



NATIONAL ASSOCIATION OF COLLEGES AND EMPLOYERS

2022-2025

# Strategic Plan



## Vision

A diverse and inclusive community of professionals collaborating to achieve equitable employment outcomes for all.

## Mission

NACE empowers and connects the community of professionals who support, develop, and employ the college-educated workforce.

## Values

### **COMMUNITY**

Embracing a spirit of community, partnership, and common interest.

### **BELONGING**

Honoring the fundamental value and dignity of all individuals by fostering and supporting diversity and inclusion to advance equity and allow everyone to be their authentic self.

### **INTEGRITY**

Always striving to do the right things, even when those things are not the easiest, or most obvious.

### **INNOVATION**

Fostering new knowledge and a commitment to continuous learning and adaptability.

### **IMPACT**

Nurturing ideas, inspiring excellence, and cultivating growth to effect positive change.

### **ORGANIZATIONAL EXCELLENCE**

Achieving the mission and vision of NACE is accomplished by maintaining organizational health through the responsible management of its assets and optimization of its resources.



**GOAL Champion Diversity, Equity, and Inclusion**

Champion equitable support, representation, and opportunities for all.

**STRATEGY**

Develop DEI programs and standards for the professions.

**OBJECTIVES**

1. Develop a DEI digital badge and employer index program.
2. Investigate and develop DEI certificate programs.
3. Ensure equity and inclusion lens is used for all products and services.

**STRATEGY**

Increase access to DEI data to promote decision making and to support advocacy for equitable initiatives and policy changes.

**OBJECTIVES**

1. Use an equity and inclusion lens in performing all NACE research.
2. Develop new research initiatives with a DEI focus to inform work of members and the association.
3. Evaluate/report progress on supporting the Black community and other marginalized populations, and meeting NACE's commitments to antiracism.

**STRATEGY**

Broaden engagement opportunities for diverse populations and stakeholders.

**OBJECTIVES**

1. Cultivate belonging among membership through purposeful affinity group engagement.
2. Expand content and programming to support and include representation of diverse populations.

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**GOAL Lead Dialogue**

Amplify the importance of the work of NACE and the professions by leading the dialogue among colleges, employers, policy makers, and the public.

**STRATEGY**

Strengthen the public's awareness of NACE and the professions' impact and outcomes.

**OBJECTIVES**

1. Identify and develop tailored messages and relationships to bring awareness to our work.
2. Provide tools and resources to members that can be used to advance public awareness and advocacy efforts.
3. Provide members with tools/ resources/research they can use to advocate on behalf of their operations and offices within their own organizations.

**STRATEGY**

Position the value of NACE and the professions with key decision makers in government, industry, and higher education.

**OBJECTIVES**

1. Leverage NACE research to provide evidence of the impact of the career services and university recruiting professions on the workforce.
2. Develop contacts, partnerships, and collaborations with policymakers, organizations, entities, and individuals relevant to the higher education, human resources, and career/workforce space.

**STRATEGY**

Promote the value of careers in career development and university recruiting.

**OBJECTIVES**

1. Develop tools and resources about career paths and advancement within the careers.
2. Obtain relevant data about the professions that can be used to promote them.
3. Partner with others (individuals, organizations, and programs) to promote the professions.

**STRATEGY**

Advocate on issues of importance that may have an impact on the professions, the work of our members, and employment outcomes for the college educated.

**OBJECTIVES**

1. Develop/execute research efforts to support key public policy and advocacy topics.
2. Expand NACE's presence in the national policy area through position papers, testimony, coalition membership, and/or other outlets and venues.
3. Promote career readiness and related content to support student success and early career transitions.

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## GOAL Provide Quality Research, Content, and Programming

Increase member value through progressive research, content, and programming that address the needs of our field.

### STRATEGY

Develop and curate research and content to enable us to lead the national conversation on equitable employment for the college educated.

### OBJECTIVES

1. Leverage environmental scans and other sources to set a research and content agenda.
2. Develop partnerships that will advance NACE research, content, and programming efforts and position NACE as a leader.
3. Develop standards of measurement and other pathways to strengthen the knowledge base of career readiness and competencies.

### STRATEGY

Provide programming that addresses member needs based on 1) their level of professional development and 2) job function/role.

### OBJECTIVES

1. Develop programs/curriculum and content that address the needs of members based on their level of professional development and expertise.
2. Create a series of programs and content that address the needs of members based on the elements critical to their job functions.
3. Be the go-to source for entry-level professional training and leadership development.

### STRATEGY

Leverage the talent and expertise of our members to deliver leading practices and content.

### OBJECTIVES

1. Develop a repository that can be used to store and retrieve information about member expertise.
2. Leverage Affinity Groups to develop and deliver content and programming.
3. Examine and explore modifications to existing Get Involved and Call for Proposal processes to maximize identification of subject matter experts.

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**GOAL Expand and Cultivate Community**

Grow and diversify membership and increase audience participation, sense of belonging, and engagement.

**STRATEGY**

To drive membership expansion, identify and understand new audiences and their interests and needs.

**OBJECTIVES**

1. Perform member/audience gap analysis and develop recruitment targets and plan.
2. Refine member benefits and access based on needs of target audience.
3. Explore incentive and rewards programs.
4. Find new ways to capture prospective member information for solicitation purposes.

**STRATEGY**

Create personalized opportunities and experiences for member engagement and retention.

**OBJECTIVES**

1. Enhance our new member onboarding experiences.
2. Develop an ongoing plan for member communication, involvement (volunteerism/leadership), and belonging.
3. Develop programming and content related to target member types/personas/localities.

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