



2022-2025 Strategic Plan

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

Strategic Priority I: Brand & Industry

GOAL: NACAS is recognized as a thought leader, trusted resource, and industry expert on auxiliary services in higher education.

- Objective: Communicate & advocate for the critical value that NACAS members make in impacting student success on campus.
- Objective: Enhance & expand NACAS' brand recognition through a digital marketing & communications strategy.
- Objective: Grow business partner engagement through thought leadership and content development sponsor opportunities.
- Objective: Refocus the NACAS awards and scholarships program to increase prestige and prioritize the categories that historically have the greatest interest in nominations or applications.
- Objective: Expand and position the C3X brand to be recognized as THE expo for decision makers within higher education.

Strategic Priority II: Learning & Member Experience

GOAL: To provide high-quality programs, services, and learning experiences that prepare auxiliary professionals for the future.

- Objective: Offer a robust portfolio of in-person and online learning experiences, to include competency in each of the major operational areas of auxiliary services.
- Objective: Offer programming to support DE&I and underrepresented member segments.
- Objective: Increase member engagement (program participation) across NACAS programs by 4% annually.
- Objective: Technology systems support business continuity & consistent member experiences across the organization.

Strategic Priority III: Financial Health & Organizational Effectiveness

GOAL: To ensure our long-term sustainability through revenue growth & diversification and NACAS is recognized as a best-in-class employer.

- Objective: Strengthen the partnership and alignment of NACAS and its regional & foundation entities and ensure our governance structures support this.
- Objective: Attract and continuously develop a pipeline of leaders to serve as volunteers who will strengthen and embody the core values of the NACAS.
- Objective: NACAS staff culture, benefits & compensation attracts and retains talent.
- Objective: NACAS' membership structure will enable organizational growth.
- Objective: Increase total net new institution membership by 2% annually.
- Objective: Maintain an overall institution membership retention rate of 90%.
- Objective: Increase total revenue by 3-5% on average annually.
- Objective: Total Working Capital and Current Operations Reserve will be targeted at no less than 25% of annual operating expenses.