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NONPROFIT ACADEMIC CENTERS COUNCIL STRATEGIC PLAN REPORT

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STRATEGIC PLAN REPORT

EXECUTIVE SUMMARY

This strategic plan for the Nonprofit Academic Centers Council (NACC) answers three questions: 1) what is the organization *already* doing? 2) What *could* the organization do? 3) And what *should* the organization do?

What is NACC already doing? NACC's purpose is to strengthen its members so that they, in turn, can advance the nonprofit field. NACC's values are also its greatest competitive advantage—its credibility and collegiality. Unfortunately, a lack of vision and limited resources prohibit NACC from fully capitalizing on its strengths.

What could NACC do? A clear vision statement, such as “to be the recognized authority on standards of excellence for nonprofit academic centers and programs,” would ensure NACC's continued importance and is possible even with limited resources. This report suggests the following three ideas to achieve this vision statement: develop a strategic plan, revise the curricular guidelines, and award a “seal of approval.”

What should NACC do? NACC's board members should work through the process presented herein to develop their own strategic plan, with a specific focus on capacity. NACC should then revise the curricular guidelines, its most important asset. Last, if strategically and financially ready, NACC should consider a “Model of Excellence” distinction or similar peer-review, accreditation-like process.

Ironically, the main conclusion of this strategic plan is that NACC needs a strategic plan. In the words of one board member, “It's a structural problem. It's a kind of a role problem. And so coming clean about who we are and then asking realistically can we do what we need to do to be what we want to be...I think that's one of the big questions.”

STRATEGIC PLAN REPORT

Introduction

This report summarizes the findings of an eight-week strategic plan process for the Nonprofit Academic Centers Council (NACC). It includes results from interviews with current and former board members¹ and a survey of existing members.² This report begins by clarifying NACC's purpose, identifying its lines of business, and evaluating its financial record. Using this information, it then suggests a vision statement for NACC and strategies to achieve that vision.

For a more detailed analysis of any information contained in this strategic plan, please follow the references to the Great Start, Great Ideas, and Great Strategies Reports.

Purpose

Values

While NACC does not explicitly state its values, interviewees and survey respondents repeatedly point to two characteristics that underpin the organization: credibility and collegiality. As is illustrated in the Great Start Report (p. 8), NACC's reputation and network are the primary reasons why members join.

Mission

As also illustrated in the Great Start Report (p. 8), NACC's current mission statement is bifurcated, serving both members and the nonprofit field. This strategic plan suggests a simplified mission that highlights NACC's competitive advantage.

<p>Current mission</p> <p>Support academic centers devoted to the study of the nonprofit/nongovernmental sector, philanthropy and voluntary action to advance education, research and practice that increases the nonprofit sector's ability to enhance civic engagement, democracy and human welfare.</p>	<p>New mission</p> <p>Strengthen nonprofit academic centers and programs by providing them with the <i>collegiality and credibility</i> necessary to advance the field.</p>
<p>Simplified mission</p> <p>Strengthening members through <i>collegiality and credibility</i> to advance the nonprofit field.</p>	

¹ In total, I conducted 11 interviews with current and former board members using the questions in Appendix A. I recorded each interview, which lasted approximately 30 minutes. I analyzed and later destroyed the transcripts.

² I administered an anonymous survey to NACC's 47 members; 21 members (45 percent) responded. I included the results in Appendix B.

Lines of Business

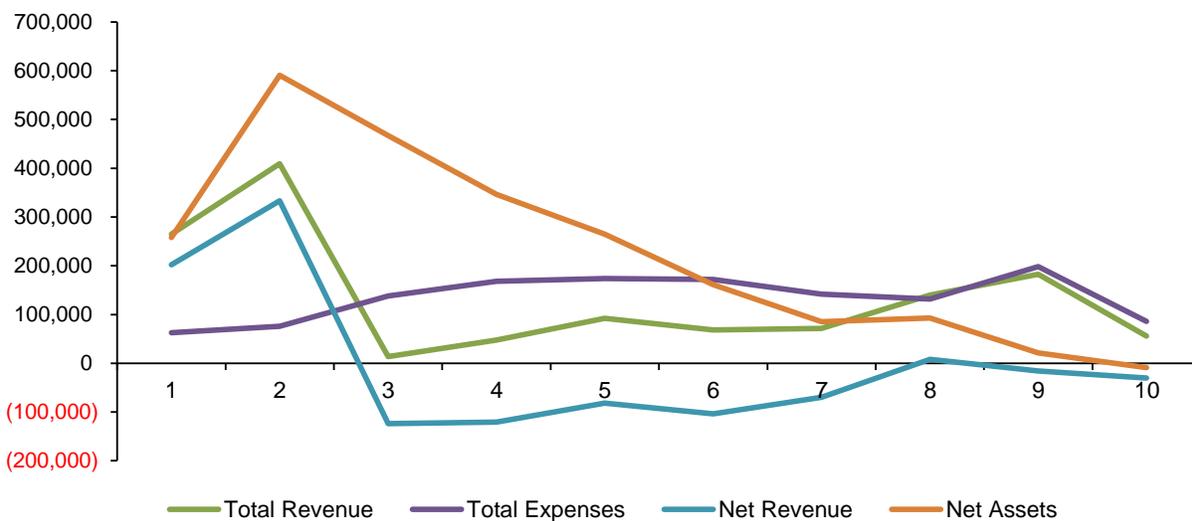
Continuing with the theme of credibility and collegiality, NACC's lines of business fall into two categories. As stated in the Great Ideas Report (p. 11-12), the first provides members with networking opportunities, while the second provides both members and students with academic standards to follow.

Providing Collegiality	Providing Credibility
Facilitated Meetings Biannual Conference	Curricular Guidelines Indicators of Quality Nu Lamda Mu

Mission Success Measures

As shown in the graph below and in the Great Ideas Report (p. 12), NACC is in a state of financial decline. Over the past eight years, it has depleted its assets to cover revenue losses. It has also become increasingly dependent on membership dues.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Contributions	250,000	400,980	0	34,000	60,000	34,804	29,961	100,000	50,000	0
Membership	11,050	8,225	13,900	13,425	32,000	33,750	41,750	39,781	132,534	55,395
Other Revenue	3,516	1	0	0	0	0	0	0	0	280
Total Revenue	264,566	409,206	13,900	47,425	92,000	68,554	71,711	139,781	182,534	55,675
Total Expenses	62,623	75,894	137,839	167,945	173,635	171,943	141,560	131,997	198,127	85,950
Net Revenue	201,943	333,312	(123,939)	(120,520)	(81,635)	(103,389)	(69,849)	7,784	(15,593)	(30,275)
Net Assets	257,712	590,701	466,762	346,242	264,607	161,218	85,067	92,851	21,185	(9,090)



Vision

Statement

In light of NACC's purpose, customers, competition, and financial risks (discussed in the Great Ideas Report, p. 14-18), this strategic plan suggests the following vision for the organization: *to be the recognized authority on standards of excellence for nonprofit academic centers and programs*. This vision ensures NACC's continued importance and is possible even with limited resources.

Strategies

To achieve the suggested vision statement, the Great Strategies Report (p. 23-28) proposes the below business ideas:

1. Develop a strategic plan that clearly defines the organization's mission, vision, and benefits for members and builds capacity for the future
2. Revise the curricular guidelines to set academic standards that new members can use to build their programs and existing members can apply as a means of self-assessment
3. Award a "Model of Excellence" distinction to members who exemplify NACC's academic standards and serve as examples for their peers

In the words of one board member, NACC has to decide "what kind of organization do we need to be?" This strategic plan recommends that NACC's board members answer that question by first working through the process presented, with a specific focus on capacity. NACC should then revise the curricular guidelines, its most important asset. Last, if strategically and financially ready, NACC should consider a "Model of Excellence" distinction or similar peer-review, accreditation-like process.

STRATEGIC PLAN PROCESS

INTRODUCTION

The strategic plan process presented herein answers three questions: 1) what is the organization *already* doing? 2) What *could* the organization do? 3) And what *should* the organization do?

The Great Start Report answers the first question. It considers the Nonprofit Academic Centers Council's (NACC) mission, values, lines of business, and financial record to identify what the organization is *already* doing, especially what it is doing well and where it might have challenges.

Second, the Great Ideas Report builds on this foundation to list all the things NACC *could* do. It then evaluates these business ideas in light of NACC's purpose, customers, competition, and financial risks to develop a vision statement and vision strategies for the organization.

Third, the Great Strategies Report refines the top three business ideas and determines what NACC *should* do given its external environment, internal capacity, and chances of success. The final strategies produced further the organization's mission, capitalize on its strengths, and minimize its weakness.

In the words of one board member, NACC has to decide "what kind of organization do we need to be?" This report recommends that NACC's board members answer that question by first working through the strategic plan process presented, with a specific focus on capacity. NACC should then revise the curricular guidelines, its most important asset. Last, if financially and strategically ready, NACC should consider a "Model of Excellence" distinction or similar peer-review, accreditation-like process.

GREAT START REPORT

The Great Start Report is the first step in the strategic plan process. It examines what the Nonprofit Academic Centers Council (NACC) is *already* doing—its purpose, lines of business, and financial record—to provide a solid foundation for future strategies.

Purpose

This section examines NACC's purpose. First, it looks at NACC's values, stated or unstated. Then, it clarifies NACC's mission to get at the heart of the organization.

Values

While NACC does not explicitly state its values, its members repeatedly point to two characteristics that underpin the organization: credibility and collegiality. In fact, 95 percent of survey respondents indicate that NACC's reputation is important or very important; and 91 percent indicate that collegiality between members is important or very important. "It's just such a pleasure to be able to go somewhere and...we're already acculturated. It's like our own village."

Mission

As Dr. Mark Light suggested in his 2008 report, NACC's current mission is bifurcated:

<p>The mission of the Nonprofit Academic Centers Council is to support academic centers devoted to the study of the nonprofit/nongovernmental sector, philanthropy and voluntary action to advance education, research and practice that increases the nonprofit sector's ability to enhance civic engagement, democracy and human welfare.</p>	}	Build members
	}	Build the field

The following exercise simplifies this statement by answering three questions: who does NACC serve? What difference does NACC make? And how is NACC better than its competitors? The result is a simplified mission which members can easily understand and which highlights NACC's competitive advantage.

Who does NACC serve?

NACC's primary customers are its members, nonprofit academic centers and programs. One board member says, "[NACC is] the only association I know of that's really about centers, about programs and entities advancing the work, with the unit of analysis being not the individual scholar or the individual instructor or the individual student."

What difference does NACC make?

As stated in its current mission, NACC supports nonprofit academic centers and programs so that they, in turn, can advance the nonprofit field. NACC's members should produce better research, better instructors, and better graduates. As one board member asserts, "Strengthening the members—I really think that's the number one priority."

How is NACC better than its competitors?

To determine NACC's competitive advantage, this report relies on two sources of information: a SWOT analysis and a classic internal analysis.

SWOT Analysis

The SWOT analysis considers an organization's strengths, weaknesses, opportunities, and threats.

	Positive	Negative
Internal	Strengths <ul style="list-style-type: none"> • Reputation of the organization • Reputation of the members • Commitment of the board • Collegiality of the members • Niche clientele • Curricular guidelines 	Weaknesses <ul style="list-style-type: none"> • Lack of human resources • Lack of financial resources • Lack of accountability • Unclear mission and vision • Unclear membership benefits • Time constraints of members
External	Opportunities (Explored in the Great Ideas Report)	Threats <ul style="list-style-type: none"> • Membership loss • Lack of institutional support • Lack of philanthropic support • Competition from business and public policy programs • Blurring of the nonprofit, for-profit, and governmental sectors • Similar associations

Classic Internal Analysis

The classic internal analysis considers an organization's resources, capabilities, core competencies, and competitive advantage.

Resources

NACC's most important resources are intangible, including the reputation of the organization and its members. "We have a lot of people who love the organization... We have some real players in the field." NACC has limited tangible resources. It has a part-

time executive director, eight board members, 39 additional members, and a steady though limited revenue stream from membership dues.

Capabilities

NACC's two greatest capabilities are: convening and the curricular guidelines. In terms of convening, survey respondents indicate that networking is the most important benefit of membership. As a former board member says, "just being able to bounce ideas off people and engage your research project" is meaningful. Regarding the curricular guidelines, one board member asserts, they are "the core of what [NACC is] known for and [does] well."

Core Competencies

Based on NACC's strengths, weaknesses, resources, and capabilities, its core competencies are:

- Credibility (of the organization)
- Collegiality (between members)
- Expertise (of individual members)
- Focus (on nonprofit academic centers and programs)

According to survey respondents, NACC's credibility is most important (95 percent), followed by its collegiality (91 percent), expertise (86 percent), and focus (76 percent).

Competitive Advantages

For a core competency to be a competitive advantage, it must be valuable, rare, costly to imitate, and non-substitutable (Light, 2011). As is shown below, only NACC's credibility and collegiality are non-substitutable. Competitors, given the right resources, could replicate NACC's focus on nonprofit programs and the expertise of its members. Therefore, credibility and collegiality are NACC's greatest competitive advantage.

	Credibility	Collegiality	Expertise	Focus
Valuable?	X	X	X	X
Rare?	X	X	X	X
Costly to imitate?	X	X	X	X
Non-substitutable?	X	X		

Mission Summary

Incorporating each of the elements discussed (who, what difference, and how), what follows is NACC's current mission, a revised mission, and an even simpler catchphrase.

Mission Elements	Current Mission	Revised mission
Who does NACC serve	Academic centers devoted to the study of the nonprofit/nongovernmental sector, philanthropy and voluntary action	Nonprofit academic centers and programs
What difference does NACC make	Support them to advance education, research and practice that increases the nonprofit sector's ability to enhance civic engagement, democracy and human welfare.	Strengthen them to advance the field
How is NACC better	N/A	Collegiality and credibility
Complete Statements		
Current mission	Revised mission	
Support academic centers devoted to the study of the nonprofit/nongovernmental sector, philanthropy and voluntary action to advance education, research and practice that increases the nonprofit sector's ability to enhance civic engagement, democracy and human welfare.	Strengthen nonprofit academic centers and programs by providing them with the collegiality and credibility necessary to advance the field.	
Simplified mission		
Strengthening members through collegiality and credibility to advance the nonprofit field		

NACC's current catchphrase, "Dedicated to the promotion and networking of nonprofit organizations," speaks more to nonprofit organizations than to nonprofit academic centers and programs. Whether or not NACC adapts this revised statement, it needs to convey a strong, clear mission that members can easily understand.

Current Strategy

After clarifying NACC's purpose, this section examines the lines of business it has implemented to achieve its purpose and its success in doing so.

Lines of Business

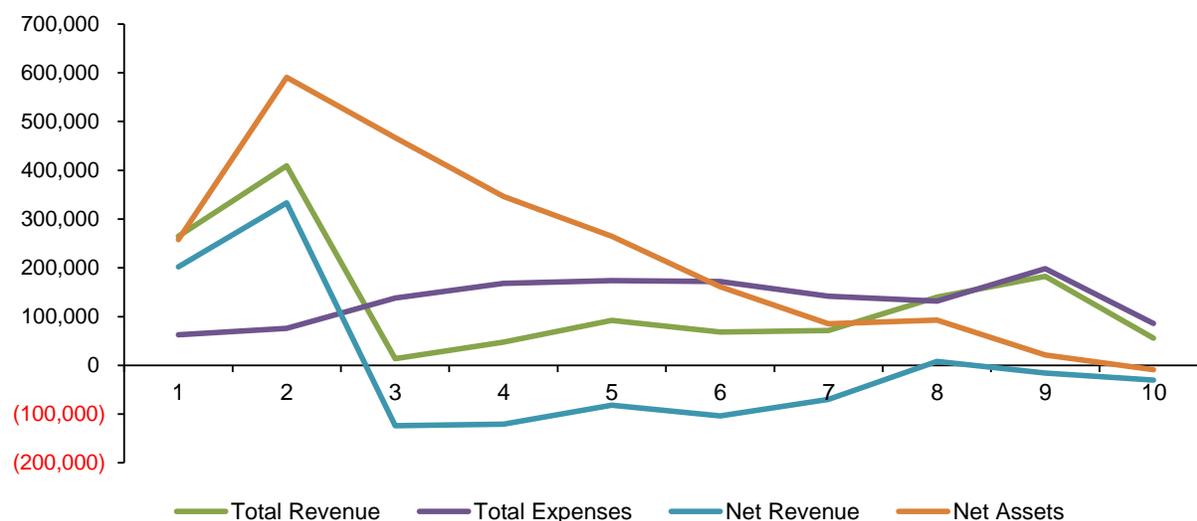
Continuing with the themes of credibility and collegiality, NACC's current lines of business fall into two categories. The first category includes opportunities for members to network, build partnerships, and learn from one another. The second category offers guidance for achieving academic quality. It also includes the honor society Nu Lamda Mu which recognizes graduate students who have achieved academic success.

Providing Collegiality	Providing Credibility
Facilitated Meetings Biannual Conference	Curricular Guidelines Indicators of Quality Nu Lamda Mu

Mission Success Measures

As shown, NACC is in a state of financial decline. Its revenues rarely exceed its expenses; and, over the past eight years, the organization has depleted its assets to cover these losses. NACC has also become increasingly dependent on membership dues as gifts, grants, and other contributions have disappeared. Given these financial realities, future strategies must benefit members and be financially feasible.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Contributions	250,000	400,980	0	34,000	60,000	34,804	29,961	100,000	50,000	0
Membership	11,050	8,225	13,900	13,425	32,000	33,750	41,750	39,781	132,534	55,395
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Net Assets	257,712	590,701	466,762	346,242	264,607	161,218	85,067	92,851	21,185	(9,090)



Vision

Currently, NACC does not have a unifying vision statement. One board member notes, "I see a lot of great leaders. I just don't see an effort moving us in one direction." This sentiment is echoed by a survey respondent, "Capacity of direction is paramount. NACC is becoming unfocused." The next report, the Great Ideas Report, will develop a vision statement for NACC and then ideas to achieve that vision.

Summary

In summary, NACC's values are also its greatest competitive advantage: credibility and collegiality. Unfortunately, a lack of vision and limited resources prohibit NACC from fully capitalizing on its strengths. While this report clarifies NACC's mission, the Great Ideas Report will define its vision. It will then generate business ideas to achieve that vision given NACC's strategic position.

GREAT IDEAS REPORT

Introduction

While the Great Start Report examines what the Nonprofit Academic Centers Council (NACC) is *already* doing, the Great Ideas Report explores what the organization *could* do. It starts by developing a vision statement for NACC. It concludes by suggesting the top three business ideas to achieve that vision.

Vision Statement

This section develops a vision statement for NACC by first considering its strategic position and then generating business ideas for the future.

Preparation

In preparing to develop NACC's vision statement, this report reviews the organization's purpose, customers, competition, and financial risks.

Purpose

As discussed in the Great Start Report, NACC's purpose is to strengthen its members by providing them with the collegiality and credibility necessary to advance the nonprofit field. NACC's vision, therefore, should focus on its members first and foremost.

Customers

According to survey respondents, NACC's members join the organization first to network with other institutions (86 percent find this benefit important or very important), second to add credibility to their program (65 percent), and third to remain current in the field (62 percent). The below comments elucidate some common member opinions.

On mission:

- "Not sure what [NACC's] mission is. Don't agree with [or] understand its mission"
- "The focus of NACC should be 1) the support of curriculum development in the nonprofit field 2) Pursuit of accreditation of nonprofit curriculum in higher education 3) Support of Centers of Nonprofit Education. In that order of priority"

On membership benefits:

- "Not sure of [NACC's] value proposition. Thinking of quitting"
- "I think that the benefits of NACC membership have become more elusive, and I think that's one reason why NACC has had trouble holding onto many long-time members...the incentives for participation have changed dramatically"
- "Our program is well developed and our curriculum was built on the NACC guidelines. That is good, but we need more. Other programs will have different needs based on market, stage of development and leadership"

- “I don't find [the membership dues] too high, although I get push back from my [institution] on paying them every year and do have to ask myself what we gain from membership, relative to the cost”

On membership criteria:

- “Chasing money and letting anyone in has been problematic. The more restrictive you make it the more valuable membership becomes”
- “I think there has been an elitist flavor to membership in the past. I think the current situation is a compromise. I favor whatever will grow membership and benefit the greatest number of people in our business”

On setting standards:

- “I think NACC's biggest asset is its [accrediting] function...I think NACC should publish and periodically "rate" its members on these standards...This is NACC's roots and I think it needs to return to it. There are more and more nonprofit degree programs but where are the quality and the standards?”
- “Key is [accreditation] and standards body for nonprofit curriculum either as a [standalone] association for merger or partnership with ARNOVA or NASPAA”
- “Establishing standards and allowing for self-assessment of programs for marketing purposes would really help member organizations, the field as a whole and give NACC an ongoing purpose”

Overall, NACC’s members desire a stronger, clearer mission and more tangible benefits. While they disagree on the membership criteria, they do agree that NACC’s most important asset is its academic standards.

BOBs

By looking at the best of the best (BOBs) in the industry, NACC may be able to replicate others’ successful strategies. Board members repeatedly mention three competitors: the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), and the International Society for Third-Sector Research (ISTR).

The following charts compare NACC to these organizations based on three areas: future objectives, current strategies and lines of business, and resources and capabilities.³

Future Objectives

First, this report relies on each organization’s mission and vision (if stated) to discern its future objectives.

³ From the respective organization’s website.

	NACC	ARNOVA	ISTR	NASPAA
Mission	Support academic centers devoted to the study of the nonprofit/nongovernmental sector, philanthropy and voluntary action to advance education, research and practice that increases the nonprofit sector's ability to enhance civic engagement, democracy and human welfare	A leading interdisciplinary community of people dedicated to fostering through research and education, the creation, application, and dissemination of knowledge on nonprofit organizations, philanthropy, civil society and voluntary action	Increase, share, and apply knowledge about the third sector in all countries of the world	NASPAA's twofold mission is to ensure excellence in education and training for public service and to promote the ideal of public service
Vision	None explicitly stated	None explicitly stated	Building a growing global community of scholars and interested others dedicated to the creation, discussion, and advancement of the highest quality of knowledge pertaining to the third sector and its impact on human and planetary well-being and development internationally	Global standard in public service education

Current Strategies and Lines of Business

Next, this report identifies each organization's target market and its lines of business, or benefits of membership.

	NACC	ARNOVA	ISTR	NASPAA
Target Market	Nonprofit academic centers and programs	Individual scholars, instructors, and practitioners in the nonprofit field	Individual scholars, instructors, and practitioners in the nonprofit field, with a particular focus on international members	Graduate education programs in public administration, public policy, and public affairs

	NACC	ARNOVA	ISTR	NASPAA
Lines of Business (Benefits of Membership)	<ul style="list-style-type: none"> Facilitated meetings Curricular guidelines Indicators of quality Biannual conference Nu Lambda Mu (honor society for graduate students) 	<ul style="list-style-type: none"> <i>Nonprofit and Voluntary Sector Quarterly</i> (journal) Annual conference and awards Newsletter Online directory Members website, with a database of research and teaching materials Information on related conferences, job openings, and calls for papers Opportunity to extend contracts to scholars and practitioners Special interest groups 	<ul style="list-style-type: none"> <i>Voluntas</i> (journal) Biannual conference and awards Regional networks and conferences Newsletter Electronic listserv Online directory Book and journal discounts Information on job openings and calls for papers Special interest groups 	<ul style="list-style-type: none"> Commission on Peer Review and Accreditation <i>Journal of Public Affairs Education</i> (journal) Annual conference and awards Specialized conferences Newsletter Electronic listserv Members website, with a data center Marketing toolkit Knowledge database for adjunct faculty Almanac of enrollment and completion statistics Standards, policies, and guidelines Phi Alpha Alpha (for undergraduate and graduate students) Special interest groups Partnerships with similar international associations

Resources and Capabilities⁴

Last, this report considers each organization's financial and human resources.

	NACC	ARNOVA	NASPAA
Total Revenue	\$55,675	\$867,425	\$1,460,087
Net Revenue	(\$30,275)	\$100,202	\$149,646
Net Assets	(\$9,090)	\$1,317,708	\$6,107,787
Human Resources	1 part-time employee	2 full-time employees, 1 seasonal employee, outsourced accountant	8 full-time employees, 3 graduate assistants

As is demonstrated, NACC is most similar to NASPAA in terms of mission, market, and lines of business. Unfortunately, NACC's financial position prohibits it from implementing many of NASPAA's current strategies. While NACC should likely be

⁴ From each organization's latest IRS Form 990. For NACC and NASPAA, the figures are from FY2012; for ARNOVA, they are from FY2011. ISTR is an international entity and so does not file an IRS Form 990. The organization also does not list its staff on its website or in its annual report.

NASPAA's nonprofit counterpart, it does not currently have the membership or resources necessary. NASPAA has 280 members, while NACC has 47.

Risks

Using Tuckman and Chang's (1991) big four test, NACC faces significant financial risks. First, NACC's expenses exceed its revenues. Second, NACC has inadequate equity to cover future losses. In fact, its net assets are negative. Third, in FY2012, membership dues were NACC's only revenue source. Fourth, NACC has few administrative areas where it can cut costs.

In addition to these financial risks, NACC's lack of vision and dissatisfied members threaten the organization's future. Given these realities, NACC should be extremely risk adverse in setting its future course. As stated previously, all strategies must benefit members and be financially feasible.

Statement

A vision statement is a clear yet encompassing picture of the organization's future. To generate possible vision statements for NACC, this report relies on the BAM method—brainstorming, affinity grouping, and multi-voting.

Given NACC's purpose, customers, competition, and financial risks, the below list of business ideas answer two questions: what moves NACC forward? And what holds NACC back? For those ideas which were included in the survey, this list shows the percentage of respondents who indicate the idea is important or very important.

Ideas	Voting	Affinity Groups
Revise the mission, vision and values		Build Capacity
Develop a strategic plan		
Set measurable goals		
Assign tasks by committee		
Establish a system of accountability		
Hire a full-time executive director	32%	
Fundraise		
Merge with another association	28%	
Partner with other associations	75%	
Recruit new members	79%	Expand Membership
Develop a marketing campaign		
Outline the benefits of membership		
Revise the membership process and criteria		
Allow individual membership		
Allow two institutional representatives		

Ideas	Voting	Affinity Groups
Revise the curricular guidelines	71%	Set Standards
Revise the indicators of quality	40%	
Enhance Nu Lamda Mu	33%	
Become an accrediting body	25%	
Award a “seal of approval”		
Rank members on academic quality		
Continue facilitated meetings	80%	Strengthen the Network
Continue the biannual conference	50%	
Facilitate projects between members	45%	
Institute a “professor exchange” program		
Institute a mentorship program		
Reinstitute the faculty fellows program		
Create a “members only” website	37%	Strengthen the Field
Create an email listserv	37%	
Publish an e-newsletter	45%	
Create a knowledge database	70%	
Publish a journal	15%	
Publish a “state of the field”	75%	
Offer consulting services	20%	
Offer webinars for a fee		
Provide grants to members		

Only one of the affinity groups shown speaks to NACC’s strategic position and inspires a vision statement: *to be the recognized authority on standards of excellence for nonprofit academic centers and programs*. This statement is clear, concise, and ensures NACC’s continued importance into the future. Moreover, NACC can achieve this vision with limited human and financial resources.

Great Ideas

This section evaluates NACC’s current lines of business and the business ideas generated above to identify any existing problems and to determine the three best ideas for the future.

Ideation

This report uses two tools to evaluate NACC’s current lines of business: the Ansoff Matrix (Ansoff, 1957) and the MacMillan Product Matrix (MacMillan, 1983). The first considers NACC’s products and services relative to their market. The second considers program attractiveness, alternative coverage, and competitive position.

Ansoff Matrix

According to the Ansoff Matrix shown, the majority of NACC’s current lines of business fall under the category of market penetration, meaning NACC is selling more of the same services to the same customers. The continued value of those services is important so that members remain members. The biannual conference is a new service for members; and the honor society Nu Lambda Mu is a new service for an entirely different market.

		Products and Services	
		Existing	New
Market	Existing	Market Penetration <ul style="list-style-type: none"> Facilitated Meetings Curricular Guidelines Indicators of Quality 	Product Development <ul style="list-style-type: none"> Biannual Conference
	New	Market Development	Diversification <ul style="list-style-type: none"> Nu Lamda Mu

MacMillan Product Matrix

Because NACC serves a unique niche, centers and not individuals, most of its services are attractive and have little alternative coverage. However, NACC is not always the best positioned to provide these services. Using the MacMillan Product Matrix, NACC should expand the curricular guidelines and the indicators of quality, but it should either improve or discontinue the biannual conference and Nu Lambda Mu. Of course, facilitated meetings between members are the soul of the organization.

		Program Attractiveness			
		High		Low	
Competitive Position		Alternative Coverage			
		High	Low	High	Low
Strong	Aggressive Competition	Aggressive Growth <ul style="list-style-type: none"> Curricular Guidelines Indicators of Quality 	Build Up Best Competitor	Soul of the Agency <ul style="list-style-type: none"> Facilitated Meetings 	
	Aggressive Divestment	Build Strength or Bail Out <ul style="list-style-type: none"> Biannual Conference Nu Lamda Mu 	Orderly Divestment	Joint Venture – Foreign Aid	
Weak					

Great Ideas

Having considered NACC's current lines of business, this report now evaluates the business ideas generated as part of the vision statement. It begins by organizing them according to the Social Enterprise Matrix (Helm & Andersson, 2010). The Social Enterprise Matrix organizes ideas by their originality and profit potential.

As a risk adverse organization, most of the NACC's business ideas are straightforward and nonmonetary. Based on intuition and board interviews, those ideas with the most potential are bolded and italicized below.

	Non-entrepreneurial	Entrepreneurial
Commercial	Fundraise <i>Recruit new members</i> Develop a marketing campaign Outline the benefits of membership Allow individual membership <i>Improve the biannual conference</i>	Publish a journal <i>Offer consulting services</i> Offer webinars for a fee
Non-commercial	Revise the mission, vision, and values <i>Develop a strategic plan</i> Set measurable goals Assign tasks by committee Establish a system of accountability <i>Hire a full-time executive director</i> <i>Partner with other associations</i> Revise membership process and criteria Allow two institutional representatives <i>Revise the curricular guidelines</i> Revise the indicators of quality Enhance Nu Lamda Mu Improve facilitated meetings <i>Facilitate projects between members</i> Create a "members only" website Create an email listserv Publish an e-newsletter	Merge with another association <i>Become an accrediting body</i> <i>Award a "seal of approval"</i> Rank members on academic quality Institute a "professor exchange" program Institute a mentorship program Reinstitute the faculty fellow program <i>Create a knowledge database</i> <i>Publish a "state of the field"</i> Provide grants to members

Next, this report uses the Payoff Matrix (Ulrich, Kerr, & Ashkenas, 2002) to narrow NACC's business ideas down to six. The Payoff Matrix organizes ideas by their ease and potential returns. Given NACC's limited resources, the organization should only pursue those ideas which are most realistic and offer the greatest potential payoff.

	Hard to Do	Easy to Do
Big Pay-off	Hire a full-time executive director Become an accrediting body Award a “seal of approval” Create a knowledge database Publish a “state of the field” Improve the biannual conference	Develop a strategic plan Revise the curricular guidelines
Little Pay-off	Offer consulting services	Recruit new members Partner with other associations Facilitate projects between members

Last, this report applies the Weighted Decision Matrix (Nanus, 1992) to evaluate NACC’s top six business ideas. Each criterion has a weight of one to five. Each idea also has a score of one to five based on that criterion. The product of these two figures appears in the grid below. The total indicates the relative strength of the business idea.

CRITERIA	WT	STRATEGIES					
		Develop a strategic plan	Revise the curricular guidelines	Award a “seal of approval”	Publish a “state of the field”	Create a knowledge database	Improve the biannual conference
Does it further NACC’s mission?	5	25	20	20	15	15	20
Does it benefit NACC’s members?	4	20	16	16	12	12	16
Is it financially feasible?	3	15	15	12	12	12	9
Does it improve NACC’s reputation?	2	10	10	10	6	6	8
Does NACC have the capacity?	1	5	5	4	3	3	2
TOTAL		75	71	62	48	48	55

As demonstrated, the three strongest business ideas are: develop a strategic plan, revise the curricular guidelines, and award a “seal of approval.” While the biannual conference furthers NACC’s mission and benefits its members, as one board member says, “Conferencing is a tricky business.” Similarly, NACC does not currently have the staff or technology necessary for a “state of the field” or knowledge database. These are value-added services which other websites may already provide.

Summary

In summary, the vision statement “to be the recognized authority on standards of excellence for nonprofit academic centers and programs” ensures NACC’s continued importance and is possible even with limited resources. The three best ideas to achieve this vision are: develop a strategic plan, revise the curricular guidelines, and award a “seal of approval.” The Great Strategies Report will further refine these ideas and determine whether they are worth pursuing.

GREAT STRATEGIES REPORT

Introduction

The Great Strategies Report is the last stage of the strategic plan process. It determines what the organization *should* do. It refines the top three business ideas identified in the Great Ideas Report and then evaluates each in light of external and internal factors.

Great Strategies

This section refines NACC's top three business ideas—develop a strategic plan, revise the curricular guidelines, and award a “seal of approval”—using the five P's, including people, product, place, price, and proposition.

Develop a Strategic Plan	
People	Members
Product	Strategic plan
Place	N/A
Price	Free
Proposition	Clearly define NACC's mission, vision, and benefits and build capacity for the future

Revise the Curricular Guidelines	
People	Members
Product	Curricular guidelines
Place	N/A
Price	Free
Proposition	Set academic standards that new members can use to build their program and existing members can apply as a means of self-assessment

Award a Seal of Approval	
People	Members
Product	Model of Excellence
Place	N/A
Price	Free
Proposition	Recognize members who exemplify NACC's academic standards and serve as an example for their peers

Therefore, NACC's refined strategies are:

1. Develop a strategic plan that clearly defines the organization's mission, vision, and benefits for members and builds capacity for the future
2. Revise the curricular guidelines to set academic standards that new members can use to build their programs and existing members can apply as a means of self-assessment
3. Award a “Model of Excellence” distinction to members who exemplify NACC's academic standards and serve as examples for their peers

Each strategy benefits NACC's members first and foremost and, while not necessarily revenue-generating, is financially feasible.

Muscle

This section tests NACC's refined strategies against the external environment, internal capacity, and chances of success.

Context

To test NACC's strategies against the external environment, this report first considers the general environment, then the industry environment, and finally the competitor environment.

General Environment

The PEST analysis below shows the changes in the political, economic, sociocultural, and technological environment which might impact NACC's future. Overall, the three strategies presented respond to, rather than ignore, these changes.

Political	<ul style="list-style-type: none"> • Increased calls for accountability in higher education from the government, funders, and students • Increased importance of accreditation • Blurring of the nonprofit, for-profit, and governmental sectors
Economic	<ul style="list-style-type: none"> • Limited philanthropic support available • Constrained institutional budgets • Competition from business and public policy programs looking to diversify revenue streams
Sociocultural	<ul style="list-style-type: none"> • Need for diversity in the nonprofit field • Changing student demographics
Technological	<ul style="list-style-type: none"> • Increased prevalence of webinars and massive open online courses (MOOCs) • Increased number of free online resources available, such as business cases and sample syllabi

Develop a strategic plan: While developing a strategic plan is an internal process, it better prepares NACC to adapt to external changes, especially if it builds capacity. It helps NACC establish a definitive yet responsive course for the future. Moreover, it strengthens NACC's business case for institutional and philanthropic support.

Revise the curricular guidelines: Revising the curricular guidelines allows NACC to update its academic standards given the changes in higher education (e.g. MOOCs), students, faculty, and the field over the past decade. Additionally, it capitalizes on increased calls for accountability.

Award a “Model of Excellence”: Awarding a “Model of Excellence” distinction to exemplary members also capitalizes on increased calls for accountability, without the resources needed to become an accrediting body. Equally important, it elevates nonprofit academic programs relative to their business and public policy counterparts and satisfies members who may not think the organization is exclusive enough.

Industry Environment

This report relies on Oster’s Six Forces (Oster, 1995) to evaluate NACC’s industry environment. Once again, this analysis demonstrates the importance of satisfying members. They are the industry’s primary users, funders, and suppliers.

Threat of New Entrants	Limited	Significant financial and other (e.g. reputation) barriers to entry
Threat of New Substitutes	Limited	Significant financial and other (e.g. reputation) barriers to entry
Power of User Group	Strong	Organization cannot exist without member support
Power of Funding Group	Strong	Membership dues and conferences are the primary source of funding; limited philanthropic support
Rivalry Among Existing Competitors	Some	Although competitors target different markets, many of their products and services overlap
Bargaining Power of Suppliers	Strong	Networking opportunities are only valuable if the members in attendance are reputable

Thankfully, each of NACC’s proposed strategies benefits its members first and foremost. A clear strategic plan helps attract and retain members. It also distinguishes NACC from its competitors. Revised curricular guidelines benefit both new and existing members; and the “Model of Excellence” provides members a unique distinction in the nonprofit field and at their home institutions.

Competitor Environment

In terms of competitors, NASPAA poses the greatest threat to NACC’s proposed strategies. Although NASPAA primarily serves public policy programs, it does offer guidelines on graduate nonprofit education and is the accrediting body for most nonprofit programs.

That being said, NACC has a stronger focus on and better reputation amongst nonprofit academic centers and programs. It is better positioned than NASPAA to offer curricular guidelines; and, while it does not have the resources to become an accrediting body, it can provide a distinction that members respect. NACC could even partner with NASPAA to incorporate the “Model of Excellence” into their accreditation process.

Capacity

To test NACC’s strategies against its internal environment, this report applies the Iron Triangle (Miller, 2001) and considers the organization’s mission and programs, capacity, and capital structure.

Mission and Programs

In analyzing NACC’s mission and programs, this report returns to the MacMillan Product Matrix from the Great Ideas Report. As shown, a clear strategic plan will strengthen the mission of the organization; and NACC is well-positioned to pursue both the curricular guidelines and the “Model of Excellence.” The “Model of Excellence” is particularly attractive because philanthropic support for such a project may be possible.

		Program Attractiveness			
		High		Low	
		Alternative Coverage			
		High	Low	High	Low
Competitive Position	Strong	Aggressive Competition	Aggressive Growth	Build Up Best Competitor	Soul of the Agency
	Weak	Aggressive Divestment	Build Strength or Bail Out	Orderly Divestment	Joint Venture – Foreign Aid
			<ul style="list-style-type: none"> • Curricular Guidelines • Indicators of Quality • Model of Excellence 		<ul style="list-style-type: none"> • Facilitated Meetings • Strategic Plan
			<ul style="list-style-type: none"> • Biannual Conference • Nu Lamda Mu 		

Capacity

As discussed in the Great Start Report, NACC’s competitive advantage is its credibility and collegiality. Although the proposed strategies speak more to credibility, they also strengthen NACC’s network. A clear strategic plan will unify members around a single mission and vision. The revised curricular guidelines will establish a common set of expectations; and the “Model of Excellence” will recognize members who exceed those expectations.

Survey respondents indicate that the following capacities are important or very important for NACC’s future. Obviously, membership and financial management are extremely important, as is leadership. A clear strategic plan and revised curricular guidelines will help build membership and leadership. Unfortunately, given the organization’s strategic and financial uncertainty, NACC likely does not have the capacity to award the “Model of Excellence” at this time.

Capacity	Percentage
Membership	95%
Board leadership	90%
Financial management	83%
Executive leadership	80%
Technology	80%
Marketing	77%
Human resources	68%
Fundraising	63%

Capital Structure

As illustrated in the Great Start Report, NACC is financially weak. It has negative net revenues and net assets. Fortunately, because NACC collects membership dues annually, it has a steady though limited revenue stream. Also, without a full-time executive director, NACC will likely have fewer expenses in the future.

As a risk adverse organization, NACC should only pursue those strategies which require little to no financial investment, such as developing a strategic plan or revising the curricular guidelines. While the “Model of Excellence” requires more time than money, it is likely too risky until NACC clearly defines its vision for the future. Otherwise, it may divert resources away from more immediate concerns.

Chances

To determine NACC’s chances of success, this report reviews each strategy’s value proposition before running it against the Change or Die Checklist (Pfeffer & Sutton, 2006, pp. 160-185).

Value Propositions Review

The value proposition explains why members would support a strategy. For instance, a strategic plan would clearly define NACC’s mission, vision, and benefits and build capacity for the future. The revised curricular guidelines would set standards which would support the development of new centers and the continued improvement of existing programs; and, last, the “Model of Excellence” would recognize members who go above and beyond those standards.

Change or Die Checklist

The Change or Die Checklist (Pfeffer & Sutton, 2006) asks a series of questions to determine each strategy’s chances of success. (This report omits some non-applicable questions.) While all three strategies are worth pursuing and present an improvement to current practices, NACC is only prepared to accomplish the first two. NACC is not yet strategically or financially strong enough to implement the “Model of Excellence.”

	Develop a strategic plan	Revise the curricular guidelines	Award the "Model of Excellence"
Is the practice better than what you are doing now?	X	X	X
Is it really worth the time, disruption, and money?	X	X	X
Do you have enough power to make it happen?	X	X	
Will people be able to learn and update as it unfolds?	X	X	X
Will you be able to pull the plug?	X	X	X

Match

This section summarizes each strategy's fit to NACC's external environment, internal capacity, and chances of success. Overall, all three strategies further NACC's purpose, capitalize on its strengths, and minimize its weakness. However, as mentioned, NACC is only prepared to develop a strategic plan and to revise the curricular guidelines. It could hold a board retreat to accomplish the first and elect a committee to complete to the second.

		Develop a strategic plan	Revise the curricular guidelines	Award the "Model of Excellence"
Context	General Environment	X	X	X
	Industry Environment	X	X	X
	Competitor Environment	X	X	X
Capacity	Mission and Programs	X	X	X
	Organization Capacity	X	X	
	Capital Structure	X	X	
Chances	Value Propositions	X	X	X
	Grow or Die Checklist	X	X	

Summary

In the words of one board member, NACC has to decide "what kind of organization do we need to be?" This report recommends that NACC's board members answer that question by first working through the strategic plan process presented, with a specific focus on capacity. NACC should then revise the curricular guidelines, its most important asset. Last, if strategically and financially ready, NACC should consider a "Model of Excellence" distinction or similar peer-review, accreditation-like process.

APPENDIXES

Appendix A: Interview Guide

I want to thank you again for taking time to talk with me. As I mentioned, the purpose of this interview is provide information for the organizational assessment Mark Light and I are conducting for NACC.

Before beginning, I want to tell you that this is a confidential conversation. I will only make direct reference to you if I have received your permission in advance. That said, I may use your quotes without permission if I keep your identity anonymous and no one will be able to know who you are. I would like to record this interview so that I can transcribe it and then merge it with the other participants to draw conclusions. After this project is concluded, I will destroy all transcripts. Is this acceptable to you?

For all questions, please answer in your role as a board member unless I specify otherwise.

- Q Can you talk to me a little bit about yourself and your experience with NACC?
- Q Think for a minute about the next three to four years. What opportunities come to mind that NACC might capitalize upon?
- Q What currently stands in the way of achieving these opportunities, the current weaknesses of the organization if you will?
- Q In terms of NACC's capacity, let's talk for a moment about human resources, the "boots on the ground." What skills and competencies are needed to achieve the opportunities you've mentioned?
- Q What are the current strengths—call them competencies if you'd like—that the organization can build on to achieve these opportunities? What does the organization do particularly well?
- Q Which of NACC's current programs do you think are worth continuing? Which would you discontinue?
- Q What do you think should be NACC's top three priorities for the short-term?
- Q What threats come to mind that exist outside of the organization and could cause difficulty in the short-term? In other words, what's lurking out there?
- Q When it comes to choosing between one opportunity for the future over another, what are the top two or three criteria NACC should use? Which of this is most important and the least?

- Q Taking your hat off as a board member for a moment, talk about whether there should be a difference in the benefits of membership for a full membership, an associate membership, and a partner membership.
- Q Keeping your hat on as a NACC member, what is the top price you'd be willing to pay for a full membership, associate membership, and a partner membership?
- Q Again in your role as a NACC member, what are the most important selling points when it comes time to send the check? Of these, which is most important and the least?
- Q Keeping in mind that this is a confidential conversation and in your role as a NACC member, what do you like least about your membership?
- Q Let's talk about governance for a bit. When it comes to the board as a collective, what do you like best about it? What do you like least? Does the board deliver its bang for the buck? What might the board do better?
- Q Let's talk about the executive director position for a moment. What did you like best about past executive director? What did you like least? What do you think are the most important skills and traits for the next executive director to possess?
- Q Finally, is there anything I haven't asked that I should know? Is there anything you want to add to something we've already discussed?

Appendix B: Survey Results

1. Please indicate how important each of the following strengths or core competencies is for NACC's next strategic plan.

	Not Important	Somewhat Important	Important	Very Important
Collegiality of the members	0.0%	9.5%	47.6%	42.9%
Reputation of the members	0.0%	14.3%	28.6%	57.1%
Reputation of the organization	0.0%	4.8%	38.1%	57.1%
Narrow focus on nonprofit education	9.5%	14.3%	52.4%	23.8%

Comments:

- A tight focus on mission and careful attention to member benefits seem essential to me
- The focus of NACC should be 1) the support of curriculum development in the nonprofit field 2) Pursuit of accreditation of nonprofit curriculum in higher education 3) Support of Centers of Nonprofit Education. In that order of priority
- Too much emphasis on education, many are not our peers
- Saying "narrow focus on nonprofit education" biases the question as if nonprofit education is, by definition, narrow. Nonprofit education generally can be a wide construct and include philanthropic studies, social entrepreneurship, etc.

2. Please indicate how important each of the following challenges or weaknesses is for NACC's next strategic plan.

	Not Important	Somewhat Important	Important	Very Important
Lack of human resources (e.g. staff)	5.0%	40.0%	25.0%	30.0%
Lack of funding	5.0%	15.0%	35.0%	45.0%
Demands on university budgets	0.0%	30.0%	35.0%	35.0%
Demands on members' time	5.0%	30.0%	45.0%	20.0%

Comments:

- We always seem to have a mindset that someone else should fund NACC. I prefer a mindset that welcomes gift income but includes an organization that runs like a business. Project-focused grants should also be targeted
- Chasing funding by developing programs anticipated to generate revenue, yet are not core to the mission of NACC 1) supporting curriculum development in the

nonprofit field 2) Pursuit of accreditation of nonprofit curriculum in higher education 3) Supporting of Centers of Nonprofit Education, should be avoided

- The question isn't clear. Are you talking about NACC as a national office? Or NACC members? I'll assume NACC is a national office
- We have not been active in NACC recently, so it is difficult to assess, but the dues are very high for budgets that are stretched thin

3. Please indicate how important building each of the following capacities is for NACC's next strategic plan.

	Not Important	Somewhat Important	Important	Very Important
Fundraising	10.5%	26.3%	31.6%	31.6%
Marketing	0.0%	23.5%	29.4%	47.1%
Membership	5.3%	0.0%	36.8%	57.9%
Human resources (e.g. staff)	5.3%	26.3%	36.8%	31.6%
Financial management	11.1%	5.6%	55.6%	27.8%
Technology (e.g. website, online resources)	10.0%	10.0%	40.0%	40.0%
Executive leadership	10.0%	10.0%	40.0%	40.0%
Board leadership	5.3%	5.3%	57.9%	31.6%

Comments:

- Not exactly sure what building "financial management" means. Are we talking funding (which is listed later)? The ability of the board to manage the organization's finances? Or what exactly? Similarly does Executive leadership mean Executive staff or board? If it is on the staff end, it's not as important as board leadership
- Everyone except the executive director is working as a volunteer here. We need a (part-time) executive director that can be an executive, proactive and imaginative
- Capacity of direction is paramount. NACC is becoming unfocused
- I think NACC's biggest asset is its accrediting function about the topics nonprofit academic centers should be covering. I think NACC should publish and periodically "rate" its members on these standards. That would keep its accreditation benefits updated. The more NACC can establish and publish these standards, I think the better it will fair. This is NACC's roots and I think it needs to return to it. There are more and more NONPROFIT Degree programs but where is the quality and the standards? NACC used to be a strong force for that quality and standards. I think it can play a role in elevating those standards
- Depends on what it does. Not sure of its value proposition. Thinking of quitting

- This question is not clear to me. Do you mean internally to NACC or as a benefit of NACC. I honestly don't care about the internal functioning. I want this to be a group where the members can come together and talk about the issues they are facing in higher education and the sector and then what we are finding with students

4. Please indicate how important each of the following benefits of NACC membership is for your institution.

	Not Important	Somewhat Important	Important	Very Important
Networking with other institutions	0.0%	14.3%	33.3%	52.4%
Building or improving your program	14.3%	38.1%	9.5%	38.1%
Adding credibility to your program	15.0%	20.0%	25.0%	40.0%
Remaining current in the field	9.5%	28.6%	23.8%	38.1%

Comments:

- Our program is well developed and our curriculum was built on the NACC guidelines. That is good, but we need more. Other programs will have different needs based on market, stage of development and leadership
- This is what I care about!

5. What is your opinion of NACC's membership criteria and process? (Please select one answer.)

It is too restrictive.	9.5%
It is not restrictive enough.	23.8%
It is fine as is.	66.7%

Comments:

- The different levels we have matters greatly
- I think there has been an elitist flavor to membership in the past. I think the current situation is a compromise. I favor whatever will grow membership and benefit the greatest number of people in our business
- Chasing money and letting anyone in has been problematic. The more restrictive you make it the more valuable membership becomes
- There should be a high bar set
- The limitation is that not enough people understand the various ways institutions can become members. Some still think it's too restrictive when they don't realize that membership criteria and process was changed years ago and provides

many more pathways for institutions to join for various purposes and at various price points

- It is fairly long and perhaps could be put in an electronic form
- You need to allow at least two people from an organization to attend meetings. It is because it was only limited to the ED that our center became inactive and dropped membership because no one else was allowed at the table. The second opening should be for a high level staff person, but the complete restriction equaled no activity what so ever

6. What is your opinion of NACC's different levels of membership? (Please select one answer.)

There should be different levels of membership, and they should have different benefits.	10.5%
There should not be different levels of membership.	15.8%
The levels of membership are fine as is.	73.7%

Comments:

- I don't really know. I think this needs a re-thinking from ground up. I believe it is too confusing now, and for what purpose?
- NACC should stay the course with the membership structure as is because after changes were made a few years ago they were not adequately marketed. Would hate to see membership category changes when the last ones weren't fully marketed and realized by potential institutional members
- But I would prefer that members meet all three aspects scholarship, education and service to join
- Probably not have different levels, but I have not looked closely at this

7. What is your opinion of NACC's membership dues? (Please select one answer.)

They are too high.	23.8%
They are too low.	0.0%
They are fine as is.	76.2%

Comments:

- Dues are tricky because our home organizations are changing and may not see the benefits as handily as we (who have been involved) do. This is probably a bigger marketing issue
- I don't find them too high, although I get push back from my institution on paying them every year and do have to ask myself what we gain from membership, relative to the cost

- This does depend on the budget, which depends on the business model used to support NACC
- This is another area of concern. They are too high for the benefits offered currently. They are just right if we can focus more—and more successfully—on benefits to members

8. Please indicate how important each of the following business ideas is for NACC's next strategic plan.

	Not Important	Somewhat Important	Important	Very Important
Continue facilitated meetings	10.0%	10.0%	45.0%	35.0%
Host a biannual conference	10.0%	40.0%	40.0%	10.0%
Hire a full-time executive director	31.6%	36.8%	10.5%	21.1%
Revise the Curricular Guidelines	4.8%	23.8%	19.0%	52.4%
Revise the Indicators of Quality	5.0%	55.0%	5.0%	35.0%
Create a knowledge database (sample syllabi, assignments, etc.)	15.0%	15.0%	25.0%	45.0%
Become an accrediting body	45.0%	30.0%	5.0%	20.0%
Enhance the honors program	27.8%	38.9%	27.8%	5.6%
Expand membership	5.3%	15.8%	31.6%	47.4%
Facilitate research projects between members	20.0%	35.0%	40.0%	5.0%
Provide consulting services to new programs	30.0%	50.0%	15.0%	5.0%
Publish an e-newsletter	30.0%	25.0%	35.0%	10.0%
Publish a journal	50.0%	35.0%	15.0%	0.0%
Partner with other associations (e.g. ARNOVA, NASPAA)	0.0%	25.0%	20.0%	55.0%
Publish a "state of the field" (how many programs, degrees, students, etc.)	5.0%	20.0%	25.0%	50.0%
Create a "members only" website	26.3%	36.8%	31.6%	5.3%
Distribute an email listserv	36.8%	26.3%	31.6%	5.3%
Merge with another association (e.g. ARNOVA, NASPAA)	27.8%	44.4%	11.1%	16.7%

Comments:

- Issue of mergers is fraught. Certainly discussion about stronger partnerships is important. We also have to take into account how the field is changing. Which is probably a threat—with programs merging or disappearing entirely
- Would a "state of the field" differ substantially from Roseanne Mirabella research?
- This is a great list—if there is any consensus here these can be the building blocks for NACC's future? In the past we have had plenty of good ideas but few practical ones and less follow-through
- Key is accreditation and standards body for nonprofit curriculum either as a standalone association for merger or partnership with ARNOVA or NASPAA
- Establishing standards and allowing for self-assessment of programs for marketing purposes would really help member organizations, the field as a whole and give NACC an ongoing purpose
- The curricular guidelines are important but they relegate things like volunteer engagement and community collaboration to secondary status not appropriate to effectively functioning nonprofits

9. Please indicate how important each of the following criteria is for evaluating NACC's business ideas.

	Not Important	Somewhat Important	Important	Very Important
Is it financial feasible?	4.8%	0.0%	33.3%	61.9%
Does it further NACC's mission?	0.0%	0.0%	15.0%	85.0%
Does it benefit NACC's members?	0.0%	4.8%	23.8%	71.4%
Does it improve NACC's reputation?	0.0%	0.0%	38.1%	61.9%
Does it expand NACC's reach?	0.0%	19.0%	47.6%	33.3%

Comments:

- These are the right questions
- The use of the term "business ideas" demonstrates a mission drift association. If it was a part of ARNOVA (natural home) it could focus on its mission and not revenue generation
- What is NACC's mission? "Does it further NACC's mission?" What a silly question, Mission maximization!!!! That's the raison d'etres of nonprofits. I'm reading all these questions now. They are all silly. They all have to be very important. Who thought them up?
- Not sure what its mission is. Don't agree with understand its mission
- Everything can be killed on financial feasibility

10. *Additional Comments*

- Thanks
- The survey is right on target. Now we need to do something with the results
- Thanks for the opportunity to provide input!

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