



**STRATEGIC PLAN  
2007 – 2010**

**January 7, 2008**

**Approved by NACAS West Board of Directors  
January 30, 2008**

## **INTRODUCTION**

NACAS West has the opportunity to maintain and build on several significant strategic initiatives of the National Association while introducing a few new 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 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 measurable 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 services 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 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 environmental 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 involves all governance decisions.

## **NATIONAL ASSOCIATION STRATEGIC DIRECTIONS & WESTERN REGIONAL SUPPORTING GOALS**

NACAS West supports the National Association's seven key 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 a specific academic track for future auxiliary leaders, partnering with a university.
  - d. Establish a retirees/mentoring resource bank.

### *NACAS OVERALL GOAL:*

- *Sustain current level of professional development activity and increase over time. Activity should exceed the base-line measure of activities provided when function was all-volunteer driven.*

### *REGIONAL SUPPORTING GOAL:*

- *Be innovative and creative in developing programs for annual regional conference. I.e. Google, best values RFPS, etc...*

- 2. Enhance NACAS' 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. Consider changing the name or adding a tag line to clarify what NACAS is about.
  - d. Develop activities that enhance the image of both NACAS and auxiliary services professionals.
  - e. Confirm that our activities meet the diverse needs of our members.

### *NACAS OVERALL GOAL:*

- *High level of satisfaction with all NACAS programs, high level of recognition of NACAS leading to increased membership to 1500 by 2015.*

### **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.

#### *NACAS OVERALL GOAL:*

- *5% growth per year in member institutions, resulting in 1500 by 2015. 5% growth in business partners resulting in 285 by 2015.*

#### *REGIONAL SUPPORTING GOALS:*

- *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.*

### **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.

#### *NACAS OVERALL GOAL:*

- *100 % completion of these action items.*

#### *REGIONAL SUPPORTING GOAL:*

- *Establish a Reserves Policy for the Region.*
- *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.

*NACAS OVERALL GOAL:*

● *NACAS will receive high evaluations from members regarding the quality and usefulness of its web site. Board will find the MIS system to be an indispensable resource. The association and higher education will be graded successful in sustainability efforts. Performance measures will be routinely collected and assessed and the strategic system enhanced.*

*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.)*

**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.

*NACAS OVERALL GOAL:*

● *NACAS Regions are perceived by members as a vital and value-added component of the organization.*

*REGIONAL SUPPORTING GOAL:*

- *Facilitate strong relationships between NACAS and the Regions 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.

*NACAS OVERALL GOAL:*

- *\$40,000 net per year in contributions to the Foundation for 2006 through 2010.*

*REGIONAL SUPPORTING GOAL:*

*Ensure that all members understand the supporting role that the Ed Foundation plays for NACAS. The Foundations 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.*