



# CANDIDATE HANDBOOK

NACAS

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## CASP Handbook

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## Overview

### **Purpose of the Certification**

This certification is for the Certified Auxiliary Services Professional (CASP). The CASP program attests that individuals have met a standard for auxiliary/ancillary services professionals and that these individuals are viewed as meeting those competencies which, in the eyes of their peers, are necessary to perform the functions normally accomplished by a Director of Auxiliary/Ancillary Services. The program provides a credential to those professionals that meet eligibility criteria and pass a standardized examination of knowledge in key auxiliary service areas.

### **Certification Commission**

The Commission is the governing board for the CASP certification program. The Commission's purpose is to establish the governing rules and regulations related to the CASP program, conduct the programs, make determinations regarding eligibility and all essential certification decisions, and provides mediation and interpretations for the program, as needed by staff, consultants, and other volunteer groups.

### **About NACAS**

NACAS was founded in 1969 as the National Association of College Auxiliary Services to be a one stop connection for information, insight and opportunity for professionals in higher education auxiliary services, also known as "Ancillary" or "Non-Academic Campus Support Services".

NACAS is the largest auxiliary services support organization serving higher education. Our membership includes colleges and universities throughout the United States, Canada, Ireland, Jamaica, Lebanon, Qatar and Australia.

Founded in 1969 as the National Association of College Auxiliary Services, NACAS is a professional trade association that supports the non-academic segment of higher education responsible for generating business through a diverse array of campus services that students need and value – such as food services, bookstores, housing, and transportation. As the leading organization supporting all campus services, NACAS is the community-of-choice for strategic leaders who advance campus environments to improve the quality of life for students.

Content Covered on the CASP Examination:

- **Management**
- **Leadership**
- **Marketing, Communications and Business Relations**
- **Student Development**
- **Operational Areas:**
  - o **Physical Facilities**
  - o **Food Services**
  - o **Bookstores/Commercial Retail**
  - o **Card Services**
  - o **Automated Vending**

### **Statement of Non-Discrimination**

NACAS endorses the principles of equal opportunity. Eligibility criteria for examination and certification as a Certified Auxiliary Services Professional are applied equally to all individuals regardless of age, race, religion, gender identity, national origin, veteran status, or disability.

# Application Process

## OVERVIEW

The steps of the application process for the CASP exam are as follows:

- 1) **Submit your application along with the required documents and fee by the exam deadline.**
- 2) **Within ten business days of receipt of your completed application (which include an official transcript), NACAS will notify you of your application acceptance.**
- 4) **Take the exam at your confirmed location and date/time.**
- 5) **Within 30 business days of the exam date, NACAS will send you a score report indicating whether you have passed the examination and achieved certification.**

Each of these steps is explained in greater detail in the remainder of this Handbook. An annual calendar of deadlines may be found online at <https://nacas.org/member-benefits/casp/apply-for-casp/>

## Application and Fees

A completed application will require the following:

### Part A: Applicant Information

### Part B: Documentation of Education

- **Official transcripts have been requested to be mailed directly to NACAS**
- **If applicable, the foreign degree equivalency (can be found in Application Appendix A)**

### Part C: Document of Experience

- **A Verification of Work Experience form for each position listed in the Summary of Work Experience is required**

### Part D: Exam Location Selection Agreement

### Part E: Payment of Application Fee

### Part F: Agreement

An application may be found online at <https://nacas.org/member-benefits/casp/apply-for-casp/>. Scanned applications can be sent to [casp@nacas.org](mailto:casp@nacas.org). Paper applications can be mailed to: CASP, 3 Boar's Head Lane, Suite B, Charlottesville, VA 22903.

## POSTMARK DEADLINES

All deadlines set by NACAS are postmark deadlines. If there is a discrepancy between a metered postmark and an official United States Postal Service postmark, the latter will be considered official.

## ELIGIBILITY REQUIREMENTS

Applicants become eligible to take the CASP examination upon successfully documenting the following requirements:

*To become certified:*

- **Be employed or contracted on a college or university campus and directly provide auxiliary/ancillary services.**
- **Have a Bachelor's degree or higher from a U.S. regionally accredited college or university or foreign equivalent**
- **Have four years full-time (1,450 hours/year) experience in management (within the last ten years) directly related to auxiliary/ancillary services (non-academic support services)**
  - **Three years of these must be in higher education auxiliary /ancillary services**
- **Pay the certification application fee**
  - o **This fee includes up to two examination administrations**
- **Complete all parts of the CASP Application and submit by the application deadline**
- **Pass the certification exam within three years of acceptance of the CASP application**

### **Scheduling the CASP Exam**

Within ten business days of receipt of the completed application (which include an official transcript), NACAS will notify each candidate of their application acceptance. Fifteen business days prior to the exam sitting, NACAS will email each candidate an authorization letter confirming the exam sitting time and location. **Keep this authorization letter. It will need to be presented at the testing location along with a government issued photo ID in order to gain admittance into the exam.** There will be no further notice of confirmation.

See the CASP application for further information for sitting for the exam at a NACAS event.

An annual calendar of test dates and deadlines may be found online at <https://nacas.org/member-benefits/casp/apply-for-casp/>.

### **Application & Related Fees**

The current application fee is \$650 US. for NACAS members or \$875 US. for non-members.

## Special Circumstances and Fees

### **Cancellation / Fee Refund**

The CASP application fee is non-refundable.

### **Extreme Circumstances / No fee Penalty**

If a candidate has missed the examination due to emergency or hardship such as serious illness of either the candidate or an immediate family member; death in the immediate family; disabling traffic accident; court appearance or jury duty; or military duty, he or she will be permitted to reschedule the examination at no additional charge as long as the following requirement is met:

- **Candidate submits written verification and supporting documentation of the situation to NACAS within 14 business days of the original examination date.**

If such a request is not made, the candidate will lose that testing opportunity from the two that were included in the CASP application fee. If one test opportunity remains, the candidate must wait until a future testing window to take the exam. If no test administrations remain, to apply for a future date, the candidate must complete a new application, pay all applicable fees, and meet all eligibility requirements in effect at the time of reapplication.

## The Examination

### **Examination Entrance**

You must bring with you the authorization letter NACAS sent to you via e-mail confirming your eligibility status and approved test date and location. You must also bring a government-issued photo ID. The name on the photo ID must match the name on the authorization letter.

### **Examination Format**

The CASP examination consists of a 150 question multiple-choice examination.

### **Language**

The examinations are offered in English only.

### **Americans With Disabilities Act**

Special arrangements shall be provided to candidates with a disability (as defined by Title III of the Americans with Disabilities Act) who submit with their certification application a written explanation of their needs along with appropriate medical documentation. Forms for applications for accommodations may be found online at <https://nacas.org/member-benefits/casp/apply-for-casp/>.

## Preparing For the Examination

### Examination Content Outline

The CASP examination conforms to a content outline based on 2015 U.S. and Canada practice analysis of Auxiliary Services Professionals. Below is an overview of content outline for the CASP examination. See **Handbook Appendix A** for a complete list of task statements within each content area. See **Handbook Appendix B** for sample questions from the exam.

**Content Area 1: Management (30%\*)** - Develop strategies and conduct organizational assessments; hire/ develop/ supervise/retain the right team; devise/implement/oversee financial procedures; utilize information technology to enhance service delivery.

**Program and Project Management (9.9%\*)** - Formulate strategies to optimize program/project goals and outcomes; interpret information that assists with decision making, and service delivery.

**Financial Management (4.6%\*)** - Devise financial plans and policies; analyze data and reports; maintain expenditure controls and increase revenues.

**Human Resource Management (10.7%\*)** - Plan and implement human resource management activities to maximize strategic use of human resources and maintain personnel effectiveness.

**Technology/Information Systems (4.6%\*)** - Identify and utilize appropriate technology to deliver and improve services.

**Content Area 2: Leadership (24%\*)** – Setting and communicating a direction to enhance the organizational culture and goals.

**General Leadership (6.9%\*)** - Collaboratively develop a vision and mission, institute measures and actions that promote individual and organizational excellence.

**Ethics (3.8%\*)** - Operate with and model integrity and transparency, avoid conflict of interest and comply with NACAS and institutional standards of conduct.

**Interpersonal Skills and Group Facilitation (6.1%\*)** - Model and encourage professional behavior and inclusivity through facilitation, negotiation and collaboration.

**Strategic Management (7.6%\*)**-Develop and implement the strategic agenda and effectively communicate with and engage all levels of the organization and institution.

**Content Area 3: Marketing, Communications and Business Relations (17%\*)** – Develop communication strategies based on research to identify, evaluate and promote the needs and interests of stakeholders to build long-term relationships; monitor trends that indicate the relevancy and/or need for current or new programs and services.

**Marketing (5.3%\*)** - Create, manage and assess plans to attract and retain customers, and identify and anticipate change in programs and services.

**Communications (5.3%\*)** - Develop and implement strategies and plans to communicate the organization's message.

**Business Relations (6.1%\*)** - Establish and maintain effective relationships with prospective and current clients as well as internal and external partners.

**Content Area 4: Student Relations (8%\*)** – Support the holistic development of students.

**Student Personal Development (3.8%\*)** - Create and promote opportunities for students to grow and develop as productive members of the institution and the larger community.

**Physical Environment (2.3%\*)** - Plan, develop and operate a physical environment that fosters student success.

**Research and Assessment (1.5%\*)** - Assess, analyze and implement measures to improve student learning and outcomes.

**Content Area 5: Operational Areas (21%\*)** – Identify, acquire and manage resources to meet goals of auxiliary services.

**Physical Facilities (4.6%\*)** - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to physical facilities associated with auxiliary services.

**Bookstores/Commercial Retail (4.6%\*)** - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to bookstores and commercial retail.

**Food Services (3.8%\*)** - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to food services.

**Card Services (3%\*)** - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to card services.'

**Automated Vending Machines (3.8%)**- Manage operations and relationships, ensure compliance, anticipate capital needs; monitor trends related to automated vending machines.

*\*Percentages are approximate*

### **Authoritative Reference List**

The Authoritative References List provides a concise yet detailed guide to informative Auxiliary Services Professional references. It serves as a valuable tool for all working in Auxiliary Services, especially those preparing for the certification.

This list is intended for use as a study aid only. NACAS does not intend the list to imply endorsement of these specific references, nor are all of the test questions necessarily taken from these sources.

**Association Solutions National Restaurant Association. (2010). ServSafe essentials (5th ed.). Boston, MA: Prentice Hall.**

**Barr, M. J., & McClellan, G. S. (2011). Budgets and Financial Management in Higher Education (2nd ed.). San Francisco, CA: Jossey-Bass**

**Certo, S.C. (2003). Modern management (9th ed.). Boston, MA: Prentice Hall.**

**Cotts, D.G., Roper, K.O., & Payant, R.P. (2009). The facility management handbook (3rd ed.). New York, NY: AMA-COM.**

**Council for the Advancement of Standards in Higher Education. (2009). CAS professional standards for higher education (7th ed.). Washington, DC: Author.**

**Dessler, G. (2010). Human resource management (12th ed.). Boston, MA: Prentice Hall.**

**Fairbrook, P. (1979). College & university food service manual. Stockton, CA: Colman Publishers.**

**Gafney, L. (1996). Practical merchandising math (National retail federation). Hoboken, NJ: Wiley.**

**Gray, C. F., & Larson, E. W. (2005). Project management: The managerial process (3rd ed.). Boston, MA: Irwin/McGraw-Hill.**

**Gill, J. O. (1999). Understanding financial statements: A primer of useful information. Ontario, Canada: Crisp Learning.**

**King, T.E., Lembke, V.C., & Smith, J.H. (2000). Financial accounting: A decision-making approach (2nd ed.). Hoboken, NJ: Wiley.**

**Lencioni, P. (2002). The five dysfunctions of a team: A leadership fable. San Francisco, CA: Jossey-Bass.**

**PCI Security Standards Council. (2010). PCI-DSS quick reference guide: Understanding the payment card industry data security standard version 2.0. Retrieved from <https://www.pcisecuritystandards.org/documents/PCI%20SSC%20Quick%20Reference%20Guide.pdf>**

**Reed, O.L., Shedd, P., Pagnatarro, M., & Morehead, J. (2009). The legal and regulatory environment of business (15th ed.). New York, NY: McGraw Hill.**



Winston, R. B., Jr., Creamer, D. G., Miller, T. K., & Associates. (2001). *The professional student affairs administrator: Educator, leader, and manager*. New York, NY: Brunner Routledge

## On the Day of the Examination

### Test Admission Procedures

Candidates must report to the test center no later than ten minutes before the posted start time of the exam. Candidates must present their authorization to test letter and a government-issued photo ID (such as a valid driver's license) with candidate's name on it. The name on the photo ID must match the name on the authorization letter.

Candidates without an authorization letter and photo ID will NOT be permitted to enter the test center, and their examination opportunity will be forfeited.

Seating of candidates, distribution of test materials, and testing instructions will begin at five minutes after the posted start time of the exam. The total testing time is three and one-half hours. Additional time has been allowed for instructions. You can expect to leave the testing center at approximately four hours after the posted start time for the exam. There are no scheduled breaks.

### Testing Center Rules

The following are the rules enforced at all test administrations:

- All candidates must have proper government issued photo ID to be admitted to the exam.
- Candidates are admitted only to their assigned test center.
- Candidates arriving late will not be admitted, and will have to contact NACAS to reschedule the examination.
- No guests are permitted in the examination rooms.
- No reference material, books, papers, or personal items (briefcases, coats, etc.) are allowed in the examination room.
- All electronics devices brought in the examination room, including telephones, signaling devices, personal digital assistants, must be turned off and placed out of view.
- No weapons or instruments that may reasonably be used as weapons may be brought into the examination room.
- No test materials, documents, or memoranda of any sort are to be taken from the examination room.
- Candidates may not communicate with other candidates during the examination. Proctors or field evaluators are authorized to maintain secure and proper test administration procedures, including relocation of candidates.
- No questions concerning the content of the examination may be asked during the testing period.
- At the end of the exam, candidates will be able to provide comment in writing on any question he or she believes is misleading or deficient in accuracy or content at the time of the examination.
- Candidates will be provided with scratch paper to use during the examination. All items must be returned to the proctor at the completion of testing, or the candidate will not receive a score report.
- Outside food and beverages are not permitted in the assessment center. Tobacco products and gum may not be used during the examinations. Only approved medications will be permitted in the exam room.
- Breaks are not scheduled during the exam. Candidates are permitted breaks on an individual basis, but no additional time is given to candidates who take breaks. Candidates who must leave the testing room must receive permission from the examiner and may be escorted while outside the testing room.

- Candidates will not be allowed to talk during breaks. Those who do will be denied re-admittance to the testing room, forfeit all fees, and will not have their exam scored.
- Candidate may not copy in writing or otherwise record or transmit to others any examination questions and/or answers or other aspects of the nature or content of the examination.
- Candidates may not offer or assist, or solicit assistance from other candidates, examiners, or those responsible for the administration of the examination.

Candidates may not engage in any other conduct or inappropriate behavior which is injurious to the integrity of the examination or to any of its participants.

### **Dismissal**

Any candidate who is observed engaging in any misconduct will be subject to dismissal from the examination, may be barred from future examinations for a period ranging from one year to permanent dismissal, and may be required to forfeit his/her current examination fee and /or period of eligibility. Testing center proctors are authorized to take immediate, appropriate measures against candidates who are caught violating testing rules. The candidate is entitled to appeal the dismissal determination.

### **Inclement Weather**

If for any reason the exam is unable to be administered, then the examination will be rescheduled within a reasonable period of time. Candidates may take the examination at the next administration without being charged a reexamination fee. Candidates will be responsible for their own associated expenses for future testing.

### **Examination Irregularities**

Any problems, suspected instances of cheating, alleged inappropriate examination administration, environmental testing conditions severe enough to cause disruption of the process, or other irregularities related to test administration should be addressed to the onsite proctor or to staff. All such matters will be reported, investigated, and subject to further action based upon policies and procedures adopted by the Certification Commission and NACAS.

## **After the Examination**

### **Notification of Results**

Candidates are notified in writing of the examination results within 30 business days after the end of the testing window, sent to the mailing address listed on their CASP application. For security reasons, results will not be given over the phone or sent by fax or e-mail.

### **Request for Hand scoring**

Any candidate may request a hand-score of his or her answer sheet. Requests must be made in writing to the Commission postmarked no later than 14 days after the examination date. The fee (determined at the time of request), must be included with the request. A notice of the hand-score results will be sent by certified mail to the candidate within 30 days of the request. The results of the hand-score will be final.

### **Retesting**

A CASP candidate can take the certification examination up to two times per year; however, a candidate must wait a period of 60 days before re-examination. Candidates will be entitled to sit for two exams with each application fee. Candidates will need to pass the exam within three years of application acceptance. If not passed within three years, candidates must re-apply and pay the certification application fee.

## **Appeals Policy**

Candidates may appeal the results of eligibility determination or the examinations within 30 days of the date of the results. The appeals process and an application for submitting an appeal may be made by emailing [casp@nacas.org](mailto:casp@nacas.org).

An appeal must be made in writing to the Certification Commission within 30 days of receiving the determination. The written appeal must include the stated appeal, the reason for the appeal (including relevant supporting materials), and appellant's daytime phone number.

## **Certificants**

Following is a synopsis of information needed by individuals who become certified. More detailed information will be provided with the Pass Letter.

### **Appropriate Use of the Certification**

An individual who has been granted the Certified Auxiliary Services Professional designation may list the certification on stationery, websites, business cards, and other promotional materials as:

#### **First name, Last name, CASP**

Should the certification be suspended or withdrawn for any reason, the individual must immediately cease the use of the certification designation and acronym on stationery, websites, business cards, and any and all promotional materials.

### **Request for Duplicate Certificate**

Any certificant may request additional copies of his or her certification document. Requests must be made in writing to NACAS and may be made at any time. A fee of \$15 US. must be included with the request. The request for a duplicate certificate may be made by emailing [casp@nacas.org](mailto:casp@nacas.org).

### **Recertification**

The Certified Auxiliary Services Professional term is four years. The certificant must log recertification credits within one year of each activity submitted for credits. All components of the recertification application, including payment, must be received by NACAS before the end of the certification term to recertify. Additional information is located in the Recertification Handbook. The certificant must also:

- **Fulfill ongoing continuing education requirements**
- **Pay the recertification fee of \$175 NACAS member/\$350 non-members**

If a certificant does not recertify within the four year period, they will need to apply for a new Certification, including taking the CASP exam.

The Application for Recertification and the Recertification Handbook may be found online at <https://nacas.org/member-benefits/casp/casp-recertification/>.

### **CASP Emeritus**

CASP designees in good standing, upon retiring from professional activities, may be granted emeritus status at the discretion of the NACAS Certification Commission. The CASP Emeritus Member/Fellow is a legacy designation which does not require recertification. Emeritus members/fellows may continue to use the CASP designation with the addition of "(emeritus)" after "CASP." Designees must submit the Emeritus Application (Appendix D) to be considered.

# Appendix

## Handbook Appendix A: CASP Exam Content Area Task Statements

**Content Area 1: Management (30%\*)- Develop Strategies and conduct organizational assessments; hire/develop/supervise/retain the right team; devise/implement/oversee financial procedures; utilize information technology to enhance service delivery.**

Project Management (9.9%\*) - Formulate strategies to optimize program/project goals and outcomes; interpret information that assists with decision making, and service delivery.

- **Determines short and long-term goals and strategies to achieve them.**
- **Sets priorities and determines methods and resource requirements to achieve goals.**
- **Develops, schedules, coordinates, and manages projects and resources.**
- **Coordinates with others within and outside the institution to accomplish goals**
- **Monitors and evaluates projects and programs and uses the data for program improvement and accountability.**
- **Uses qualitative and quantitative data to guide decision-making.**
- **Balances risks and rewards inherent in new ventures.**
- **Develops and implements strategies to manage change and promote innovation.**
- **Maintains and articulates a focus on results as a key driver for organizational activity.**
- **Is alert to opportunities to achieve efficiencies.**
- **Ensures proper use and execution of contracts to receive all negotiated deliverables and mitigate exposure to risk.**
- **Develops and implements emergency operations and business continuity planning.**
- **Supports and encourages solutions and technologies designed to reduce waste, save energy, and act in an environmentally responsible manner.**

Financial Management (4.6%\*) - Devise financial plans and policies; analyze data and reports; maintain expenditure controls and increase revenues.

- **Develops, recommends, and manages budgets to achieve short-term and long-term goals.**
- **Implements systems, metrics, and tools to monitor and manage financial performance.**
- **Provides financial transparency to the board and/or senior management, staff, and members.**
- **Implements policies and procedures to ensure strong internal financial controls to prevent financial/ accounting irregularities and inappropriate funds accounting.**
- **Implements a policy of independent periodic review and analysis of the organization's financials to identify weaknesses and capitalize on strengths.**
- **Evaluates the impact of economic and budget factors to effectively guide financial planning and financial performance.**

Human Resource Management (10.7%\*)- Plan and implement human resource management activities to maximize strategic use of human resources and maintain personnel effectiveness.

- **Implements legally compliant recruiting and hiring practices to attract qualified staff.**
- **Identifies and maintains a clear delineation of job functions, personnel responsibilities, and chain of command.**

- Ensures personnel comply with institutional and departmental policies, and state and federal regulations.
- Identifies personnel development needs and implements training, coaching, and mentoring programs.
- Encourages professional development and growth to achieve department/institution goals.
- Empowers and engages personnel to accomplish their work.
- Ensures physical and psychological safety of personnel as well as compliance with health and safety laws, regulations, policies, procedures, and best practices.
- Recognizes individual growth and achievement through periodic assessment
- Conducts timely and productive performance evaluations.
- Advocates for appropriate compensation levels.
- Ensures continuity of operations when faced with staff turnover.
- Applies disciplinary standards according to institutional policy.
- Creates a shared vision for service excellence.
- Ensures compliance with personnel-related terms and conditions of employment (including union activities).

Technology/Information Systems (4.6%\*) - Identify and utilize appropriate technology to deliver and improve services.

- Demonstrates a working knowledge of computer systems, software, cloud, and mobile technology used for auxiliary services.
- Identifies areas in which new technologies can improve the delivery of services.
- Enforces policies and procedures to meet Payment Card Industry (PCI) compliance for credit card acceptance.
- Participates in the research and purchase of technology for auxiliary service(s).
- Enforces policies and procedures to ensure information management system security and integrity.
- Utilizes data as a decision support tool.

## **Content Area 2: Leadership (24%\*)- Setting and communicating a direction to enhance the organizational culture and goals.**

General Leadership (6.9%\*) - Collaboratively develop a vision and mission, institute measures and actions that promote individual and organizational excellence.

- Establishes a results-oriented organizational culture.
- Guides and assists personnel in executing their responsibilities.
- Integrates strategic leadership and calculated risk taking to achieve the long-term goals of the institution/department.
- Structures the institution/department to achieve vision and goals.
- Explores creative/entrepreneurial ventures within auxiliary operations that support the university mission.
- Sets direction for the institution/department and influences personnel to follow that direction.
- Provides service excellence through prioritized attention to those constituencies he/she serves.
- Develops, implements and assesses programs and initiatives that promote inclusiveness and demonstrates respect for diversity and inclusion.
- Develops, implements, and assesses programs and initiatives that coordinate with and strengthen the

institution's ideals of a safe and secure environment through prevention, response, or mitigation.

Ethics (3.8%\*) - Operate with and model integrity and transparency, avoid conflict of interest and comply with NACAS and institutional standards of conduct.

- **Complies with NACAS Standards of Conduct to model integrity and ethical behavior.**
- **Complies with institutional code of conduct and conflict of interest policies.**
- **Maintains the highest degree of personal integrity in order to resolve ethical dilemmas.**
- **Insures transparency.**
- **Takes responsibility for and shares recognition for outcomes.**

Interpersonal Skills and Group Facilitation (6.1%\*) - Model and encourage professional behavior and inclusivity through facilitation, negotiation and collaboration.

- **Models appropriate professional behavior and encourages personnel to act in a professional manner.**
- **Demonstrates commitment to and encourages inclusivity of diverse constituent groups.**
- **Works effectively with others to accomplish tasks and goals and to find solutions to problems.**
- **Demonstrates flexibility in work practices, procedures, or processes.**
- **Participates in and actively supports group decisions.**
- **Utilizes negotiation skills to achieve consensus.**
- **Works actively to resolve conflict to a positive outcome.**
- **Facilitates individual participation and ownership in group decision-making and consensus-building.**

Strategic Management (7.6%\*)-Develop and implement the strategic agenda and effectively communicate with and engage all levels of the organization and institution.

- **Sets the strategic agenda and conveys it to all levels of the organization through word and action.**
- **Develops and implements business plan(s) and initiatives.**
- **Monitors trends and acts upon them, as appropriate.**
- **Creates and conveys a clear, consistent vision of products and services.**
- **Advocates the goals and role of auxiliary service(s) within the institution.**
- **Ensures staffing and systems align with the needs of the auxiliary service(s).**
- **Develops and implements a plan for leadership succession.**
- **Develops and leverages enduring customer relationships.**
- **Ensures an organizational environment that listens to auxiliary services stakeholders.**
- **Assesses the effectiveness of services in meeting needs.**

### **Content Area 3: Marketing, Communications and Business Relations (17%\*) Develop communication**

Marketing (5.3%\*) - Create, manage and assess plans to attract and retain customers, and identify and anticipate change in programs and services.

- Identifies and determines the best methods for responding to the needs and interests of stakeholders to develop relevant auxiliary programs and services.
- Conducts needs assessment and market research to evaluate the feasibility of introducing, modifying, or discontinuing programs and services.
- Formulates and implements a marketing plan for auxiliary services programs and services.
- Actively promotes the auxiliary service(s) to all target audiences.
- Collaborates with other stakeholders to ensure coordination of marketing plans within the institution.
- Assesses effectiveness of marketing efforts, and make recommendations to maintain, improve, or discontinue.
- Celebrates and promotes new program launches and successes through submissions for awards and magazine/periodical inclusion.

Communications (5.3%\*) - Develop and implement strategies and plans to communicate the organization's message.

- Is the advocate for auxiliary service(s) to internal and external audiences.
- Represents the institution to internal and external audiences.
- Establish a high degree of trust and credibility with others.
- Maintains open and ongoing communications within own department and with institution directors, trustees, and senior management.
- Considers issues of content, medium, audience, impact, and timing when shaping communications.
- Communicates the programs within auxiliary services and how those services are funded.
- Keeps the institution's media services abreast of significant news-worthy auxiliary events and new program launches.

Business Relations (6.1%\*) - Establish and maintain effective relationships with prospective and current clients as well as internal and external partners.

- Leverages contacts to obtain information relevant to the continued growth of the institution/department.
- Seeks ways of increasing business opportunities with contacts.
- Establishes collaborative relationships with other departments within institution.
- Develops and sustains business relationships to enhance the delivery of services.
- Negotiates with business partners to create opportunities that increase the competitive position of both parties.
- Negotiates agreements benefiting the institution/department.
- Identifies mutually beneficial goals and works cooperatively with partners to achieve them.
- Keeps current on new and innovative auxiliary services and programs launched by businesses and other institutions.

#### **Content Area 4: Student Relations (8%\*)- Support the holistic development of students.**

Student Personal Development (3.8%\*) - Create and promote opportunities for students to grow and develop as productive members of the institution and the larger community.

- Manages the student governance, relationship building, and student input required to run student-funded facilities, services, and programs.



- Actively supports and promotes institutional and community efforts on issues of social responsibility, social justice, respect, and inclusion.
- Develops, fosters, and promotes new opportunities for partnering and collaborating with multiple constituencies across campus to create positive student learning environments.
- Manages the recruitment, training, recognition, and accountability systems necessary to attract, develop, and retain effective unit/departmental staff and student employees.
- Provides employment and mentoring opportunities to student employees that enhance their development of skills and leadership abilities.

Physical Environment (2.3%\*) - Plan, develop and operate a physical environment that fosters student success.

- Provides and operates facilities, services, and programs to facilitate student development programs and encourages student learning and development of community.
- Aligns and manages the auxiliary operations to support the institutional mission (including efforts of Student Affairs and Academic Affairs).
- Designs systems that facilitate ease of student access to services, promote inclusion and community, encourage student use, and enable continuous feedback.

Research and Assessment (1.5%\*) - Assess, analyze and implement measures to improve student learning and out-comes.

- Establishes assessment programs, analyzes results, and interprets the student learning and outcomes occurring in auxiliary services.
- Interprets the characteristics of students and prospective students in order to provide quality services that meet their needs.

**Content Area 5: Operational Areas (21%\*)- Identify, acquire and manage resources to meet goals of auxiliary services.**

Physical Facilities (4.6%\*) - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to physical facilities associated with auxiliary services.

- Identifies, acquires, and deploys the resources required to meet the goals of the physical facilities area.
- Complies with federal or state regulation, industry standards, and institution policies related to physical facilities.
- Identifies sources of key contacts/resources for physical facilities.
- Stays abreast of industry trends in the physical facilities area including architectural aesthetics, green building, energy efficiency, and other facilities best practices.
- Coordinates with a variety of stakeholders to assure building functionality meets existing and future occupant and program needs.

Establishes and implements processes and procedures to minimize construction impacts to programs and activities.

Bookstores/Commercial Retail (4.6%\*) - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to commercial/retail.

- Identifies, acquires, and deploys the resources required to meet the goals of the bookstore/commercial retail area.

- **Complies with federal or state regulation, industry standards, and institution policies related to textbooks and commercial retail operations.**
- **Identifies sources of key contacts/resources for bookstore/commercial retail operations.**
- **Stays abreast of industry trends in the commercial retail and licensed merchandise area.**
- **Stays abreast of industry trends in textbooks and course materials, including digital course materials.**
- **Coordinates bookstore/commercial retail operations with other auxiliary services.**

Food Services (3.8%\*) - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to food services.

- **Identifies, acquires, and deploys the resources required to meet the goals of food services.**
- **Complies with federal or state regulation, industry standards, and institution policies related to food services.**
- **Identifies sources of key contacts/resources for food services.**
- **Stays abreast of industry trends in the food services area that meet the needs and preferences of students and other constituencies.**
- **Coordinates food services operations with other auxiliary services.**

Card Services (4.6%\*) - Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to card services.

- **Identifies, acquires, and deploys the resources required to meet the goals of card services.**
- **Complies with federal or state regulation, industry standards, and institution policies related to card services.**
- **Identifies sources of key contacts/resources for card services.**
- **Stays abreast of industry trends in card services.**
- **Coordinates card services with other auxiliary services.**
- **Enforces policies and procedures to maintain security and integrity of card systems.**

Automated Vending Machines (3.8%\*) – Manage operations and relationships, ensure compliance; anticipate capital needs; monitor trends related to automated vending machines.

- **Identifies, acquires, and deploys the resources required to provide automated vending services.**
- **Complies with federal or state regulation, industry standards, and institutional policies related to automated vending services.**
- **Identifies sources of key contracts/resources for automated vending services.**
- **Stays abreast of industry trends related to automated vending services.**
- **Coordinates and collaborates with campus community with placement and servicing of automated vending services.**

\*Percentages are approximate

## Handbook Appendix B: CASP Exam Sample Question

- 1. Which of the following requirements are necessary to meet Payment Card Industry (PCI) standards compliance?**
  - a. Annual PCI re-registration
  - b. Quarterly security scans
  - c. Semi-annual IP address change
  - d. Monthly merchant audits
  
- 2. What is the process of planning and executing the conception, pricing, promotion and distribution of goods and services to create exchanges that satisfy organizational objectives?**
  - a. Marketing
  - b. Branding
  - c. Research
  - d. Benchmarking
  
- 3. Which of the following considerations should be made when designing auxiliary facilities for today's college students?**
  - a. Provide maximum space utilization for off-campus events, conferences and academic colloquiums
  - b. Maximize retail footprints that enhance the bottom line and keep the organization financially solvent
  - c. Provide learning environments that support greater student engagement and enhance student collaboration
  - d. Enhance revenue which supports the financial needs of the campus and provides recreational opportunities
  
- 4. Which of the following tools provides effective program assessments?**
  - a. Twitter and Facebook postings
  - b. Focus groups and surveys
  - c. Staff interviews and newspaper editorials
  - d. Increased sales and email complaints
  
- 5. Which of the following processes includes a Strengths Weaknesses Opportunities and Threats (S.W.O.T.) analysis?**
  - a. Facility commissioning
  - b. Annual audit
  - c. Accreditation
  - d. Strategic planning

**Answers: 1 (b), 2 (a), 3 (c), 4 (b), 5 (d)**

## Handbook Appendix C: Foreign Degree Evaluation

### Independent Foreign Degree Evaluation Agencies

The following identified, independent nonprofit agencies perform the specialized service of validating your academic degree as equivalent to the bachelor's or master's degree conferred by a US regionally-accredited college or university. The summary section of the evaluation report MUST state "From a regionally accredited institution." Contact the agency for current information, procedure and costs. NACAS does not endorse any specific agency that is listed below. The list is provided as a convenience to international students and professionals. All transactions between the individual and evaluation service are considered private business transactions, without NACAS intercession or obligation.

**Academic and Professional International Evaluation, Inc. (APIE)**

PO Box 5787  
Los Alamitos, CA 90721-5787  
562/594-6498  
[apie@msn.com](mailto:apie@msn.com)

**Center for Educational Documentation, Inc. (CED)**

PO Box 231126  
Boston, MA 02123-1126  
617/338-7171  
Fax: 617/338-7101  
[www.cedevaluations.com](http://www.cedevaluations.com)

**Academic Credentials Evaluation Institute, Inc. (ACEI)**

PO Box 6908  
Beverly Hills, CA 90212  
310/275-3530 or 800/234-1597  
Fax: 310/275-3528  
[acei@acei1.com](mailto:acei@acei1.com)

**International Education Research Foundation (IERF)**

Credentials Evaluation Services, Inc. PO  
Box 3665  
Culver City, CA 90231  
310/258-9451  
[www.ierf.org](http://www.ierf.org)

**American Education Research Corporation, Inc. (AERC)**

PO Box 996  
West Covina, CA 91793-0996  
626/339-4404  
Fax: 626/339-9081  
[aerc@verizon.net](mailto:aerc@verizon.net)  
[www.aerc-eval.com](http://www.aerc-eval.com)

**Foreign Educational Document Service**

PO Box 4091  
Stockton, CA 95204  
209/948-6589  
[www.documentsservice.org](http://www.documentsservice.org)

**Association of International Credential Evaluators, Inc. (AICE)**

P.O. Box 6756  
Beverly Hills, CA 90212  
310/550-3305 or 888/263-2423  
[info@aice-eval.org](mailto:info@aice-eval.org)

**Foundation for International Services, Inc. (FIS)**

14926 35th Avenue West, Suite 219  
Lynwood, WA 98087  
425/248-2255  
Fax: 425/248-2262  
[info@fis-web.com](mailto:info@fis-web.com)  
[www.fis-web.com](http://www.fis-web.com)

**International Consultants of Delaware, Inc.  
(ICDEL)**

3600 Market Street, Suite 450  
Philadelphia, PA 19104  
215/222-8454, ext. 510 Fax:  
215/349-0026  
[icd@icdel.com](mailto:icd@icdel.com)

**Josef Silny & Associates**

International Education Consultants 7101 SW  
102nd Avenue  
Miami, FL 33173  
305/273-1616  
Fax: 305/273-1338 or 273-1984  
[info@jsilny.com](mailto:info@jsilny.com)

**SpanTran Educational Services**

7211 Regency Square Boulevard, Suite 205  
Houston, TX 77036-3197  
713/266-8805  
Fax: 713/789-6022  
[en.spantran-edu.com](http://en.spantran-edu.com)

**World Education Services, Inc. (WES)**

Bowling Green Station PO Box 5087  
New York, NY 10274-8057 212/966-  
6311  
Fax: 212/966-6100  
[info@wes.org](mailto:info@wes.org)  
[www.wes.org](http://www.wes.org)

**WES — Branch Offices** Chicago -

312/222-0336 Miami - 305/358-  
6688

San Francisco - 415/677-9378 Washington  
DC - 202/331-2925

## Handbook Appendix D: CASP Emeritus Member Policy

### **CASP Emeritus Member/Fellow**

CASP designees in good standing, upon retiring from professional activities, may be granted emeritus status at the discretion of the NACAS Certification Commission. The CASP Emeritus Member/Fellow is a legacy designation which does not require recertification. Emeritus members/fellows may continue to use the CASP designation with the addition of “(emeritus)” after “CASP.”

The CASP Emeritus designation is not to be used in place of CASP recertification.

Example: Janet K. Smith, CASP (emeritus)

### **Criteria for Eligibility**

- Retired from professional activities;
- Upon retirement, CASP designation was in good standing and has not lapsed past its expiration date;
- Documented past contribution to NACAS from at least two of the following categories:
  - One (1) publication in “College Services;”
  - One (1) hosted or co-hosted educational program;
  - One (1) volunteer role (11 months in role).

### **To Apply**

- Complete the CASP Emeritus Application.
  - Include date of retirement
  - Include basic demographic information
  - Include any continuing employment
  - Institutional contact to confirm date of retirement
  - New contact information
  - Indication of desire to move to the status
  - Agree to uphold code of ethics indefinitely while holding the CASP Emeritus designation
- Submit payment of fee(s) according to current NACAS Fee Schedule.
  - Fee will be paid one time upon completion of the Certification Designation Change Form
- Submit a letter of request to the NACAS Certification Commission at the address below:
  - 3 Boar’s Head, Suite B, Charlottesville, VA 22903