

NACCU Mission and Strategic Vision

(Revised November 2014)

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Brand Promise/Mission Statement

As the only association serving the national and international campus card transaction industry, NACCU is the one source dedicated to high-quality educational programs, resources, services, and tools. NACCU offers members infinite advantages in networking, developing partnerships, leveraging technology, problem solving, insight sharing, and professional development.

MISSION

To advance the position of higher education transaction and identity systems through professional development and leadership opportunities for its members to stay current in an ever-changing environment as well as to encourage growth and innovation.

VISION

NACCU is the premier leader and authoritative resource for higher education transaction systems for educational opportunities, innovation, leadership skill development, and information networking by key internal and external stakeholders.

VALUES

- Commitment to “best practices” in our professional services areas
- Commitment to leadership development for all professionals
- Commitment to inclusiveness of all people, cultures, and nations
- Commitment to the benchmarking and measurement of standards

Strategy Goals (Summary)

Strategy # 1 Professional Development and Programming

(Primary Responsibility - Professional Development Committee and Conference Committee)

NACCU will be the one-source provider of high-quality educational programs, professional development, and industry information and resources to our members.

Strategy # 2 Membership Growth

(Primary Responsibility - Membership and Corporate Relations Committees)

NACCU will seek to retain and expand membership, ensuring that current members are continually appreciated, new members are embraced, and prospective members are invited to join.

Strategy # 3 Marketing and Communications

(Primary Responsibility - Marketing and Communications Committee)

NACCU will communicate using comprehensive strategies and materials that cohesively reinforce the brand promise. The brand promise will be delivered in a high-quality, timely manner via multiple channels.

Strategy # 4 Technology

(Primary Responsibility – Board Technology Advisor)

NACCU will utilize, and encourage the use of, high quality technology to assure that the member experience in every aspect of interaction with the Association is first rate and that the staff and volunteer leadership have access to convenient to use, efficient, and cost effective hardware and software as needed.

Strategy # 5 Financial Stability

(Primary Responsibility - Finance and Executive Committees)

NACCU will be a fiscally responsible and sound organization, positioning itself to offer its membership best-in-class programs and services.

Strategy # 6 National Office Leadership and Organization

(Primary Responsibility - Executive Committee)

NACCU will recruit, develop, and maintain superior leadership and national office staff to meet current needs, anticipate future industry and association trends, and promote organizational stability and growth.

NACCU Strategy Goals and Objectives

Strategy # 1 Professional Development and Programming

NACCU will be the one-source provider of high-quality educational programs, professional development, and industry information and resources to our members.

Objectives

1. Conduct a best-in-class annual conference event that provides members with opportunities for formal and informal networking and educational opportunities.
 - a. Provide for a wide array of educational programming that facilitates the enhancement of the core competencies within our membership.
 - b. Provide for a variety of meaningful networking activities.
 - c. Enhance annual conference offerings by providing pre-conference professional training programs (institutes).
 - i. Continue the New Professionals Institute.
 - ii. Continue the Professional Development Program.
 - iii. Evaluate the possible addition of a Mid-Level Management Institute.
2. Build upon and enhance the success of regional workshops by expanding Association support, as appropriate.
 - a. Develop and implement a strategy to provide ongoing high-quality workshop opportunities for our membership.
 - b. Formalize and document a template for these events when they are conducted by the Association.
 - c. Explore the potential of working with colleague associations, in particular NACAS, for joint venture events.
 - d. Develop a definition of successful achievement of this objective and establish performance-based metrics to evaluate if and how to continue these regional workshop programs.
3. Build and enhance the success of virtual events including web conferences and Trending Tuesday call-ins by offering them as monthly educational opportunities exploring alternative formats.
 - a. Continue providing opportunities for corporate members to participate.
 - b. Record the events and make them available on the NACCU website.
 - c. Continue providing virtual round-tables.

4. Develop a program to encourage and assist the membership to utilize the Self-Assessment Guidelines tool.
5. Consider offering a curriculum-based ongoing professional development opportunity, focused on professionals new to the industry that develops their understanding of and appreciation for our core competencies.
6. Create an indexed reference, offered on the NACCU website, to all our professional development resources including information from conference presentations, workshops, webinars, news articles, etc.
7. Advance assessment practices that deepen, integrate, and demonstrate the value and effectiveness of campus card transaction industry programs.
 - a. Develop and maintain industry data assessment program (benchmarking).
 - i. Allocate funding for ongoing support of the project in the annual NACCU operating budget.
 - ii. Ensure the assessment methodology is well documented.
 - iii. Commit to re-assessment annually.
 - b. Conduct or direct surveys and assessments as needed by the Association (i.e., salary survey, membership survey, education needs assessment)
 - i. Membership survey to be completed with collaboration from all committees.
8. Advocate, develop, and maintain relationships with relevant industry research and publications.
 - a. Maintain our relationship with Avisian/CR80News and its various publications.

Measurement: Possible measures can include new members as a result of professional development program attendance, non-member attendance and percentage of members taking advantage of professional development programs.

Strategy # 2 Membership Growth

NACCU will seek to retain and expand membership, ensuring that current members are continually appreciated, new members are embraced, and prospective members are invited to join.

Objectives

Member Retention

1. Strengthen retention of institutional membership and reduce attrition. Analyze the trend and monitor the membership numbers to determine average growth factors.
2. Conduct a thorough review of the renewal process, make recommendations, and implement changes, as needed.
 - a. Evaluate the 90 day trial period program and develop metrics to analyze its effectiveness.
 - b. Review and update as needed all renewal communications.
 - c. Ensure current member data are accurately maintained and made readily
 - d. Strive to assure that contact information for program decision makers and leaders is being captured--ensuring continuity of communication with institutions when staff changes occur.
 - e. Provide a 45-day grace period for non-renewals and ensure appropriate communications occur during this time period. At the end of the grace period, access to member resources will be promptly ended.
3. Recognize membership achievement through the offering of a variety of awards (Primary Responsibility: Awards Committee).
 - a. Offer awards that reflect the traditions of the Association.
 - b. Offer awards that reflect the diversity of the individuals within our membership.
 - c. Offer awards that reflect the diversity of the responsibilities of our membership.
 - d. Regularly evaluate Association awards for their relevance.

New Member Welcome and Integration

4. Formalize and expand the mentor program, ensuring mentor expectations are clearly documented and communicated. Extend mentor/assigned attendee relationships beyond the annual conference.
5. Review and re-develop the new member welcome packet.
6. Increase efforts to recognize new members throughout their first year of membership.
7. Enhance cross programming with other associations to reach more non-members.

Prospective Member Recruitment

8. Develop a NACCU Mentor program to equip current members with the information and resources necessary to effectively promote NACCU to potential members.
9. Review and enhance as needed the recruiting information on the website and other possible tools to use with potential new members along with a protocol for following up.
 - a. Create a list of benefits – both tangible and intangible – that can be gained by being a NACCU member.
10. Ensure prospective member data are accurately maintained and made readily available to the membership committee and staff.
11. Expand institutional membership by committing annually to a target membership goal.
12. Evaluate the Recruit 5 program.
13. Continue the membership program to encourage non-members to join the Association at the annual conference.
14. Ensure recent past members are automatically considered prospective members as we retain the established relationship and encourage them to re-join the Association through various incentives and invitations.
15. Strengthen NACCU's relationship with the appropriate CHEMA organizations to increase the Association's visibility to potential member institution executives.

Corporate Membership

16. Meet with the Corporate Advisory Committee after each conference to review the activities of the conference.
17. Continue personal notification of corporate members who do not renew each year.
18. Contact each corporate member each year via phone or email at least once per year.
19. Expand corporate membership by committing to researching expanded business areas.

MEASURES: Number of institutional members, demographics of member representatives and leaders, and number of business partners

Strategy # 3 - Marketing and Communications

NACCU will communicate using comprehensive strategies and materials that cohesively reinforce the brand promise. The brand promise will be delivered in a high-quality, timely manner via multiple channels.

Objectives

1. Maintain a standing committee to provide guidance and oversight of the Association marketing and communication efforts to ensure consistency and effectiveness.
 - a. Determine key Association messages and the communication media that can best deliver those messages.
 - b. Maintain an Association brand and style guideline based upon the Lyerly Agency consulting engagement recommendations.
 - c. Maintain a list of media partners that could bring about the greatest exposure to NACCU (to include institutional executive management, current members, and prospects).
 - d. Research environmental trends, adjusting existing marketing techniques and developing new marketing opportunities to exploit the trends.
2. Maintain a high quality NACCU web site.
 - a. Maintain a site map and strong content.
 - b. Continue to incorporate the brand and color palette.
 - c. Continue a “members only” and self- service component.
 - d. Maintain opportunities for corporate advertising.
 - e. Implement processes to measure traffic and use.
3. Increase Association and industry awareness at the institutional executive management level.
 - a. Ensure the membership database is up-to-date with current institutional member profiles for relevant staff responsible for decision making.
 - b. Cultivate partnerships with specific educational associations whose membership typically includes individuals who have overall, senior-level decision making responsibility for the campus card program (i.e., EEDUCAUSE, NACAS, NACUBO, NASPA).
 - c. Promote and encourage institutional members to apply for other educational association award opportunities, and participate in learning opportunities (Webinars, Workshops, etc) to foster awareness of the campus card industry (i.e., NACAS, SACUBO, Campus Technology).

4. Continue to leverage an expanded relationship with Avisian, Inc. (CR80News) to increase NACCU visibility through advertising and/or article publication.
5. Encourage and facilitate our members' participation in other organizations via presentations, newsletter articles, etc.
6. Analyze current methods of outreach and communications and explore new activities that meet the diverse needs of our members and non-members.
7. Conduct member surveys that seek feedback on member training needs, the quality and value of NACCU programs, member perspectives about the NACCU brand, the usability of the website and other issues.
8. Increase efforts to recognize members on the website and at the annual conference.
 - a. List the names of new members on the website monthly.
 - b. Display the school names of 5, 10, 15, and 20 year members during general gatherings.
 - c. Display the names of new member institutions during general gatherings.

MEASURES: Primary measures will be membership retention and growth, enrollment in professional development programs, and member feedback on quality and value of NACCU programs and branding. Conduct exit interviews with national Board and Committee chairs at the conclusion of their terms.

Strategy # 4 Technology

NACCU will utilize, and encourage the use of, high quality technology to assure that the member experience in every aspect of interaction with the Association is first rate and that the staff and volunteer leadership have access to convenient to use, efficient, and cost effective hardware and software as needed.

Objectives

1. Support the implementation of the new AMS system.
2. Select and implement a CMS system that permits a wide array of professional development and industry related content to be available to our membership in an easy to use and maintain format.
3. Select and implement preferably one, but more than one if necessary, software system to permit effective
 - a. Meeting collaboration
 - b. Board and committee document storage
 - c. Project management

MEASURES: Responses on surveys regarding functionality and appearance of web site, conference registration, deployment of Professional Development opportunities, etc. The completion of specific technology plan tasks within needed timeframes.

Strategy # 5 Financial Stability

NACCU will be a fiscally responsible and sound organization, positioning itself to offer its membership best-in-class programs and services.

Objectives

1. Develop and maintain a multi-year financial forecasting and planning model to support operational and strategic decision making.
2. Adhere to a practice of preserving and protecting the Association's financial wealth.
 - a. Create and adopt an Association operating reserve policy.
 - b. Conduct an annual review of investment strategies and opportunities based on changing market conditions.
3. Continue the Association's practice of conducting daily business operations in a manner that achieves the greatest benefit (according to generally accepted accounting principles).
4. Ensure membership and program rates and related benefits support the financial goals of the Association.
 - a. Maintain a five-year membership rate model (for both institutional and corporate members).
 - b. Review and revise corporate benefit matrix.
 - c. Maintain a five-year conference rate model.
5. Investigate cost saving measures annually.
6. Consider a menu driven optional sponsorship model to provide flexibility to the sponsors.

Strategy # 6 National Office Leadership and Organization

NACCU will recruit, develop, and maintain high-quality leadership and national office staff to meet current needs, anticipate future industry and association trends, and promote organizational stability and growth.

Objectives

1. Annually evaluate current staffing and national office organization, in light of strategic goals and available financial resources, to ensure the availability of human capital to accomplish the plan.
2. Promote and foster the use of national committees to develop and carry out Association activities. Leverage committees to expand the volunteer base of NACCU and to encourage and groom future Association leaders.
3. Update succession planning guidelines for NACCU Board and employees
4. Plan for the orderly transition of leadership and national office organization in conjunction with the future retirement of the executive director.

MEASURES: Maintain focus on staff professional development. Adequately plan for changes in key positions.