

NACCU Mission and Strategic Vision

(Revised March 2011)



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.

Strategy Goals (Summary)

Strategy # 1 Education and Programs

(Primary Responsibility - Education Committee, Conference Committee, and Industry Data Assessment Liaison)

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 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 # 5 Exceptional 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 Education and Programs

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.
2. Enhance annual conference offerings by providing pre-conference professional training programs (institutes).
 - a. Launch the New Professionals Institute for the 2011 annual conference.
 - b. Plan for the addition of a Mid-Level Management Institute for the 2013 annual conference.
 - c. Plan for the possible addition of a Senior-Level Management Institute for the 2015 annual conference or in collaboration with an appropriate CHEMA association.
3. Build and enhance the success of regional workshops by expanding Association support, as appropriate.
 - a. Explore the feasibility and benefits of using Avectra software to support regional conference event registration.
 - b. Develop a regional workshop planning template that could assist planners with creating and executing high-quality events. Formalize and document NACCU's commitment to support regional workshops.
4. Build and enhance the success of web conferences by increasing the number of events to five or six per year and exploring alternative formats.
 - a. Provide opportunities for corporate members to participate in such conferences.
 - b. Explore options for offering the recorded conference content on the NACCU web site.
 - c. Explore options for conducting virtual round-tables.

5. Advance assessment practices that deepen, integrate, and demonstrate the value and effectiveness of campus card transaction industry programs.
 - a. Strengthen existing industry data assessment (benchmarking) program by formalizing an ongoing relationship with the current researcher.
 - 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 every two years.
 - b. Create a board liaison position to oversee the data assessment efforts.
6. Evaluate the feasibility of implementing a formal credentialing program.
7. Re-evaluate current Association awards.
 - a. Consider phasing out the current Best Card and Best Marketing Awards.
 - b. Develop a new marketing award that would be member nominated and committee selected.
 - c. Develop a new technology award that would be member nominated and committee selected.
 - d. Consider additional awards associated with the New Professionals and Mid-Level Management Institute programs and to recognize outstanding volunteers.
8. Evaluate the feasibility of developing and promoting a framework for campus card transaction program standards.
9. Advocate, develop, and collect relevant industry research and publications.
 - a. Explore how an expanded relationship with Avisian, Inc. (CR80News) might help meet the Association's goal to create a scholarly journal.
 - b. Develop an on-line publications repository for members to access via the NACCU web site.

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 to 1% or less per year.
2. Conduct a thorough review of the renewal process, make recommendations, and implement changes, as needed.
 - a. Review all renewal communications.
 - b. Ensure member contacts are current and accurate.
 - c. Implement an on-line renewal process through the Avectra software.
 - d. Expand the number of institutional contacts to allow for an unlimited number of contacts at no additional cost to members. See 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. Ensure current member data are accurately maintained and made readily available to the membership committee and staff.
4. Increase efforts to recognize members at the annual conference.
 - a. Display the school names of 5-, 10-, and 15-year members during general gatherings.
 - b. Display the school names of new member institutions during general gatherings.

New Member Welcome and Integration

5. Formalize and expand the mentor program, ensuring mentor expectations are clearly documented and communicated. Extend mentor/mentee relationships beyond the annual conference.
6. Review and re-develop the new member welcome packet.

7. Increase efforts to recognize new members throughout their first year of membership.

Prospective Member Recruitment

8. Develop a NACCU Ambassador program to equip current members with the information and resources necessary to effectively promote NACCU to potential members.

9. Develop a recruiting packet for potential new members along with a protocol for following up.

10. Ensure prospective member data are accurately maintained and made readily available to the membership committee and staff.

11. Expand institutional membership, targeting the following membership number goals:

a. 1% net growth for fiscal year ending 2011

b. 3% annual net growth for fiscal years ending 2012 through 2015

12. Develop and implement a membership program to encourage non-members to join the Association at the annual conference. A full membership would be provided with costs waived through June of that year.

13. Consider offering special incentives to potential members located in close proximity to each year's annual conference location.

14. Develop a welcome video for the NACCU web site and other membership promotional activities.

15. Re-evaluate the existing member referral program. Determine if changes to the program could generate increased membership interest.

16. Fully leverage the capabilities of the Avectra association management software.

a. Ensure the Avectra software is properly integrated with the membership committee recruiting database (review need for possible custom integration with Avectra).

b. Ensure participant data from regional workshops and events are populated into Avectra.

17. 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.

18. Strengthen NACCU's relationship with the appropriate CHEMA organizations to increase the Association's visibility to potential member institution executives.

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. Create 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. Establish an Association brand and style guideline based upon the Lyerly Agency consulting engagement recommendations.
 - c. Create and prioritize 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. Unveil and promote the new NACCU brand.
 - a. Develop plans for the initial soft launch.
 - b. Develop plans for a full brand release, to include the consistent integration of the brand image and message into all future NACCU marketing, communications, and other applicable materials.
3. Design, develop, and launch a new NACCU web site.
 - a. Develop site map and content.
 - b. Incorporate new brand and color palette.
 - c. Leverage the A vectra software services to develop a “members only” and self-service component.
 - d. Include opportunities for corporate advertising.
 - e. Implement processes to measure traffic and use.
4. Develop a NACCU press release kit.

5. Increase Association and industry awareness at the institutional executive management level.
 - a. Ensure Avectra institutional member profiles include the supervisor of the card office director/manager and, as appropriate, other key campus decision makers to enable targeted communications.
 - 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., Educause, NACAS, NACUBO, NASPA).
 - c. Promote and encourage institutional members to apply for other educational association award opportunities to foster awareness of the campus card industry (i.e., NACAS, SACUBO, Campus Technology).
6. Explore how an expanded relationship with Avisian, Inc. (CR80News) could be leveraged to increase NACCU visibility through advertising and/or article publication. As part of this initiative review the role of the CardTalk publication.

Strategy # 4 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. Develop a five-year membership rate model (for both institutional and corporate members).
 - b. Review and revise corporate benefit matrix.
 - c. Develop a five-year conference rate model.

Strategy # 5 Exceptional 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. Plan for the orderly transition of leadership and national office organization in conjunction with the future retirement of the executive director.