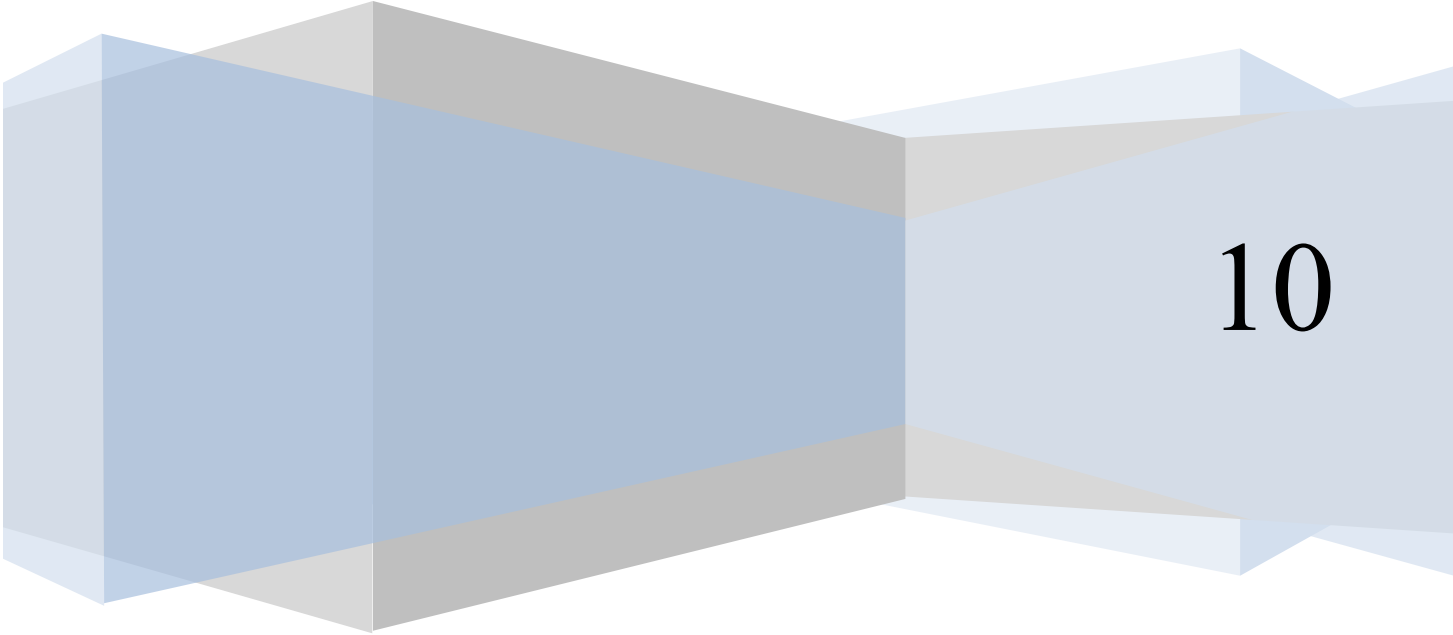


CAPPA Strategic Plan



CAPPA Strategic Plan September 2010

STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS

Strengths

Leadership:

CAPPA has long demonstrated strong leadership both within the Central Region as well as within International APPA. Current and past leadership is focused, capable, and active, and there is within the region a solid base of future leaders who are equally committed and capable. The organization has in place within its bylaws ample means to continue to develop a diverse group of future leaders and to position them within the organization.

Relationships:

CAPPA has a strong relationship with APPA which continues to flourish. Historically, CAPPA leaders routinely move into various leadership roles within the International organization. CAPPA embraces the precepts of the International organization, supports APPA programs, and works to continually advance the common goals of the overall organization. Equally important, CAPPA maintains healthy and productive relations with its business partners and within its membership. Business partners appreciate CAPPA's efforts to involve them in a meaningful way in the governance of the organization as well as the efforts to conduct conferences and shows in such a way as to maximize the benefit to their businesses.

Finances:

CAPPA is strong financially. Over the course of the past several years successful conferences and shows have resulted in healthy revenues. Careful and thoughtful financial management has positioned the organization to carry reasonable reserves and to contemplate increases of scholarship allowances and increased funding of committee activities. Creation of a finance committee has served the organization well.

Forward Looking:

As evidenced by the continued effort to develop a strategic plan and other efforts, CAPPA demonstrates its desire to change, grow, and keep pace with changing economic forecasts, demographics, and technologies.

Organizational Structure:

The leadership development path is unlike other regions. Supportive of annual meetings and allows president to focus on guiding the organization operations. We have a good overall leadership development path, drawing from committees to fill Board positions.

Weaknesses

Geography:

CAPPA is both challenged and blessed by its geographical breadth. The Central Region stretches from Canada to Mexico making it a truly international region. Although this geographical expanse benefits the organization by offering a tremendous cross section of diversity, challenges exist in areas of communication, travel, conference venues, sub-regional preferences, and opportunities for face to face collaboration.

Membership:

While institutional membership and retention appear stable, both elements seem to be flat, neither growing incrementally nor decreasing incrementally. It is unclear whether steady state has been reached; membership opportunity saturated within the geographical boundaries or other phenomenon exists.

Committee Members:

There is a shortage of potential qualified members willing to volunteer for committee positions.

Education and Training:

We do not reach out to local areas with our education programs. i.e. drive-in workshops, webinars.

Opportunities

Finances:

CAPPA is in a strong financial position with the opportunity to use its resources for the betterment of the membership. Healthy relations with business partners suggest that sustained financial stability is likely even during economic downturn.

Strategic Planning:

CAPPA is poised to set in place a strategic plan aimed at stabilizing financial strength and increasing membership value.

Membership Growth:

Retiring members create opportunities to reach out to those who will follow. K-12 schools represent a market that could be exploited. (not a primary target) Reaching out to auxiliaries within in our member organizations.

Marketing our regional conference programs to entities other than our immediate membership.

Partnerships:

Opportunity to partner with K-12 schools and others through outreach to provide our expertise and educational programs and through those efforts further market our organization.

Leveraging Technology to deliver programs and products, i.e. web based products, e-mail marketing, webinars, web based information center, publicly available white paper library (perhaps donated by business partners, not product specific), library of best practices.

Leveraging communication technology.

Creates an opportunity to involve younger members in a meaningful way.

Threats

Changing Demographics:

The “baby boomers” are approaching retirement and younger members are already replacing the “old guard”. CAPPAs must determine and embrace the educational and technological and credentialing needs not only of younger members, but the needs of women, minority members and the changing populace in general. **If we don’t reach out there is a perception of boundaries.**

The Economy:

As evidenced by the current national economic downturn, CAPPAs must be constantly forward looking and vigilant to protect its financial position and remain poised to meet the increased demands of a contracting economy and the needs of its membership who suffer the same financial hardships within their institutions.

Inaction: If we do not reach out and take action we will lose our position as a leader in our profession. Need to be proactive.

Potential for loss of or reduction in capabilities of the international organization to provide products and services to regions.

Threat of losing institutional support of members if the value of our contributions to the success of the academic mission is not well communicated.

Planning Implications

It seems safe to say that in general CAPPAs’ strengths should be sustained and built upon. Its weaknesses should be diminished, eliminated, or at the very least recognized, understood, and planned for accordingly. Opportunities should be seized and potential benefits maximized. Threats should be considered and plans made to minimize the impact if threats become reality.

With these few simple thoughts in mind it is prudent to establish goals, objectives, and strategies that will guide our organization safely into the future. While it is hoped that a thoughtful, considerate, and strategic approach to developing a plan will yield significant future benefit to the organization and its membership it is equally understood that all plans require adjustments and modifications from time to time in order to accommodate what may currently be unknown.

CAPPA's Vision

CAPPA VISION: "To become the premier regional partner in learning."

MISSION: "To support excellence with quality leadership and professional management through education, research, and recognition"

PRINCIPLES & VALUES: "Integrity, Honesty, Respect, Fairness, Patience, Nurturance, Encouragement, Growth & Development, Service, Quality, and Collaboration"

DESIRED OUTCOMES:

- **COMPETENCY:** APPA will consist of competent, educated, and ethical professionals.
- **COLLABORATION:** APPA will engage in collaborative relationships and partnerships. The organization is inclusive and accessible serving facilities professionals, their institutions, and related communities.
- **CREDIBILITY:** APPA will be the authoritative and influential advocate of the facilities profession within the educational community.

Goal One

CAPPA will maintain a strong financial position thus affording the best possible benefits to our membership.

Objective 1: *CAPPA will continue to generate and manage adequate revenues to support regional activities.*

Strategies:

- CAPPA will develop ways and means to continue to grow the annual professional development conference and business exposition in such a way as to maximize net revenues.
- CAPPA will review operating reserve strategy and adjust based on revenues available, expenditures on member benefits, and regional and national economic forecasts.

- CAPPa will establish a grant writing committee to research grant opportunities and draft applications for worthwhile potential income sources.
- CAPPa will review policies and budgets for regional scholarship allowances, and expand opportunities where fiscally responsible to do so in order to maximize benefits to the membership.
- CAPPa will establish a financial advisory council to assess regional and national economic indicators and advise the board of directors.
- CAPPa will establish policies and guidelines to limit subsidization of programs.
- CAPPa will establish policies and guidelines for new program business plans.

Goal Two

CAPPa will focus on developing policies and programs that maximize the use of assets and result in the greatest possible benefit to our membership.

Objective 1: *CAPPa will provide an array of pertinent and timely professional development opportunities to the membership.*

Strategies:

- CAPPa will survey current and potential members to determine demographic trends within the region.
- CAPPa will survey current and potential members to determine the current and future social and professional needs and preferences for member benefits.
- CAPPa will evolve new programs or enhance existing programs to meet the current and changing needs of the membership.
- CAPPa will explore regional opportunities to partner with other professional organizations to enhance CAPPa member benefits. (Leverage APPA's strategic alliances within region?)
- CAPPa will explore the potential for inter-regional leadership meetings to encourage sharing of ideas, programs, and information between regions.

Objective 2: *CAPPa will provide an array of pertinent and timely professional development and networking opportunities for our business partners.*

Strategies:

- CAPPa will survey current and potential members and business partners to determine business and technology trends within the region.
- CAPPa will develop opportunities to link business partners with members to stimulate discussion of common challenges.
- CAPPa will expand business partner liaison committee membership and discussions to include topics beyond the operation of the annual business exposition.

Goal Three

CAPPa will support the initiatives, programs, and key strategies of International APPA as a means of integrating national and regional interests which result in the greatest possible benefit to the membership.

Objective 1: *CAPPa will promote International APPA professional development initiatives.*

Strategies:

- CAPPa will sponsor a chapter in the Body of Knowledge (BOK).
- CAPPa will continue to support the Supervisor's Toolkit Program.
- CAPPa will support APPA professional development programs by providing scholarships to CAPPa members.

Objective 2: *CAPPa will promote International APPA branding initiatives.*

Strategies:

- CAPPa will align regional branding with International APPA
- CAPPa will continue to support the Supervisor's Toolkit Program.
- CAPPa will support APPA professional development programs by providing scholarships to CAPPa members.
- CAPPa will encourage and promote International, Regional and Chapter synergy by maintaining a strong involved presence at all meetings.

NOTES: