

**NACUBO LONG-RANGE STRATEGIC PLAN  
FY 2011 – FY 2013**

**APPROVED: NACUBO BOARD OF DIRECTORS – JULY 23, 2010**

**VISION**

NACUBO is the thought leader and authoritative resource for business and financial management of higher education and is recognized as such by key internal and external stakeholders.

**MISSION**

NACUBO's mission is to advance the economic viability, business practices and support for higher education institutions in fulfillment of their missions.

**GOALS**

The following goals and priority objectives represent both new initiatives and an expansion of current activities. Some are very broad in scope, some are more specific. Achieving these goals and objectives without a significant increase in resources will challenge the organization to find more efficient ways to deliver information and member services.

**GOAL 1**

**Equip business officers with the knowledge and resources needed to succeed.**

**Priority Objectives:**

- 1.1 Provide NACUBO members with compelling data and tools to strengthen their role as a strategic leader on campus
- 1.2 Identify and disseminate effective practices for administrative procedures
- 1.3 Identify and disseminate metrics that support efficient and effective academic administrative operations
- 1.4 Address the needs of departmental business officers across the campus
- 1.5 Work with regions to assess business officer knowledge and resource needs

**Measures:**

- 1.a Overall member perception determined by regular survey of representative group
- 1.b Live event, webcast, publication feedback via post-event surveys

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- 1.c Number of programs, products and services provided
- 1.d Number of participants in live events, webcasts and other identified programs

## **GOAL 2**

**Present the case for the value of higher education and advocate for policies that support colleges and universities.**

### **Priority Objectives:**

- 2.1 Proactively address policy issues with Congress, federal agencies and standard-setting bodies
- 2.2 Prepare and engage members for involvement in advocacy work
- 2.3 Maintain high level of media coverage for NACUBO and its advocacy efforts
- 2.4 Strengthen collaborations with other higher education associations, business partners or other entities
- 2.5 Promote higher education's best practices
- 2.6 Explain the nature of the college cost structure

### **Measures:**

- 2.a Overall member perception determined by regular survey of representative group
- 2.b Number of media references on public policy issues
- 2.c Number of times a position is taken on public policy issues
- 2.d Number of invitations received to participate in public policy and/or decision-making opportunities

## **GOAL 3**

**Identify new challenges facing higher education and expand offerings to address future issues.**

### **Priority Objectives:**

- 3.1 Use existing data and conduct new research to define and disseminate information on issues that will shape the future of higher education

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- 3.2 Define the new skill sets business officers will need in the future
- 3.3 Facilitate communication and interaction with institutional leadership regarding issues that impact higher education's future
- 3.4 Develop tools and models to implement shared assets and services
- 3.5 Develop succession planning mechanisms to support anticipated CBO/CFO turnover
- 3.6 Strengthen collaborations with other higher education associations, business partners or other entities

**Measures:**

- 3.a Overall member perception determined by regular survey of representative group
- 3.b Number, types, and timeliness of activities that address issues as identified by constituent and topical councils
- 3.c Number, types, and timeliness of activities that address issues as identified by board ad hoc committee on future trends