



Draft Strategic Pillars - Final Draft

Pillar 1: Enhance Member Community

- Strategy A: Recruit and engage diverse prospective members
 - Evaluate current and prospective engagement strategies by Summer 2026, producing a written report with at least three prioritized recommendations. (*Membership and Employer Engagement Committees*)
 - Collaborate across board positions to attract new and diverse members, including employers, community colleges, and other underrepresented groups. Provide quarterly progress updates with a goal of increasing membership by 10% with emphasis on underrepresented groups. (*Membership and Employer Engagement Committees, and Regional Directors*)
 - Ensure at least 50% of new members participate in engagement activities within their first 6 months.
- Strategy B: Empower members to engage in meaningful opportunities
 - Expand the Communications Committee into the *Communications & Engagement Committee* to oversee engagement strategies, connect members to committees, and track volunteer involvement.
 - Design and implement new communication strategies by May 2026 to highlight engagement opportunities (e.g., Board service, conference planning, volunteer committees) and their benefits, leading to a 10% increase in overall volunteer involvement by December 2026.
 - Develop and implement a comprehensive onboarding process for new volunteers by November 2026, including standard training materials, unique role expectations, and mentorship, with 100% of new volunteers onboarded within 3 months of rollout.
- Strategy C: Optimize digital engagement and networking
 - Implement at least three best practices to increase interaction on the MPACE online community forum by June 2026. Target: 20% increase in active users and contributions over the 2025 baseline. (*Communications & Engagement and Education & Professional Development Committees*)



- o Assess the Communications & Engagement Committee's support of digital communications alongside KCA by June 2026.
- o Implement two new strategies to increase sponsor and vendor visibility, achieving a 15% increase in sponsor engagement and positive member feedback. *(Finance & Business Development Director)*

Pillar 2: Deliver High-Impact Professional Opportunities

- Strategy A - Lead as thought partners in a changing world of work
 - o Establish a collaborative framework across the Professional Development, Inclusion and Belonging, Regional Directors, and Employer Engagement committees to curate strategic content beginning January 2026, ensuring inclusion of underrepresented stakeholders.
 - o Reassess and centralize annual PD programming, including timing, structure, and proposal processes, by January 2026. *(Education & Professional Development Committee)*
 - o Ensure integration of timely higher education/workforce topics, emerging and evolving technologies, and ethical standards (guided by NACE) into all programming by January 2027.
- Strategy B -Advance targeted skill development
 - o Conduct a needs analysis following the programming restructure to identify gaps, opportunities, and potential certification programs. *(Education & Professional Development Committee)*
 - o Present recommendations to the Board for implementation by January 2027.

Pillar 3: Expand Organizational Impact

- Strategy A: Grow through new revenue and organizational structures
 - o Implement diversified revenue strategies (e.g., grants, membership/conference rate adjustments, summits, sponsorships, event fees).
 - o Pursue mission-aligned grant opportunities, assessing potential outcomes prior to application.
 - o Explore sustainable revenue models for summits (e.g., Employer Summit, Summer Symposiums).
 - o Update organizational structure, roles, and policies in the policy manual every 3–5 years.



- Reassess regional structures and needs every 3–5 years, setting criteria for cross-regional and cross-committee collaboration.
- Strategy B - Strengthen partnerships with employers and affiliates
 - Create innovative employer-focused programming to bridge the gap between education and industry needs.
 - Support the Director of Employer Engagement role (established July 2024).
 - Pilot an Employer Summit at the 2025 Annual Conference; evaluate and grow annually.
 - Collaborate with SoACE in 2025–26 to study their employer summit model.
 - Research opportunities to deliver professional development for employers (e.g., coaching) and present options at the July 2026 transition meeting.
 - Develop enhanced sponsorship models with meaningful value for employers and vendors, implementing an annual sponsorship/vendor model. *(Finance & Business Development Director with Sponsorship & Exhibits Co-Chairs)*
- Strategy C - Enhance marketing and visibility
 - Publish an annual report.
 - Expand marketing channels (e.g., social media, podcasts, interviews, storytelling).
 - Elevate digital visibility by enhancing the MPACE website's design, accessibility, and user experience.
 - Conduct an annual Membership Survey with gap analysis and regional feedback (building on the 2024 survey).
 - Audit State ACEs to assess trends; review findings at the July 2026 transition meeting.



Pillar 4: Foster a Culture of Inclusivity

- Strategy A: Build stronger relationships with community colleges and workforce partners
 - Identify 20 prospective members from community colleges and workforce organizations by January 2026.
 - Conduct a needs assessment survey with at least 15 of these prospective members by March 31, 2026.
 - Assign a dedicated team to manage outreach and assessments, providing necessary resources and support.
- Strategy B: Support inclusion and belonging-focused programming and initiatives
 - Deliver at least 5 tailored events/resources for diverse member populations by July 2026, with board member participation.
 - Track attendance and feedback to evaluate impact. (*Inclusion and Belonging, Education & Professional Development, and Communications Committees*)
- Strategy C: Create inclusive and accessible spaces
 - Implement at least 3 new initiatives to foster open dialogue and participation by June 2026 (e.g., social media engagement, educational events, resources).
 - Ensure all MPACE content and events meet accessibility standards by June 2026.
 - Provide training for KCA staff, board members, and volunteers on accessibility and inclusive practices.

