

## NACAS 2026 - 2030 Strategic Plan

**Our Mission:** To advance campus experiences that enrich the quality of life for students, and that provide sustainable institutional resources to support student success and the academic mission of our members' institutions.

- **Member Value & Community**

- Strengthen awareness of resources and value of NACAS for both existing and prospective members
  - Create and send collateral to all new member campuses to highlight all professional development opportunities within 30 days of joining
  - Maintain a 30% average open rate for NACAS emails
  - Grow interactions on [nacas.org](http://nacas.org) pages by 15% annually
  - Grow direct interactions on NACAS social media by 15% annually
- Offer a robust portfolio of in-person and online learning experiences, to develop competency in each of the major operational areas of auxiliary services
  - Review the format, focus and venues for leadership summits (i.e. SES and WIL) to maintain participation levels of 40+ registrants
  - Maximize annual conference sites and educational opportunities to reach goals for registration, booths, sponsorships and room pick-ups
  - Report learning experiences presented per operational area on a quarterly basis
  - Collaborate on two learning experiences annually with other higher ed associations
- Showcase value of participation with NACAS to highlight the importance of involvement for career and institutional success
  - Maintain a 95% satisfaction rating on in-person and virtual programs
  - Develop and market 2-3 qualitative case studies showcasing the benefits of program involvement (i.e., CASP, C3X, and DIAL)
- Increase NACAS program participation by 3% annually (C3X, SES, WIL, CASP, LMS, Webinars)

- **Industry Leadership**

- Grow business partner engagement through thought leadership and content development sponsor opportunities
  - Maintain a robust Business Partner Advisory Group with monthly involvement in building BP engagement
  - Increase active Business Partners in the NACAS Lounge by 3% annually
  - Attract 8-10 Business Partner sponsored workshops/webinars annually
  - Ensure 4 Business Partners contribute to articles in *College Services* annually
- Provide mentorship opportunities for young professionals and a roadmap of how to become involved within the association
  - Maintain a quarterly, direct outreach program to connect with primary contacts at new institutions with a 90% success rate
  - Develop a mentorship program for first timers at C3X in Chicago, 2026
- Create a timely and relevant Subject Matter Expert partnership program
  - Perform annual review of subject matter categories
  - Complete annual refresh of SME list
  - Promote the use of NACAS SMEs and create a formalized peer review program to launch in spring 2027
- Highlight achievements and accomplishments of NACAS members to the broader industry
  - Publish announcements of award winners and new CASP recipients
  - Gather and publish 4 testimonials annually of scholarship recipients about how their experience has impacted their careers
  - Publish 2 member snapshots a year highlighting how NACAS has created a new or enhanced service on campus

- **Organizational Excellence & Sustainability**

- Strengthen the volunteer experience by equipping members with the tools they need to succeed.

- Develop a best practice resource for selecting and executing in-person conferences and review with volunteers annually
- Perform annual review of NACAS' volunteer toolkit
- Ensure regional liaison positions are 100% filled on national committees to ensure a timely flow of information
- Reinforce the partnership and alignment of NACAS, regional & foundation entities and ensure our governance structures support this.
  - Renew Affiliation Agreements every 2 years
  - Review and update MOUs annually
  - Complete the work of the Regional Engagement Task Force by Fall 2026
  - Meet quarterly with board presidents to enhance coordination and collaboration
- Ensure NACAS is not dependent on a single individual within an institution for ongoing membership and participation
  - Increase individuals on NACAS rosters by 3% annually
  - Secure 25% of volunteer nominations from new volunteers annually
  - Promote campaigns to ensure 10% of member rosters are updated annually
  - Ensure 75% of NACAS members have an established secondary contact
- Develop staff culture, benefits, and compensation to attract and retain talent
  - Maintain staff retention at 80%
  - Annually evaluate benefits to ensure attractive programs are offered to help retain staff
  - Hold two face-to-face staff workshops annually
- Maintain the Total Working Capital and Current Operations Reserve at 25% of annual operating expenses
  - Grow new member institutions by 3% annually
  - Retain 90% of NACAS institutional members annually
  - Increase total revenue annually and ensure a net positive annual budget