



**STRATEGIC PLAN
2012-2017**

February 16, 2012

**Reaffirmed by the NACAS West Board of Directors
July 26, 2013**

INTRODUCTION

NACAS West has the opportunity to maintain and build on several significant strategic initiatives of the National Association while producing a few strategic actions over the coming years.

It is important for NACAS West to support the National Association to maintain its strategic focus on enhancing professional development activities, encouraging diversity in membership, growing the Foundation, maintaining the strength and vitality of NACAS Regions, and continuing to foster the dynamic relationship with the Business Partners. NACAS West also supports the National Association to address new initiatives related to financial planning, developing an academic track for future auxiliary service leaders, clarifying and promoting the NACAS brand, enhancing recruitment and retention of members, establishing a retiree/mentoring program, developing a system of measureable targets and measuring actions along with employing new information technology to create a more virtual and global organization.

MISSION

NACAS West embraces the mission of NACAS: to provide 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 West embraces the vision of NACAS to be universally acknowledged as the premier source for educational opportunities, campus service innovation, leadership skill development, and information networking for auxiliary service professionals.

VALUES

NACAS West embraces the values of NACAS. We are committed to ethical and value-driven decision-making essential to ensuring fiscal responsibility inherent in higher education's auxiliary services. Our values provide:

- Commitment to student and institutional learning success;
- Focus on operational quality, service, innovation and value in a competitive environment;
- Responsiveness to service and product needs of all constituencies;
- Identification of "Best prices" in our professional service 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 environmental sustainability;
- Commitment to the measurement of success and establishment of necessary standards;
- Understanding that the commitment of the association is the key stakeholders in the higher education community and involves all governance decisions.

NATIONAL ASSOCIATION STRATEGIC DIRECTIONS & WESTERN REGIONAL SUPPORTING GOALS

NACAS West supports the National Association's seven strategic directions below, through representation on committees and by actively soliciting input from the Regional Board and individual members.

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

- a. Critically examine professional development programs in relation to evolving auxiliary services core competencies.
- b. Continue current professional development programs, complete the development of the Management Institute program, and develop or cooperate in the development of new programs necessary for auxiliary professionals now and in the future.
- c. Develop specific academic track for future auxiliary leaders, partnering with a university.
- d. Establish a retirees/mentoring resource bank.

REGIONAL SUPPORTING GOAL:

- *Be innovative and creative in developing programs for annual regional conference.*
- *When practical, provide programs to augment CASP.*
- *Develop regional professional development programs.*

2. Enhance NACAS's position as the premier association for auxiliary services professionals.

- a. Place greater emphasis and resources on marketing.
- b. Develop a brand and broadly implement its use.
- c. Confirm that our activities meet the diverse needs of our members.

3. Build and diversify the membership.

- a. Develop a plan for recruitment and retention.
- b. Increase involvement with under-represented institutions and members, including emerging professionals, students, women and minorities.
- 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 meet non-members
- f. Coordinate efforts to regularly and systematically assess members and auxiliary service needs and expectations.

REGIONAL SUPPORTING GOALS:

- *Periodically reexamine the make up of the NACAS West Board of Directors and Determine whether or not there should be additional groups represented. I.e. Community College representative on the Regional board.*
- *Ensure that the board always takes into account the idea of being “socially just” which affords individuals and groups fair treatment. Be proactive and intentional to recruit or recommend people from under-represented institutions and minorities including emerging professional, students, women and minorities for volunteer positions.*
- *Review and update current succession plan for Board positions and volunteer opportunities.*
- *Create new programming to further our reach with current members and to attract new members.*

4. Generate and Manage financial resources to accomplish goals.

- a. Develop a financial plan that provides fiscal stability for the association.
- b. Develop financial goals and resources necessary for NACAS to accomplish its national and regional goals.
- c. Develop a long-term plan for NACAS facilities.

REGIONAL SUPPORTING GOAL:

- *Fully fund regional reserves.*
- *Generate enough money to create endowment for scholarships or other projects which return value back to the membership.*

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

- a. Use new technology to create a more global organization.
- b. Implement a strategic management system.
- c. Model sustainability concepts.
- d. Coordinate efforts to regularly and systematically assess member and auxiliary service needs and expectations.

REGIONAL SUPPORTING GOALS:

- *Collect data from participants at Regional Town Hall meetings to determine needs and expectations.*
- *Enhance regional website with comprehensive information. Make user friendly for professionals.*
- *Create archives from years since 2002 of key information for the website (conference locations, brochures, dates, budgets, board members, committee members, bylaws, etc.)*
- *Create a formal timeline of annual deliverables.*
- *Implement and annual survey of our members to assess wants and needs.*

6. Provide support to regions.

- a. Enhance the professional development opportunities in the regions.

- b. Increase participation in the regional conferences and workshops around those conferences.
- c. Enhance the regions by providing greater access to future leadership and provide programs to educate and support regional leadership.

REGIONAL SUPPORTING GOAL:

- *Facilitate strong relationships between NACAS and the West Region through a variety of communications, regular consultation and reference to the strategic directions.*

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

- a. Fund programs that will enhance the future of auxiliary services and NACAS
- b. Continue to encourage business partners and members to contribute to the Foundation.
- c. Obtain 100% participation from Board members
- 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.
- f. Offer multiple opportunities for giving.

REGIONAL SUPPORTING GOAL:

- *Ensure that all members understand the supporting role that the Ed Foundation plays for NACAS. The Foundation's primary responsibility is to raise funds which will promote, fund and expand programs and benefits for all members of NACAS promote giving to the Ed Foundation through a thorough understanding and communication of the role of the Foundation.*
- *Provide funding assistance to the Foundation when appropriate.*

8. Develop and implement an industry standard certification program for campus service professionals.

- a. Develop a comprehensive program development, implementation, and assessment timeline.
- b. Identify and complete all of the tasks necessary for implementation of a certification program including the following areas; program design; governance; policies and procedures; budget and fundraising; staffing; operations; risk management.
- c. Market and re-market to the higher education community the benefits of a campus service certification program.
- d. Enroll prospective applicants for the campus certification program.
- e. Grant certification to campus service professionals successfully completing the evaluation process.
- f. Develop the re-certification program for campus service professionals.
- g. Assess the effectiveness of the program in meeting objectives.

REGIONAL SUPPORTING GOAL:

- *When practical, provide programs to augment CASP.*
 - *Increase member awareness of CASP through our communication channels.*
- 9. Maximize the use of technology to fulfill the strategic direction of the association.**
- a. *Develop a plan to bring technology up to university standards.*
 - b. *Determine technology priorities based on members needs and wants.*

REGIONAL SUPPORTING GOAL:

- *Provide multiple channels of electronic communication to deliver our message.*
- *Increase awareness by opening members to new forms of technology*
- *Continue to communicate with National on our technology wants and needs*