in the lives of students.

Q: DO YOU HAVE ANY ADVICE FOR THOSE MEMBERS WHO ARE THINKING ABOUT VOLUNTEERING?

Matt: Starting to volunteer for NACAS can be as simple as offering to help at the national C3X conference or as a moderator at a regional CX. There are a variety of opportunities that can fit the time you have and there are numerous personal benefits to volunteering. It took me a while to finally get more involved in NACAS, and I regret not doing it earlier in my career. I am looking forward to helping contribute long into the future.

Jason: Just do it – find something that has some level of interest to you and ask to get involved. Check out the positions that are coming available and throw your name in the mix for the role. Spend some time shadowing someone at a conference – all options are open to you and I promise you have lots to add to the process. I will share that, at times, we all don't always do the best job in recruiting new folks to volunteer positions so please don't wait for someone to ask.

Glen: We need you and not for the reasons you might think. The most valuable thing you bring is your unique perspective and background.

Lisa: Being a member of NACAS certainly has its benefits but volunteering makes your experience with the organization ten times more meaningful. It is your opportunity to really make a difference. ■

ANGELA MELDONIAN is Associate Director of the James R. Connor University Center at the University of Wisconsin Whitewater and a member of the NACAS Communications Services Committee.

Make the most of your Campus Card program

**WELLS
FARGO**



Count on choice and convenience when you add our banking services to your program

With our program, you can:

- Provide optional banking access with on- and off-campus convenience for your campus community.
- Choose from card program options that work for your campus community's needs.
- Enhance financial education with access to online and mobile tools, plus onsite seminars on many topics.
- Team up with a provider familiar with what schools look for in a program.

Why choose Wells Fargo?

- Experience — more than 20 years in campus card services.
- Access — approximately 5,400 branches and more than 13,000 ATMs nationwide.
- Marketing support — highlighting your program's benefits.
- Dedicated support — local and national relationship management working with your team.

To learn more about the Wells Fargo Campus CardSM program, visit wellsfargo.com/campuscard or contact:

Vernon Sloan — 704-840-9986
vernon.sloan@wellsfargo.com

Leti Turnbull-Mason — 415-547-3104
leticia.turnbull-mason@wellsfargo.com

Wells Fargo may provide financial support to universities or colleges with the Wells Fargo Campus Card program.

Materials expire on March 1, 2020.

© 2019 Wells Fargo Bank, N.A. All rights reserved. Member FDIC. IHA-6551812

Together we'll go far



STUDENT SUCCESS BEGINS WITH YOU

Thank you for joining us in Phoenix for another incredible C3X event where my hope is you felt inspired by the many ways auxiliary services contribute to student success. Between innovation in the Expo, intriguing educational sessions, and inspiring keynotes, there was a lot to learn. Throughout this exploration of our industry, there was one thread that we could pull through the entire conference – **student success begins with you.**

As auxiliary services professionals, you have the ability to innovate, intrigue, and inspire in a way that contributes to the overall health of the campus community and sets your students up for success, both in and outside of the classroom. I encourage you to continue the journey of becoming a more understanding and empathetic leader by using what you learned in the C3X keynotes as a component of this journey.

Build Relationships: In her keynote on creating meaningful connections in casual conversations, Megan Finnerty challenged the audience to think critically about the way they present themselves in initial meetings. “When you’re speaking about what you do, you can focus on all the ways you’re driving student satisfaction and student wellness,” she said. “When people talk about what they are passionate about, it is like catnip.”

My story goes like this: “I am driven by moving people to action. I love pairing seemingly unlike things together, such as business, industry, and higher education. Through my work, my hope is that others feel empowered, inspired, and connected. My hope is that in the end, there is more access to higher education and that the environments are more welcoming, safe, and secure.” What is your story?

Bridge Understanding: In his keynote, Zachary R. Wood encouraged attendees to step out of their comfort zones so everyone can become more empathetic and tolerant in a society that is struggling with both. “Even when we believe there is nothing we may have in common with those we disagree with, even when we feel vehemently that they are wrong and we are right, even when the very issue that we’re trying to discuss informs our own identity and lived experience, there is a potential in seeing our common humanity,” he said.

The time is now to have these conversations. You know the one you have been avoiding and wondering why nothing is changing. This work starts within



ourselves and I look forward to hearing how you have practiced this tactic on your campus.

The true power in both of these approaches lies in building trust. Trust is needed to build relationships and bridge understanding. In this day and age where expectations on performance are very high, how are you working to build trust within your teams, develop relationships, and move conversations forward? According to author and organizational consultant Simon Sinek, good leaders don’t just focus on numbers and productivity. They come to the table ready to be open and listen to each other. They care for those on their teams so there is room to solve problems and ensure the shared vision comes to life. This trust is key for all relationships, including those with students, staff teams, peers, faculty, and administration. How are you contributing to a culture of trust?

As we move into 2020, I hope that you feel empowered to show up as a leader on your campus. In turn, we will continue to provide you, our members, with the solutions and resources needed to inform decisions on campus transformation. One example of this is NACAS Benchmarking, launching in Spring 2020. Our mission is to find out key performance indicators that directly contribute to student success. We want to provide you with clear, easy-to-reference data that you can use to evaluate your operations and services, make data-based decisions, and feel confident in your decisions moving forward.

This new membership service will help us learn how to make our services more inclusive, how to respect the needs of our student bodies, and help us adapt and better address those needs. To do this we will need your help! So get ready to input that data this spring.

We look forward to seeing your continued involvement in NACAS in the new year! ■

Kelsey

Kelsey Harmon Finn
Chief Executive Officer,
NACAS



Help transform the future.

Residential Life

Mailroom Management

All the help without the hassle.

Campus Mail Management

Added convenience for staff and faculty.

Personal Package

Receiving Services

A secure spot for package pickup.

Campus Print Services

No job is too big or too small.

Move-In/Move-Out Assistance

We pack it and ship it

The UPS Store® can help transform your business solutions so you can concentrate on what you do best; inspiring and empowering the new generations that will help create a more promising future.

Contact us for more information and next steps:

Non-Traditional Development
877.623.7253

universities@theupsstore.com

The UPS Store 

The UPS Store® locations are independently owned and operated by franchisees of The UPS Store, Inc. in the USA and by its master licensee and its franchisees in Canada. Products, services, pricing and hours of operation may vary by location. This information is not an offer to sell a franchise. Any franchise offer is made only after a Franchise Disclosure Document has been provided. Copyright © 2019 The UPS Store, Inc. MS210_27250319

Advertisers Index

BOOKSTORE MANAGEMENT

Nebraska Book Company, Inc.3
www.nebook.com

BOOKSTORES

Tree of Life Bookstores.....4
www.treeoflifebooks.com

CAMPUS CARD OUTSOURCING

CBORD Group Inc.7
www.cbord.com
Wells Fargo24
www.wellsfargo.com

CHAIRS

Eustis Chair LLC16
www.EustisChair.com

FAST FOOD FRANCHISES

Erbert & Gerbert's.....19
www.ErbertAndGerberts.com
Firehouse SubsInside Front Cover
www.oncampusbrands.com
Freshens Quality Brands..... Inside Back Cover
www.freshens.com
Papa Johns International, Inc.26
www.papajohns.com
Qdoba Restaurant Corporation15
www.qdoba.com
Subway Outside Back Cover
www.subway.com

FOOD SERVICES

CBORD Group Inc.7
www.cbord.com
Heritage Parts.....14
www.heritageparts.com

HOUSING – STUDENTS, MARRIED & FACULTY

CBORD Group Inc.7
www.cbord.com

ID CARDS

TouchNet Information Systems Inc.18
www.touchnet.com

INTERIM KITCHEN & DINING FACILITIES

Kitchens To Go built by Carlin21
www.KitchensToGo.com

MAIL SERVICES

The UPS Store26
www.theupsstore.com

SECURITY

CBORD Group Inc.7
www.cbord.com



BETTER INGREDIENTS. BETTER PIZZA.

On Campus Franchise Opportunity!

ELIGIBLE CAMPUS LOCATIONS RECEIVE*:

NO FRANCHISE FEE • ZERO ROYALTIES FOR SIX MONTHS • A SET OF PIZZA OVENS


PAPA JOHN'S
BETTER INGREDIENTS.
BETTER PIZZA.

Contact Us: Franchise_Opportunities@papajohns.com

*Certain restrictions and limitations apply. All benefits, discounts and payments subject to the 2019 Non-Traditional Development Incentive Program.



Fresh.



Healthy.



Real.



- Health focused, customizable menu
- 50+ gluten friendly, vegetarian, vegan options
- Rotating menu platforms eliminate menu fatigue
- Compostable packaging
- Fresh ingredients sourced close to home
- 100+ Campus Locations
- No franchise or royalty fees
- No exhaust system or hood required
- Low cost of entry

Learn more about how we can bring a fresh food experience to your campus.

campuslife@freshens.com

A TASTE OF HOME WHILE THEY'RE AWAY.

**Bring a Fresh Forward Subway®
restaurant to your campus!**

Offer speedy service and
great-tasting, nutritious menu
options that your students can
personalize.

Become a part of one of the
world's most recognizable
brands with over 600 locations
in colleges and universities
worldwide.



Joanne Kilgore
New Business Dev.



1-800-888-4848
Ext. 1729



Kilgore_J@subway.com



[www.subway.com/
nontradpartnerships](http://www.subway.com/nontradpartnerships)

