



NACE STRATEGIC PLAN

2021-2023



Our Joint Vision

TO BE THE CATALYST FOR EXCEPTIONALISM AND EVOLUTION FOR CATERING AND EVENT PROFESSIONALS

Background and Overview

In September 2017, both the NACE and Foundation of NACE (FoN) Boards met to develop NACE's strategic vision through 2020 as well as FoN's complementary strategy to ensure long-term alignment, efficacy, and delivery of value to members. A 2018 implementation plan was activated, and with the installation of a new Executive Director, the NACE Board's high priority objectives regarding transparency, member engagement and retention, and a more robust technology platform were achieved. Concurrently, the Foundation of NACE revised its structure and focus to ensure long term viability, recognition of donor support, establishment of the value proposition, and investment growth.

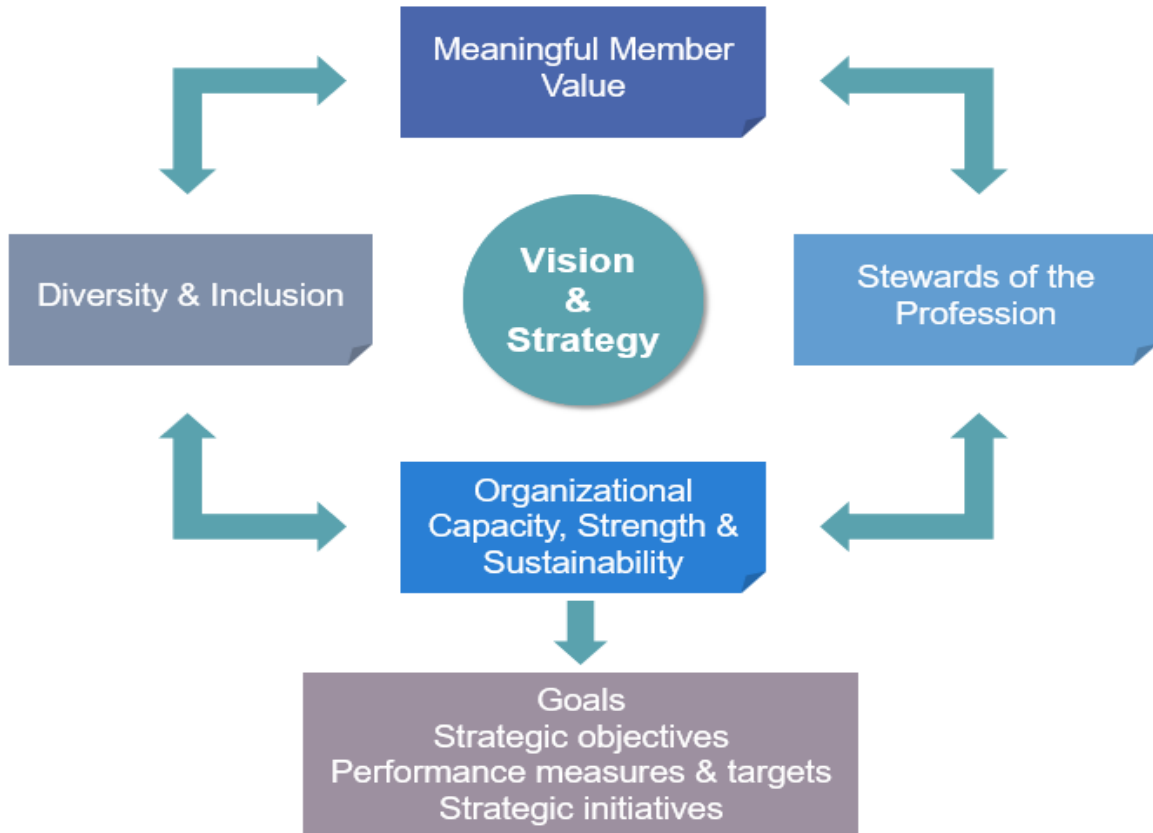
In Q1 of 2020 as the initial response to the global pandemic began to severely impact the catering and events industry, actions by the NACE and FoN Boards to address this crisis put some of the final year strategic initiatives were reprioritized. A virtual joint session was convened in September 2020 to review achievements and determine a go-forward strategy for the next three years. This carried with it an underlying acknowledgement that while the plan would focus on the longer-term vision, the pace of recovery of, first the economy, and then the industry could require multiple course corrections. Key in this was an understanding that the overarching theme for the next three years would be survival, recovery and a return to growth. With this in the forefront, the objective of the joint session was to review both organizations' strategic plans, determine key objectives and supporting initiatives for 2021 and beyond, identify the strongest opportunities for working toward a common goal, and provide staff clear direction so that a 2021 operational plans and budgets could be developed for board approval.

Both Boards continue to make significant inroads in collaboration, communication, organizational sustainability, and clarity of NACE's value proposition. There is ongoing work to be done with regard to diversity and inclusion, recognition and reward for supporters and investors, deeper data capture and analysis to demonstrate the influence and impact of the community, ongoing technology investments, long-term financial stability, and timely relevance when it comes the magnitude of the impact of COVID-19 on catering and events professionals. The organization has been highly and effectively responsive to many immediate member and profession needs, and in the short- to medium-terms of the recovery, will need to continue this focus.

The ongoing situation during Q3 2020 necessitated moving the planned in-person joint retreat to a hybrid platform. To ensure the discussion amongst and between the Boards was focused on strategic development, the organization provided a clear process for advance working groups to explore, debate, prioritize, and make recommendations for consideration when both Boards were convened. Top leadership of both NACE and FoN agreed that the pandemic disruption to the ongoing strategic implementation would be best addressed by asking each work group to review existing goals, determine their future relevance and importance, and based on the outcome, create supporting objectives and initiatives that would best serve NACE and its members. The other directive given to the working groups was that a minimum of one of NACE's strategic pillars be incorporated into each goal and related objectives.

The NACE and Foundation of NACE Boards recognize that to optimize opportunities and resources their respective strategic plans should be fully aligned and focused on outcomes. Adequate resourcing remains a chief concern as the overall plans are ambitious in their focus, to serve the immediate and long-term needs of the members and chapters, to establish a proactive diversity and inclusion strategy, and to find new and expanded revenue streams.

Strategic Pillars





NACE and Foundation Alignment

NACE

1

Essential Resource

Identify, develop, and offer hyper-relevant education, technology, tools, and expanded expertise

2

Strong, Vibrant, Diverse Community

Deliver essential programs, products, services, and overall support through local, regional, national, and social networks

3

Strategic, Aligned, Transparent, Sustainable Organization

Strengthen communications, operations, and infrastructure for positive member interactions and an efficient, sustainable organization

1

Education Advocate

Develop and fund innovative, transformative educational programs and tools that elevate NACE chapters and members

2

Community Support

Develop, organize and fund innovative, transformative community support and tools that elevate NACE chapters, members, and the industry

3

Financial Strength

Develop and execute an aggressive fundraising plan, including branding and business development, to support the work of NACE

Foundation of NACE



NACE STRATEGIC GOALS 2021-2023

<p>Goal 1 – Essential Resource</p> <p>Identify, develop, and offer hyper-relevant education, technology, tools, and expanded expertise</p> <p><i>Objectives/Strategies</i></p> <p>Increase diversity and relevance in education programs and services.</p> <ul style="list-style-type: none"> • Increase the amount of event technology education offered • Increase the diverse representation among NACE content providers / trainers / speaker • Identify and produce relevant education as the event industry recovers and evolves <p>Expand use of technology to curate, create and distribute tools and resources</p> <ul style="list-style-type: none"> • Develop a strategy for offering hyper-relevant online education for all industry professionals • Create online networking and peer-to-peer learning opportunities • Continue to expand the resource pool for NACE leaders • Improve visual content curation <p>Be the premier resource for information on business recovery, transformation, and professional growth.</p> <ul style="list-style-type: none"> • Expand CPCE recognition beyond NACE members • Fully develop and promote the NACE Career Center 	<p>Goal 2 – Strong, Vibrant, Diverse Community</p> <p>Deliver essential programs, products, services, and overall support through local, regional, national, and social networks</p> <p><i>Objectives/Strategies</i></p> <p>Grow and Expand Membership</p> <ul style="list-style-type: none"> • Increase diversity of NACE membership • Focus recruitment efforts on strong sectors of the economy • Increase focus on non-traditional markets and industries • Re-align membership categories including Student and Corporate tiers toward their end goal <p>Create and Curate New Online and In Person Communities</p> <ul style="list-style-type: none"> • Develop and launch online community/collaboration solutions for all NACE constituencies • Create new in-person experiences for networking and community at all live events • Create content and community specific to At-Large and chapter-disengaged communities. <p>Strengthen and Grow New and Emerging NACE Chapters</p> <ul style="list-style-type: none"> • Re-imagine student chapter models to grow and incorporate better into the NACE community • Chapter best practice training/ modeling of budgeting and special event planning • Develop opening plan for chapters in areas of greatest diversity and demand 	<p>Goal 3 – Strategic, Aligned, Transparent, Sustainable Organization</p> <p>Strengthen communications, operations, and infrastructure to ensure positive member interactions and an efficient, sustainable organization</p> <p><i>Objectives/Strategies</i></p> <p>Refine, expand, & transparently communicate national leadership opportunities and processes</p> <ul style="list-style-type: none"> • DEI focus in governance • Develop additional and varied pathways to national leadership • Increase member awareness of leadership position processes & functions <p>Establish & execute business model innovation for current & future financial sustainability & opportunity</p> <ul style="list-style-type: none"> • Embrace untapped revenue opportunities within our current scope • Identify and pursue new, external revenue sources • Implement an agile and adaptable approach to budget and investment strategy • Apply financial decision-making lens that includes evaluating short-term solutions versus long-term impacts <p>Foster a culture of active stewardship of NACE’s identity, resources, and stakeholder values</p> <ul style="list-style-type: none"> • Identify and curate alignment with industry associations/partners for diverse, mutually beneficial member resources • Maintain brand culture in messaging and communications • Foster and communicate member- & chapter-centric mindset • Engage chapters, leaders & members in active and consistent values alignment
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Foundation of NACE 2021-23 Strategic Goals

Goal 1 – Education Advocate	Goal 2 – Community Support	Goal 3 – Financial Strength
<p>Develop and fund innovative, transformative educational programs and tools that elevate NACE chapters and members</p> <p><i>Objectives/Strategies</i></p> <p>Expand depth and breadth of educational support and tools that benefit NACE Chapters and its members</p> <ul style="list-style-type: none"> • Develop and launch a mentorship program for members • Develop more types of scholarships • Actively promote the CPCE Fast Track • Actively promote the Speaker Series to speakers and chapters <p>Increase funding of existing educational programs that benefits NACE chapters and its members</p> <ul style="list-style-type: none"> • Increase internal and external funding opportunities for: <ul style="list-style-type: none"> ○ Additional scholarships (incl naming) for chapters and members ○ Additional CPCE Fast Track scholarships for chapters and members ○ Expand the Speaker Series grant program to chapters ○ Experience conference keynote sessions <p>Increase collaboration with NACE board, CLC and committees to expand relevancy to NACE chapters and its members</p> <ul style="list-style-type: none"> • Add CLC and NACE Committee members to join/support FoN education committee work • Create new communication channels between all to ensure information, input, and promotional opportunity exchanges for chapters and members 	<p>Develop, organize and fund innovative, transformative community support and tools that elevate NACE chapters, members, and the industry</p> <p><i>Objectives/Strategies</i></p> <p>Expand Scholarship and Community Grants through Education</p> <ul style="list-style-type: none"> • Continue current scholarship program including Education Scholarship (individual) and Community Grants (chapter-based) • Develop additional scholarship types <p>Increase collaboration with NACE board, CLC and committees to expand relevancy to NACE chapters and membership</p> <ul style="list-style-type: none"> • Engage CLC and NACE committee members for FoN community support committee work • Collaborate with CLC to be direct mentorship source for members and chapters <p>Increase collaboration with event industry as a whole</p> <ul style="list-style-type: none"> • Enlist CLC and NACE committee members to join/support FoN focus on pre and post-pandemic industry support • Create new CLC/NACE communication channels for ongoing sharing of FoN trends/insights 	<p>Develop and execute an aggressive fundraising plan, including branding and business development, to support the organization’s work</p> <p><i>Objectives/Strategies</i></p> <p>Develop a comprehensive Fundraising Plan to build Endowment</p> <ul style="list-style-type: none"> • Sustain and strengthen endowment with donations • Create Grant/Loan programs for distressed chapters and long-term giving through personal outreach • Implement new fundraising plan • Create a tiered investment plan for Donors <p>Increase income from business partners</p> <ul style="list-style-type: none"> • Develop relationship between FoN Financial Strength committee and partners through regular communication <p>Define the purpose of the Foundation and increase awareness for all chapters</p> <ul style="list-style-type: none"> • One-on-one calls with Trustees & Chapter presidents • FON providing CPCE Funding and Speaker Bureau