

MOACAC FIVE-YEAR STRATEGIC PLAN

PILLAR 1

ADVOCACY, ACCESS, & OPPORTUNITIES

PILLAR 2

IMPACT, SUSTAINABILITY, & GROWTH

PILLAR 3

MEMBERSHIP ENGAGEMENT & COLLABORATION

WITHIN ONE YEAR

- Develop media kit, press release policy, and branding assets
- Celebrate wins: NACAC in KC, scholarship recipients
- Improve external communications around new legislation, events, and changes
- Evaluate affiliate partnerships
- Begin centralizing resources on the website
- Host lunch & learns on hot topics and state-specific issues
- Begin outreach to underrepresented regions

- Launch ad hoc finance steering committee
- Begin endowment exploration for long-term scholarships
- Audit current policies, compliance needs, and liability coverage
- Evaluate onboarding process and committee structure
- Begin outreach for partnerships
- Host lunch & learn about MOACAC leadership roles

- Establish sustainable funding model for multi-year scholarships
- Formalize leadership development (observer → chair pathway)
- Partner with tech/marketing professionals to evaluate tools used across MOACAC
- Explore student data privacy protocols and emerging tech policies
- Maintain national presence and absorb costs related to NACAC hosting responsibilities

ONE TO THREE YEARS

- Create multilingual and Missouri-specific college resources
- Launch statewide speaker/rep directory and CRM tech hub
- Formalize press response strategies to national/state policy
- Expand membership outreach to CBOs, rural counselors, and international admissions contacts
- Provide leadership opportunities for AVPs, directors, and advanced professionals at events
- Align IAS, Membership, and Tech around intentional engagement strategies
- Create conference space or track for tech and CRM professionals

- Build formal financial and procedural infrastructure
- Recruit professional support for communications and advocacy roles
- Introduce co-chair models in key committees
- Continue expanding outreach via CUBE and reverse-CUBE formats
- Connect membership to external networks
- Review and address membership gaps or overlaps through tech and data
- Rebrand launch: logo, media kit, and initial marketing

- Develop formal member directory and outreach plan
- Promote grants for counselors producing statewide resources
- Evaluate inclusion of for-profit and CTE groups through vetting/accreditation
- Collaborate with CBOs to expand membership and programming reach
- Initiate membership categories for orgs like CollegeBound or MDHE

THREE TO FIVE YEARS

- Develop professional competencies or certification for college admissions and counseling
- Build a centralized platform for visit coordination (fly-ins, virtual tours, HS rep visits)
- Strengthen leadership pipeline with intentional succession planning
- Evaluate and enhance long-term partnerships with mission-aligned organizations
- Sustain and increase grant/scholarship funding; assess renewability

- Establish sustainable funding model for multi-year scholarships
- Formalize leadership development PATHWAY
- Partner with tech/marketing professionals to evaluate tools used across MOACAC
- Explore student data privacy protocols and emerging tech policies
- Maintain national presence and absorb costs related to NACAC hosting responsibilities

- Track accountability and outcomes from grants (impact reports, community events)
- Investigate federal work-study roles to support MOACAC operations
- Expand mentorship into strategic plan with structured goals
- Leverage tech/CRM/marketing support to sustain long-term rebrand
- Ensure representation of new membership categories in leadership and initiatives