

# National Association of Colleges and Employers

## Strategic Plan April 2008

With input gathered from NACE member surveys, environmental scans, and association initiatives exploring future issues and trends, the NACE Board of Directors revised its strategic plan in January 2008 to support its content-focused purpose as a professional association.

Since 1956, when it began as the College Placement Council, NACE has been delivering value to the professional community and the public through knowledge transfer and affiliation among professional colleagues who are dedicated to transitioning college students into the workforce.

Today, as before, NACE's key strategic goals are to serve as **1) the foremost resource and 2) the essential connection for those focused on the employment of the college educated.**

In addressing these goals, NACE is committed to the following:

- Anticipating tomorrow's issues and trends.
- Developing and adjusting strategy and action plans to prepare for the future.
- Earning a reputation for relevance.
- Sustaining knowledge and using it effectively to ensure that value is received.

## NACE 2008 -2009 Strategic Plan

### MISSION

To facilitate the employment of the college-educated.

### SUCCESS FACTORS

1. NACE is universally recognized as the world's leading organization and authority:
  - a. Facilitating the employment of the college educated.
  - b. Providing knowledge, insight and expertise that fosters success for new college hires in the workplace.
2. The media looks to NACE as their premier source of information related to the employment of the college educated.
3. Employers:
  - a. Have the ability to identify qualified college educated candidates worldwide.
  - b. Utilize NACE products and services.
4. NACE is seen as a source and resource for information related to the college student/graduate employment market that members, member's organizations, and member's clients value highly.
5. NACE membership is recognized and valued:
  - a. As a strategic asset by organizations involved in matching college educated candidates with professional positions.
  - b. By corporate CEO's and university presidents.
6. NACE is respected for its advocacy of ethical standards, commitment to equal opportunity, and ease of access to information, knowledge, counsel and insight that allow students to compete freely and successfully in a worldwide open market.

## NACE 2008 -2009 Strategic Plan

### CORE VALUES

1. **Integrity:** Promote ethical behavior among all individuals involved in career development and employment; demonstrate commitment to high professional standards; value honest communication and productive dialogue.
2. **Knowledge:** Foster inquiry, reflection, creativity and innovation; value the exchange of ideas; embrace diverse viewpoints.
3. **Leadership:** Seek excellence in all products, services and endeavors; identify emerging trends and keep members informed; develop leaders; recognize and applaud achievement.
4. **Collaboration:** Place service before self interest; promote a spirit of cooperation and collegiality among individuals and organizations with common purpose.
5. **Inclusion:** Confirm and advance individual and organizational diversity; encourage recruitment, retention and participation of underrepresented groups in NACE membership and association activities.

### STRATEGIC GOALS

#### I. Foremost Resource

*NACE will be acknowledged as the foremost resource related to the college student/graduate employment market.*

#### A. OBJECTIVES:

1. Develop and deliver survey data and reports concerning critical and timely topics of interest to the professional community and the media.
2. Provide a comprehensive array of value-added, high quality educational content and programs which develop the core competencies of individual members and practitioners; enhance the work of their organizations; and contribute to the overall profession of employing the college educated (e.g. annual meeting content and format; virtual and other meeting venues; educational materials).
3. Offer state-of-the-art web site, web-based services, web based content, and web user experience.
4. Advance NACE's leadership in establishing and articulating the standards and principles of practice for the profession.

## NACE 2008 -2009 Strategic Plan

5. Increase the utilization of NACE products, services, and programs by the professional community.
6. Continually assess the professional community's satisfaction with NACE content, programs/services, and delivery systems and adjust as appropriate (e.g. Job Choices; NACEWeb; JobWeb; NACElink; Journal, etc.).
7. Anticipate and act upon future trends and developments, labor market issues (e.g. OFCCP compliance, Science, Technology, Engineering and Math – STEM - enrollment, etc.), and new and emerging markets (e.g. China, India, etc.) concerning the employment of the college educated.
8. Strategically partner with other organizations and groups to provide enhanced content and information.
9. Recognize and nurture professional excellence.

### B. STRATEGIES:

1. Identify potential new markets and marketing channels for NACE products and services.
2. Assess satisfaction and usability of currently offered resources and delivery systems.
3. Expand participation in surveys; consider different models of collection and survey design to increase participation.
4. Review NACEWeb content and delivery to expand the use of Web 2.0 technologies, enhancing content and user experience.
5. Review "Principles" information for timeliness and appropriateness to current and emerging circumstances and needs. Refine the protocols for adjustments to and articulation of Principles.
6. Identify areas where NACE expertise is limited and should be expanded (e.g. disability recruiting; global candidate sourcing).
7. Dialog with other groups and organizations concerning partnership opportunities and potential for joint initiatives.
8. Fully utilize new association management software to deliver content to the professional community (e.g. enhanced informational on-line searches).
9. Continue the Future Trends strategic priority committee activities; identify trend spotters and market NACE knowledge to them.

## NACE 2008 -2009 Strategic Plan

10. Tailor programs and services more effectively to special interest groups.
11. Recognize professional excellence through awards and certificate programs.

### II. Essential Connection

*NACE will be used by colleges and employers as the essential connection to support the successful transition of college students into the workplace.*

#### A. OBJECTIVES:

1. Increase the opportunities and enhance the means by which the members of the professional community can interact with the association and with each other in accordance with their interests.
2. Expand the opportunities to interact with and learn from professional colleagues from around the world.
3. Expand the size and scope of the membership.
4. Increase the size and scope of participants in face-to-face as well as virtual programs and activities.
5. Increase awareness of the opportunities for members to participate in committees and other volunteer activities of the association.
6. Provide enhanced association leadership training for volunteer leaders.

#### B. STRATEGIES:

1. Implement and fully utilize Web 2.0 technologies in connecting the members of the professional community.
2. Continue to leverage the relationships with INGRADA and NFUCA to create new networking opportunities (e.g. international exchanges/travel programs; global recruitment conferences).
3. Identify and segment prospective membership market for enhanced marketing outreach resulting in membership growth.
4. Market more strategically (e.g. bundling of services; incentives) to encourage increased participation in programs and activities.
5. Seek creative and effective ways to connect with “unengaged” members.
6. Strengthen the personal connections between members (e.g. mentoring program, etc.).

## **NACE 2008 -2009 Strategic Plan**

7. Showcase committee volunteer opportunities at annual conference and through other appropriate means.
8. Develop and implement a NACE Leadership Advancement Program which includes the following features: specialized training for participants; experiential service component; listserv participation; recognition through a certificate of completion.