



## Study Guide

The CASP exam is broken down into five content areas:

1. Leadership
2. Management
3. Marketing, Communications & Business Relations
4. Operational Areas
5. Student Development

The information in this study guide should be used to quiz yourself on how familiar you are with these content areas. We encourage you to discuss weaker areas with peers on or off your respective campus. You should be able to accomplish each question in 30 - 60 minutes if you need a lot of review and 5-10 minutes if you are pretty comfortable with the topic.

### **LEADERSHIP**

#### **Leadership: General Leadership “Structures the institution / department to achieve vision and goals.”**

Review your Mission and Vision statements. How do they differ? How do they share a common idea? Review various Mission and Vision statements from different departments, do they share common goals, do they relate back to a higher level? Example, A University may have a Mission and Vision Statement; the Division of Administration may have another and the Auxiliary Services another. Do these share a common theme? Should they? How should Mission and Vision Statements be used as a leadership tool?

#### **Leadership: Strategic Management “Develops and implements business plans and initiatives”**

Review a couple of business plans. Are you familiar with each section? Do you understand a market analysis? Do you understand vertical markets? Can you perform a break even analysis? Can you identify Internal vs. External strengths and weaknesses?

#### **Leadership: Interpersonal Skills and Group Facilitation “Demonstrates commitment to and encourages inclusivity of diverse constituent groups”**

Can you list key attributes of an “Inclusive” organization? List four or five generally accepted methods to encourage inclusivity. What resources are available to assist you with keeping abreast of current industry trends related to inclusiveness? What actions is NACAS taking to assure its programs meet the inclusive benchmarks?



**Leadership: Interpersonal Skills and Group Facilitation “Facilitates individual participation and ownership in group decision-making and consensus-building”**

Compare and contrast Individual participation and group decision-making. Understand the term “Consensus Building” and how to assess its presence. List 3 or 4 key characteristics of a successful Facilitator. List 3 or 4 challenges a facilitator might face and ways they would properly address the challenges.

**Leadership: Ethics: “Takes Responsibility for and Shares Recognition for outcomes”**

Identify 2-3 resources for Leadership Ethics. Compare and Contrast “Responsibility” and “Recognition” for outcomes. List 4-5 ways leaders take responsibility for outcomes. List 4-5 ways leaders share recognition for outcomes. List 2-3 ways you would like your leader to take responsibility. List 2-3 ways you would like your leader to share recognition.

**Leadership: Ethics: “Complies with NACAS Standards of Conduct to model integrity and ethical behavior”.**

Review and familiarize yourself with the NACAS Code of Ethics. Do you understand "Personal Integrity" and "Conflict of Interest". Review the understanding of "The professional shall not benefit financially, either directly or indirectly, from any decisions made as an officer of the institution or association". Review paragraph "Promote greater diversity, equity, inclusion and accountability...." Dig into each point and review for complete understanding.

**MANAGEMENT**

**Management: Financial Management “Evaluates the impact of economic budget factors to effectively guide financial planning and financial performance”**

Review financial statements including the Balance Sheet, Income and Expense Reports and Cash Statements. Do you understand the differences between the various reports and how they work together? Do you understand where this information originates? Do you understand the Assets vs. Liabilities? Current Assets and Liabilities vs. Non-Current? Do you understand depreciation, how it is calculated and over what period of time? Are you able to identify Gross Income, Net Income, Other Income, Operating Income, and how they interact in the financial reports?

**Management: Program and Project Management “Ensures proper use and execution of contracts to receive all negotiated deliverables and mitigate exposure to risk.”**

Review a couple of your contracts. Do you understand the following legal terms: Indemnification, Force Majeure, Severability, Assignment, Venue, Notice, and Default?



**Management: Program and Project “Develops, Schedules, Coordinates and manages projects and resources”**

How do you identify and communicate with key stakeholders in your organization? Compare and contrast different types of schedules or tracking tools used to track budgets, time lines, people, goals. Can you identify 2 or 3 goals that are common in projects on a college or university campus? Compare and contrast how budgets, schedules, charts, graphs and other tools work together for project management.

**Management: Human Resources Management “Implements legally compliant recruiting and hiring practices to attract qualified staff”**

List 4 or 5 things that are not acceptable recruiting or hiring practices. Do you know what information can be evaluated during the recruiting, hiring and/or onboarding processes? What resources are available to an Auxiliary Services Director to assist with understanding legal and compliance issues related to Human Resources. Identify 2 or 3 best practices related to recruiting and hiring.

**Management: Technology/Information Systems Management: “Enforces policies and procedures to ensure information management systems security and integrity”**

Compare and contrast system Security and System Integrity. Identify 2-3 resources used to assess Information Systems. Identify 3-4 topics that should be included in IT Policy and Procedure related to System Security. Identify 3-4 topics that should be included in IT Policy and Procedure related to Systems Integrity. Review your IT Policies and Procedures. Do you understand the terminology and concepts addressed?

**Management: Financial Management: “Implements systems, metrics and tools to monitor and manage financial performance”**

List 2-3 systems used with Financial Management. List 3-4 key issues that should be considered when selecting a Financial System. List 3-4 key controls that should be implemented with a Financial System

**MARKETING, COMMUNICATIONS & BUSINESS RELATIONS**

**Marketing: “Formulates and implements a marketing plan for auxiliary services programs and services”**

Review a couple of Marketing Plans. Are you familiar with the standard marketing language? Do you know the difference between Promotion and Place? Do you understand the purpose of a Marketing Plan and how to develop?



**Marketing: “Assesses effectiveness of marketing efforts, and make recommendations to maintain, improve or discontinue”**

Can you define the word Assessment? Review several assessments for common attributes and identify the key elements. Can you name key components needed to complete an effective assessment? What are factors that help you determine to maintain, improve or discontinue a service? List different types of assessments that your department implements, reviews, contracts out or are requested from others and how are they similar and how are they different?

**Business Relations: “Negotiates with business partners to create opportunities that increase the competitive position of both parties”**

Identify 4 or 5 key issues you should know before entering into negotiations. List 3 or 4 key general goals to achieve during any negotiation. Can you provide 2 or 3 examples of “increase the competitive position of both parties, vs. one party”? List 3 – 4 key tasks you should accomplish at the end of negotiations.

**Business Relations: “Identifies mutually beneficial goals and works cooperatively with partners to achieve them”**

List 5-6 negotiable items in one of your existing contracts. List 1-2 different ways to negotiate those items to benefit the institution. List 1-2 different ways a business partner might negotiate to their benefit. List 3-4 ways you might negotiate these differences to develop a cooperative outcome.

**Communications: “Represents the Institution to Internal and External audiences.”**

List 4 or 5 internal audiences. List 4 or 5 external audiences. Compare and contrast communications to internal vs. external audiences. List 3 or 4 different methods to communicate internally and externally. Examine the statement “Represents the Institution” how does this impact the message?

**Communications: "Celebrates and promotes new program launches and successes through submissions for awards and magazine / periodical inclusion".**

List at least 2 awards available through associations or magazines for new, innovative or best in class programs in Food Service, Bookstore, ID Card, Retail and Facilities Management.



## **OPERATIONAL AREAS: PHYSICAL FACILITIES, FOOD SERVICE, BOOKSTORES, CARD SERVICES, COMMERCIAL/RETAIL**

### **Card Services: “Complying with Federal or State regulation, industry standards and institution policies related to card services”**

Review the Payment Card Industry Data Security Standards. Who must comply? What are the penalties for non-compliance? What is required to remain in compliance? What type of information are restricted, allowed or prohibited in various types of transactions?

### **Bookstores: “Complying with federal or state regulation, industry standards and institution policies related to bookstores operations”**

Are you familiar with the federal and state regulations related to bookstores and textbooks? List 3-4 compliance requirements from each of the state and federal regulations. List 3-4 penalties for non-compliance. Does your institution have policies to enforce or support the regulations?

### **Physical Facilities: "Comply with federal or state regulation, industry standards and institution policies related to physical facilities"**

List 4-5 Federal regulations covering facilities and who enforces. List 4-5 State regulations covering facilities and who enforces. List 2-3 industry resources that provide "Best practices" standards.

### **Retail: “Regulations”**

List 2-3 Federal regulations covering retail related issues and who enforces. List 2-3 State regulations covering retail related issues and who enforces. List 2-3 industry resources that provide "Best practices" standards.

### **Operational Areas Overall: List 3-4 resources for metrics, tools and management best practices for each of the Operational Areas.**

Compare and contrast Monitor and Manage. List 3-4 Metrics to monitor performance in each of the Operational Areas. List acceptable thresholds for each of the metrics identified.

### **Operational Areas Overall: “Keeping abreast of industry trends in each area”**

Identify key resources to keep abreast of Industry trends for each of the Operational Areas. Know the national organization(s) and visit each of the web sites to review current trends and concerns.



### **Operational Areas Overall: Compare and contrast Metrics and Tools**

List 3-4 Metrics for evaluating performance in each of the Operational Areas. List 3-4 tools used to assist with these metrics.

## **STUDENT DEVELOPMENT**

### **Student Development: “Uses student development principles to enhance student recruitment and retention.”**

Compare and contrast Recruitment and Retention. List 2 or 3 resources related to student recruitment and retention. Review the resources and compile a list of 4 or 5 best practices related to student development. List 4 or 5 best practices related to student retention.

### **Student Development: “Contributes to a campus environment of respect and inclusion”**

Compare and contrast Respect and Inclusion. List 4-5 ways to show respect toward students. List 4-5 ways to practice inclusion with students. List 2-3 resources to aid with Student Development. List 3-4 desired outcomes of respect and inclusion as a factor of Student Development.

### **Student Development "Establishes and maintains a student recruitment, training, recognition and accountability system to attract and retain active and effective student and full-time staff"**

List 3-4 ways to recruit active and effective students. List the top 4 reasons students stay engaged with their employment.

### **Student Development: "Manages the student governance, relationship building, and student input required to run student-funded facilities, services and programs"**

Identify 3-4 key issues to consider when engaging with student leadership. List 3-4 key areas of concern when working with Student funded facilities.

### **Student Development: "Manages the student governance, relationship building, and student input required to run student-funded facilities, services and programs"**

Identify 3-4 practices to be used in gathering input from students/customers. List 3-4 activities that can be utilized to garner student input on product/service quality.