CACUBO
Central Association of College & University Business Officers

Strategic Direction

2022-2025

Providing value through enhanced programming, business partnerships, volunteer development, and membership growth.

MISSION STATEMENT

CACUBO serves higher education business and finance professionals by providing opportunities for professional and personal development and facilitating collegial relationships and networks resulting in improved management within our member institutions. CACUBO promotes ethical behavior, innovation and through our relationships with NACUBO, advocacy for higher education.

VISION STATEMENT

Our constituents recognize CACUBO as the choice for professional development and our diverse institutions desire to be actively engaged.

VALUES STATEMENT

Integrity: CACUBO is committed to the highest standards of ethical behavior, honesty and trust.

Excellence: CACUBO is committed to delivering the highest quality and most relevant programs and services.

Innovation: CACUBO is committed to meeting our members' needs by continuously evolving our structure, programs and services through creativity and ingenuity.

Community: CACUBO is committed to building a diverse and inclusive community by valuing and leveraging members' backgrounds, talents and expertise.

Enrichment: CACUBO is committed to creating learning opportunities that appropriately balance intellectual and interpersonal experiences.

Affirmed June 2018

STRATEGIC FOCUS FOR 2022-2025

1. Provide professional development that is relevant and offered in multiple convenient formats.

2. Expand business partnerships that provide value for members and partners.

3. Develop a volunteer base that supports the organization's current and future needs.

4. Grow membership through enhanced marketing and communication.

Strategic Direction	Central Association of College and University Business Officers (CACUBO) 2022-2026: *Providing value through enhanced programming, business partnerships, volunteer development, and membership growth.*			
Focus Area	**Programming**	**Business Partnerships**	**Volunteer Development**	**Membership Growth**
Outcomes	1. Be the professional development option of choice for members in the central region of the United States. We will measure success by growth in the attendance at events and by an increase in the number of members. 2. Better communicate the benefit of the free webinars and CPE CACUBO offers.	1. Strengthen relationships with business partners. 2. Realize the value proposition for business partners.	1. Return all volunteer committees to pre-COVID levels to accommodate new committee structures. 2. Recruit volunteers (for all committees, board members, etc.). 3. Develop clear expectations of all volunteer positions (role, responsibility, time).	1. Increase diversity of institutional and individual members. 2. Increase number of institutional and individual members. 3. Retain existing institutional and individual members. 4. Website that attracts membership.
Metrics	1. Increase attendance at events. 2. Increase the amount of and the quality of CPE being offered annually. 3. Permanent approval of CPE by NASBA.	1. Review business partner levels and income.	1. Attain optimal volunteer staffing on all committees which equals 110% of actual need. 2. Achieve a minimum of 20% of the committee volunteers to be in their first two years of volunteering. 3. 80% of the first year volunteers become second year volunteers. 4. Once a volunteer request is received, volunteer is acknowledged and contacted it within 30 days; then 5. The volunteer is assigned to a working committee within three months.	1. Institution members by type. 2. Member retention data.

Strategic Focus Area #1: Programming: Provide professional development that is relevant and offered in multiple convenient formats.

Owner: Programming Committee
Chair: Mike
Team Members: Clair, Katrina, Ginger

Outcomes:
1. Be the professional development option of choice for members in the central region of the United States. We will measure success by growth in the attendance at events and by an increase in the number of members.
2. Better communicate the benefit of the free webinars and CPE CACUBO offers.

Key Metrics:
1. Increase attendance at events.
2. Increase the amount of and the quality of CPE being offered annually.
3. Permanent approval of CPE by NASBA.

Strategies:
Year 1:
1. Improve the platform on which we offer webinar and other events that will capture attendance, print out CPE, restrict access to members if desired and allow us to interface with the CACUBO.
2. Membership Team to reach out for additional potential members based on attendance.
3. Schedule and hold two drive in workshops. Interface with the volunteer group to identify an owner of sub-regions within our region to help with the planning of such: (Illinois = Marty, Minnesota = Shari, Iowa = Brent, Wisconsin = Ginger, Kansas/Oklahoma = Fran, Michigan = Greg, Indiana = Clair, Ohio = Kelli). In planning: <mark>Fort Wayne, November 2022. Decide if we'll do a second drive-in workshop in 2023.</mark>
4. Perform research to identify a new platform to host and hold webinars that captures member names and information and provides CPE, and will enable us to restrict access to members if desired.
5. Change website to make certain information on website available only to members.
6. Use one local person on every professional development activity or event.
7. Develop a process by which we better identify and schedule topics that better dovetail with the desires of our members that includes program committees of events throughout the year.
8. Continue to refine and improve the delivery methods provided to members based on their evolving needs.
9. <mark>Obtain permanent approval from NASBA.</mark>
10. Restrict access to certain webinars and information only to members.
11. Interrelate with business partner group to make sure those that qualify are provided an opportunity to produce workshops, webinars and events.
<mark>Contemplate separation of CABOW - go back to Accounting Workshop?</mark>
<mark>Survey members...what would members like to see?</mark>
<mark>Grant, post-award workshop or sessions; budgeting/forecasting; reporting and analytics; excel; procurement (a session on contract review?); all funds (general, endowment, grants, etc.); financial planning and analysis (FPA); Accounting vs Financial Mgt</mark>

Year 2:
1. Schedule and hold four drive in workshops.
2. Develop a program for business workers that are new to higher education.
3. Adopt a new platform to host and hold webinars on that captures member names and information and provides CPE.

4. Consider restricting attendance at some events and activities to members only.
5. Set up a task force that identifies the topics that we want to cover at events and throughout the year in webinars, workshops and other activities.

Year 3:
1. Review progress and identify new programming strategies.

Strategic Focus Area #2: Business Partners: Expand business partnerships that provide value for members and partners.

Owner: Business Partner Committee
Chair: Greg D
Team Members: Greg S, Steve, Jill (ex officio)

Outcomes:
1. Strengthen relationships with business partners.
2. Realize the value proposition for business partners.

Metrics:
1. Review business partner levels and income.

Strategies:
Year 1:
1. Formally develop the business partners advisory council and recruit members.
2. Meet regularly with the business partners advisory council to better understand current program and future opportunities.
3. Develop the business partners engagement action plan.
4. Establish metrics for business partner program.
5. Identify business sectors for current and desired business partners.

Year 2:
1. Finalize and implement the business partners engagement plan.
2. Create a plan to educate members on the value of business partners.

Year 3:
1. Implement the business partners engagement plan.
2. Educate members on the value of business partners.

Strategic Focus Area #3: Volunteers: Develop a volunteer base that supports the organization's current and future needs.

Owner: Volunteer Committee
Chair: Nancy
Team Members: Mark, Shari

Outcomes:
1. Return all volunteer committees to pre-COVID levels to accommodate new committee structures.
2. Recruit volunteers (for all committees, board members, etc.).
3. Develop clear expectations of all volunteer positions (role, responsibility, time).

Key Metrics:
1. Attain optimal volunteer staffing on all committees which equals 110% of actual need.
2. Achieve a minimum of 20% of the committee volunteers to be in their first two years of volunteering.
3. 80% of the first year volunteers become second year volunteers.
4. Once a volunteer request is received, volunteer is acknowledged and contacted it within 30 days; then
5. The volunteer is assigned to a working committee within three months.

Strategies:
Year 1:
1. Determine the correct number of volunteers for MRCC and fully staff within one year. Try to accomplish this by the Annual Meeting.
2. Prior to annual meeting work with Earl, as board liaison to work on MRCC expectations for the upcoming year.
3. Determine the correct number of Committee members.
4. Clearly identify all committees and position descriptions for members
5. Identify the number of hours a committee member is committing to.
6. Focus on the benefits of volunteering
7. Develop an onboarding strategy for all committee members to execute at the annual meeting.
8. Compile a list of volunteer opportunities and determine best options to share it with all members.

Year 2:
1. Create a volunteer recognition program for all volunteers.
2. Review progress and set year 2 and 3 strategies.

Strategic Focus Area #4: Membership: Grow membership through enhanced marketing and communication.

Owner: Membership Committee
Chair: Earl
Team Members: Bob, Kelly, Lois

Outcomes:
1. Increase diversity of institutional and individual members.
2. Increase number of institutional and individual members.
3. Retain existing institutional and individual members.
4. <mark>Website that attracts membership. Marketing, marketing; use consultants/contractors</mark>

Key Metrics:
1. Institution members by type.
2. Member retention data.

Strategies:
Year 1:
1. Develop a strategy to actively increase diversity in our membership and organizational leadership. DEIB.
   a. By institution. Include focus on HBCUs and institutions that serve a high percentage of disadvantaged backgrounds.
   b. Affinity groups (LGBTQ+, minority, women, leaders, college business officers, early career, first time attendees, etc.). Explore what NACUBO does for affinity groups.
2. Attract new members through scholarships, available speaking slots, and annual membership dues. Explore including membership in registration price for nonmembers.
3. Explore paid position for member engagement.
4. <mark>Website overhaul.</mark>
5. Data Analytics - Understand Memberclicks' tools and capabilities.
6. Develop strategy for retaining members.
7. Deliver value proposition communications to Institutions, Business Partners and Volunteers (a brochure and snail mail?).
8. Update information on Memberclicks via emails: "Please review your contact information for CACUBO to make sure it is up to date".
9. Construct a plan to reach out to institutions that did not renew membership.
   a. Understand why institutions dropped off, e.g., due to pandemic, memberships on hold, do not see value in membership.
   b. Consider providing a discount to encourage membership.
   c. Develop a timeline for retention efforts.
10. Create a plan to identify institutions, with a focus on diversity, that have never been a member of CACUBO.
    a. Identify who and how to contact the perspective IHE.
    b. Consider providing a discount to encourage membership.
    c. Develop a timeline for retention efforts.
11. Meet with MRCC for their recommendations and engage MRCC more.
12. <mark>Focus on both: WHO are our members and WHAT do they want re programming?</mark>

Year 2:
1. Review progress and set year 2 and 3 strategies.

Resources:

1. Budget for website refresh. Explore content management costs.

Implementation

Implementing a strategic plan is more difficult than developing one. To successfully implement a plan, we need the following:

1. Ownership: A team will be assembled to implement each focus area. The team will have a chair who will be responsible for scheduling meetings, coordinating efforts of the team, and providing progress updates to the board.

2. Regular updates: Each team chair will provide a quarterly update to the board that includes accomplishments, progress, goals for the upcoming quarter(s), barriers, and other relevant information. All board meetings should include strategic direction updates, and the agenda will be aligned with the strategic goals.

3. Focus: To ensure success, teams need to identify those areas that will make the most positive impact. This is not a contest to accomplish the most tasks. Instead, teams are charged with creating return on investment for the time and resources spent on these initiatives.