

# Strategic Plan | 2020-2024



PREPARED BY INSIGHT U

## Overview

As NAEP approaches its 100<sup>th</sup> year as an association, it is also reaching a critical turning point as an organization in needing to redefine who it serves and what impact it wants and ultimately needs to have on the industry.

Higher education is rapidly evolving. Procurement professionals are stretching their professional limits as they are taking on expanded duties ranging from partnership development, contract negotiation, supply chain management, strategic sourcing, financial analysis, and much more. Procurement professionals of today and tomorrow are proactive problem solvers. NAEP needs to ensure that the association can meet these professionals where they are, and provide the support and resources to excel in this highly demanding and critical campus role.

For NAEP to rise to this challenge and thrive, the association needs to come together with a spirit of collaboration and determination in tackling and addressing the need for organizational change. Through this strategic planning process, Insight U has conducted a thorough analysis of the association through reviewing various historical records and data, member surveys, focus groups, and in-person facilitation with key members of leadership and strategic partners. Key exercises included the development of member personas (*Who We Serve*), reset of mission and vision (*Why We Serve*), and SWOT and Gap Analyses (*How We Serve*).

Three major strategic initiatives have been identified (**Education, Connection, and Branding**). Through each of these initiatives, emphasis will be placed on ensuring that the association is connecting each action item back to the *Who, Why, and How*, which will allow NAEP to become an essential resource to procurement professionals and to build a healthy future.

## 2020-2024 Strategic Plan

### Mission

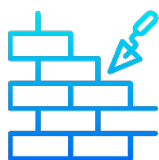
*To advance institutional and individual success through innovative procurement strategies*

### Vision

*To be the sought-after resource on educational procurement innovation*

## Phases of Business Change

For this five-year strategy, we have designed four phases of business change that NAEP will go through in realizing the aspirational future of the association. The phases are to be considered an order in which the pieces of the objective are accomplished. Though a five-year plan, some phases will move quicker than a year, and others will take longer. The key will be to pick priorities each year and move through the phase of each objective with intentionality. It is highly recommended that the objectives and phases are evaluated annually and adjusted as necessary. These phases are described below:



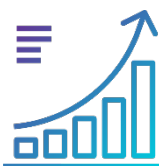
#### 1. Intervention and Foundation.

- The first phase of business change will focus on intervening in the business practices and processes that are no longer effectively serving the organization and its members, and rebuilding a healthy foundation. Through the strategic planning process, we have evaluated the associations “why” and “who” and will refocus to meet those needs.



#### 2. Proficiency and Execution.

- After rebuilding the foundation, we will focus on efficiently executing functions and tasks that properly speak to the mission and vision of the association and the needs of the membership and the industry as a whole. Emphasis will be placed on planning, processes, executing, and aligning the appropriate accountabilities.



#### 3. Output and Excellence.

- Once the best practices and processes are functioning, the association can focus more on achieving optimal output, increased output, and excellence in execution. By this point, we have improved on the VALUE being delivered to members. The value proposition will become a tool in the goal of generating new revenue and growing as an organization.



#### 4. Future NAEP.

- Aspirational states where the association thrives, firing on all cylinders, setting new standards of excellence, fully delivering on mission and vision, and is in a healthy and sustainable place heading into the next five-year cycle.

## Strategic Initiatives

To fully deliver on the mission and vision, three overarching categories have been identified for NAEP to direct focus. Within each of these categories, NAEP will be re-establishing the value propositions most important to members and critical to the future of the industry.

### Initiative #1: Education

**Goal:** To solidify the value provided to members by being a leader in preparing and educating the workforce today, while proactively providing insights for tomorrow; meeting professionals where they are and making it easy to consume information and improve as professionals

#### Objectives:

1. Assess and rebuild the association's "Educational Arm" to ensure the appropriate personnel and resources are in place to deliver on a robust educational commitment to membership. The Educational arm (or team) will be multi-faceted in its ability to keep a pulse on the industry and identify emerging trends and needs, as well as its ability to design and develop content and curriculum. This team will likely need to be made up of multiple full-time staff, committees, volunteers, and external partners to meet the needs of the members effectively. **(Education1)**
2. Identify and prioritize an "Annual Top Ten" consisting of major topics or pressing issues concerning the industry and professional development, as well as three to five "Horizon Issues." Annual Top Ten will serve as the foundational element in planning education for the year and guiding strategies. Top Ten should be informed by member feedback and member surveys, as well as the Executive Director and a staff member with a dedicated focus on emerging needs. **(Education2)**
3. Expand upon the formats and delivery mechanisms for which educational content is available to the membership and the community. Emphasis should be placed on meeting professionals "where they are," as well as providing more variety in how content is presented to allow for various time-demands and learning preferences held by a diverse set of members. **(Education3)**
4. Explore and invest in improving the association's technology capabilities, to allow the association to deliver on all objectives more effectively and provide a best-in-class experience for members. **(Education4)**
5. Prioritize the importance and value of third-party educational resources and subject-matter experts. Develop a process for properly assessing and endorsing materials and opportunities that add value to members, and forge strategic relationships to ensure

those opportunities are readily available and easily accessed through NAEP membership. **(Education5)**

## **Initiative #2: Connection**

**Goal:** To be a community of practitioners and thought-leaders, and provide the opportunities and mechanisms for educational Supply Chain and Procurement professionals to connect and promote the growth of the field and the growth of individuals

### **Objectives:**

1. The association should assess the internal staff positions charged with creating and managing touchpoints with members to provide more robust opportunities for connection. Member services, member relations, and member expansion (business development) are three critical and distinguishably unique priorities. NAEP should ensure its ability to deliver on each affectively. **(Connection1)**
2. Create an essential procurement network through the development and facilitation of peer groups such as demographic groups, functional groups, category-buyer groups, and tenure/title groups. Be a destination and a resource for peers in the quest to connect and share information. **(Connection2)**
3. Expand programming efforts and develop a more robust offering of live and virtual opportunities for members and peer groups to connect beyond the traditional pay-to-attend events. **(Connection3)**
4. Create a mentorship program that will allow various groups of members to connect in a meaningful way while emphasizing professional development and contributing to retention in the field. **(Connection4)**
5. Create a "Junior Board" or "Future Leaders Board" to engage a key demographic of members in a meaningful way and ensure they have a voice in decisions about the future of the association. **(Connection5)**

## **Initiative #3: Branding**

**Goal:** To strengthen the recognition of the NAEP brand as an association of thought-leaders and problem solvers, and utilize the association as a vehicle for changing the perception of procurement and the value of this ever-expanding role on campus

## Objectives:

1. Commit to a professional rebranding effort. This process should include, at a minimum, an updated logo and brand guide and a redesign of the NAEP website. It is recommended that the association also consider rebranding/changing the name of the association to be more representative of membership roles and responsibilities and the changing needs of the industry. **(Branding1)**
2. Create a branding boot camp or orientation to help ensure the brand is being honored top to bottom and represented properly at the committee, group, and district/regional level, annually. **(Branding2)**
3. Develop an annual PR strategy focused on identifying key media partners, publications, associations, or strategic partners and creating touchpoints and content. Within the PR strategy, emphasis should be placed on proactively seeking and creating opportunities to promote NAEP as a national thought-leader among the procurement field, as well as helping individual members promote their value to campus leaders. **(Branding3)**
4. Identify target talent sources (academic programs and ideal talent pipelines) and forge strategic partnerships to promote the field of education procurement and ensure members can competitively attract top talent. **(Branding4)**