

# The NACS Standards Project Update



**NACS FOUNDATION**  
**STANDARDS PROJECT**



**Council** for the  
**Advancement** of  
**Standards** in Higher Education

July 18, 2023



## The NACS Foundation

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*The Standards Project and this educational session would not be possible without the generous support of the NACS Foundation.*

## INTENDED LEARNING OUTCOMES

*As a result of participating in this session, you will be able to:*

1. Identify the importance of industry standards to campus store success
2. Articulate at least two ways that industry standards can be applied
3. Name the locations of at least two industry standards resources

# PRESENTATION OUTLINE



Importance of standards & current project status



About CAS & the new standards development process



NACS integration & campus store application of standards



For more information – standards resources

A photograph of a classical building facade featuring several tall, fluted columns with ornate Corinthian capitals. The building is set against a bright, clear blue sky. The image is partially obscured by a dark blue horizontal bar at the bottom.

**Why are standards important?**

# Industry standards provide...



**Success Factors** – they identify the most important factors for success



**Consistency** – definition of processes, metrics, & terminology – SOP



**A Common Framework** – to assess success beyond financial metrics



**A Playbook & Roadmap** – to tell your story more effectively

# Industry standards provide...VALIDATION

“There is nobody on our campus who is knowledgeable about collegiate retailing other than those people who work within the college stores on our campus. I feel like industry standards provide two levels of validation – both *internal* validation and *external* validation.

The *internal* validation allows people like me to look at the standards and make sure that what we're doing is following industry norms and standard practices. It gives us some self-confidence internally.

But the *external* validation that it can provide is that because collegiate retail is not often understood by administrators on a college campus, they may question some of our practices. And instead of me just *suggesting* that I'm doing something that is an industry standard, it's really nice to have some external validity by being able to point to industry standards and to show that we're following the norms and what we're doing is not outside of what is an industry standard.”

~ Jason Lorgan, Executive Director, Student Affairs, UC Davis

The logo for UC Davis, featuring the text "UC DAVIS" in a bold, yellow, sans-serif font on a dark blue rectangular background.

# Industry standards provide...STRENGTH

“Implementing and meeting standards, like getting programs accredited, demonstrates accountability, a commitment to quality, and seriousness of purpose.

Campus entities that meet standards are therefore less likely to be outsourced than those that have not made the same commitments.”



Richard P. Keeling, M.D.  
Chairman & Senior Executive Consultant  
Keeling & Associates





**Where does the project stand?**

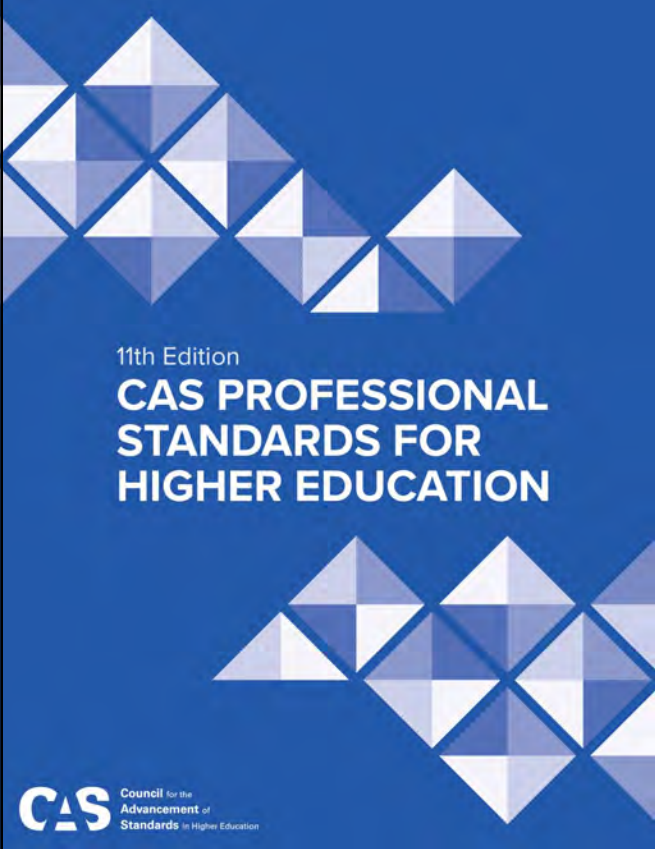
As of June 26<sup>th</sup>,  
ALL THE STANDARDS  
HAVE BEEN DEVELOPED AND  
APPROVED BY NACS!

*Still considered “draft” pending the CAS  
review and approval process...*



Council for the  
Advancement of  
Standards in Higher Education





11th Edition

**CAS PROFESSIONAL  
STANDARDS FOR  
HIGHER EDUCATION**

**CAS** Council for the  
Advancement of  
Standards in Higher Education

**CAS** Council for the  
Advancement of  
Standards in Higher Education

**Who is CAS and what are CAS Standards?**

# COUNCIL FOR THE ADVANCEMENT OF STANDARDS IN HIGHER EDUCATION

- ▶ Founded in 1979
- ▶ Consortium of 40+ member organizations
- ▶ Council comprised of representatives from member associations
- ▶ Consensus-oriented, collaborative approach
- ▶ 50 sets of functional area standards and self-assessment guides (SAGs)
- ▶ CAS Governing Board



# CAS VISION & MISSION

## – CAS VISION –

Empowering higher education professionals to enhance student learning, development, and success.

## – CAS MISSION –

CAS advances student learning and success through uniting higher education associations in the use of professional standards for the development, assessment, and improvement of quality programs, and services.

# CAS FUNCTIONAL AREAS

Academic Advising Programs  
Alcohol and Other Drug Programs  
Assessment Services  
Auxiliary Services Functional Areas  
Campus Activities Programs  
Campus Credential Programs and Services  
Campus Information and Visitor Services  
Campus Police and Public Safety  
Campus Religious, Secular, and Spiritual Programs  
Career Services  
Case Management Services  
Civic Engagement and Service-Learning Programs  
Clinical Health Services  
College Honor Society Programs  
College Unions: Programs, Services, Community Center  
Collegiate Recreation Programs  
Conference and Event Programs  
Counseling Services

Dining Services Programs  
Disability Resources and Services  
Education Abroad Programs and Services  
Esports Programs  
Financial Aid Programs  
Fraternity and Sorority Advising Programs  
Graduate and Professional Student Programs and Services  
Health Promotion Services  
Housing and Residential Life Programs  
Indigenous Student Affairs  
International Student Programs and Services  
Internship Programs  
Leadership Education and Development  
Learning Assistance Programs  
LGBTQ+ Programs and Services  
Master's Level Higher Education and Student Affairs  
Professional Preparation Programs  
Multicultural Student Programs and Services

New Student Orientation Programs  
Parent and Family Programs  
Post-Traditional and Commuter Student Programs and Services  
Registrar Services  
Sexual Violence-Related Programs and Services  
Student Conduct Programs  
Student Media Programs  
Sustainability Programs  
Testing Programs and Services  
Transfer Student Programs and Services  
TRIO and College Access Programs  
Undergraduate Admissions Programs and Services  
Undergraduate Research Programs  
Veterans and Military-Connected Programs and Services  
Women's and Gender Programs and Services  
***Coming Soon: Campus Stores***

# 12 CAS Parts or Criterion Categories

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*1. Mission*

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*2. Programs & Services*

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*3. Student Learning, Development, & Success*

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*4. Assessment*

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*5. Access, Diversity, Equity, Inclusion, & Justice*

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*6. Leadership*

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*7. Human Resources*

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*8. Communication & Collaboration*

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*9. Ethics, Law, & Policy*

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*10. Financial Resources*

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*11. Technology*

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*12. Facilities & Infrastructure*

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## Students and Their Environments

The whole student is shaped by environments that provide learning opportunities reflective of society and diversity, with students having ultimate responsibility for learning

*Parts 1. Mission; 2. Programs and Services; 3. Student Learning, Development, and Success; and 4. Assessment*



## Advocating for Diverse, Equitable, and Inclusive Communities

Institutions embracing diversity, equity, inclusion and eliminating barriers with respect for differences and focused on culturally responsible communities

*Part 5. Access, Diversity, Equity, Inclusion, and Justice*



## Organization, Leadership, and Human Resources

Quality of leaders continuously challenge themselves for the betterment of the organization, with success directly correlated to clarity of mission and willingness to see through multiple lenses

*Parts 6. Leadership; 7. Human Resources; and 8. Collaboration and Communication*



## Ethical Considerations

Educators exhibit impeccable ethical behavior in professional and personal life

*Part 9. Ethics, Law, and Policy*



## Learning-Conducive Structures, Resources, and Systems

Student learning and development flourish when structures, resources, and systems are employed intentionally to create environments that provide students with appropriate challenge and necessary support

*Parts 10. Financial Resources; 11. Technology; and 12. Facilities and Infrastructure*



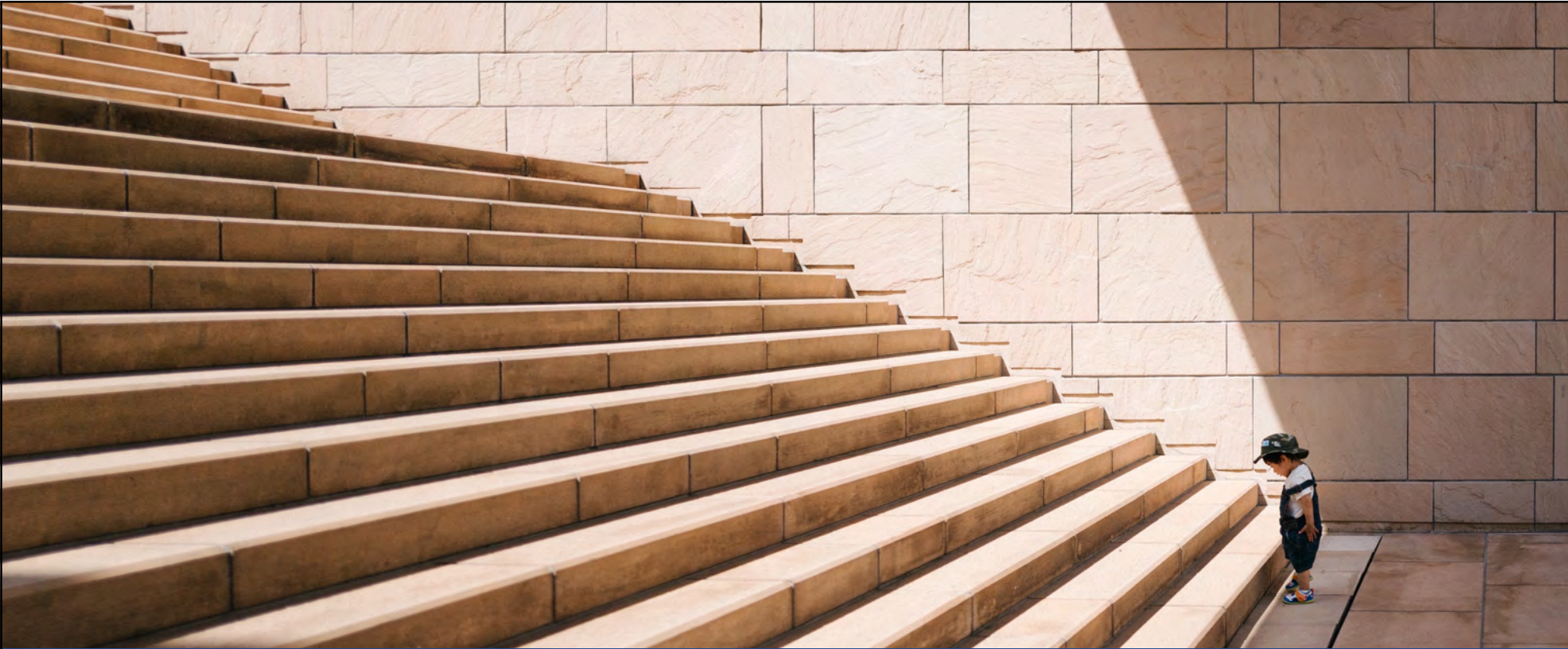
# CAS Protocol: Must, Should, & May Statements

Keyword	CAS Definition	FAA
<b>Must</b>	<b><u>Standard</u></b> – essential practice	<i>Mandatory</i>
<b>Should</b>	<b><u>Guideline</u></b> – enhanced practice – better than essential	<i>Recommended</i>
<b>May</b>	<b><u>Guideline</u></b> – exemplary practice - aspirational	<i>Optional</i>



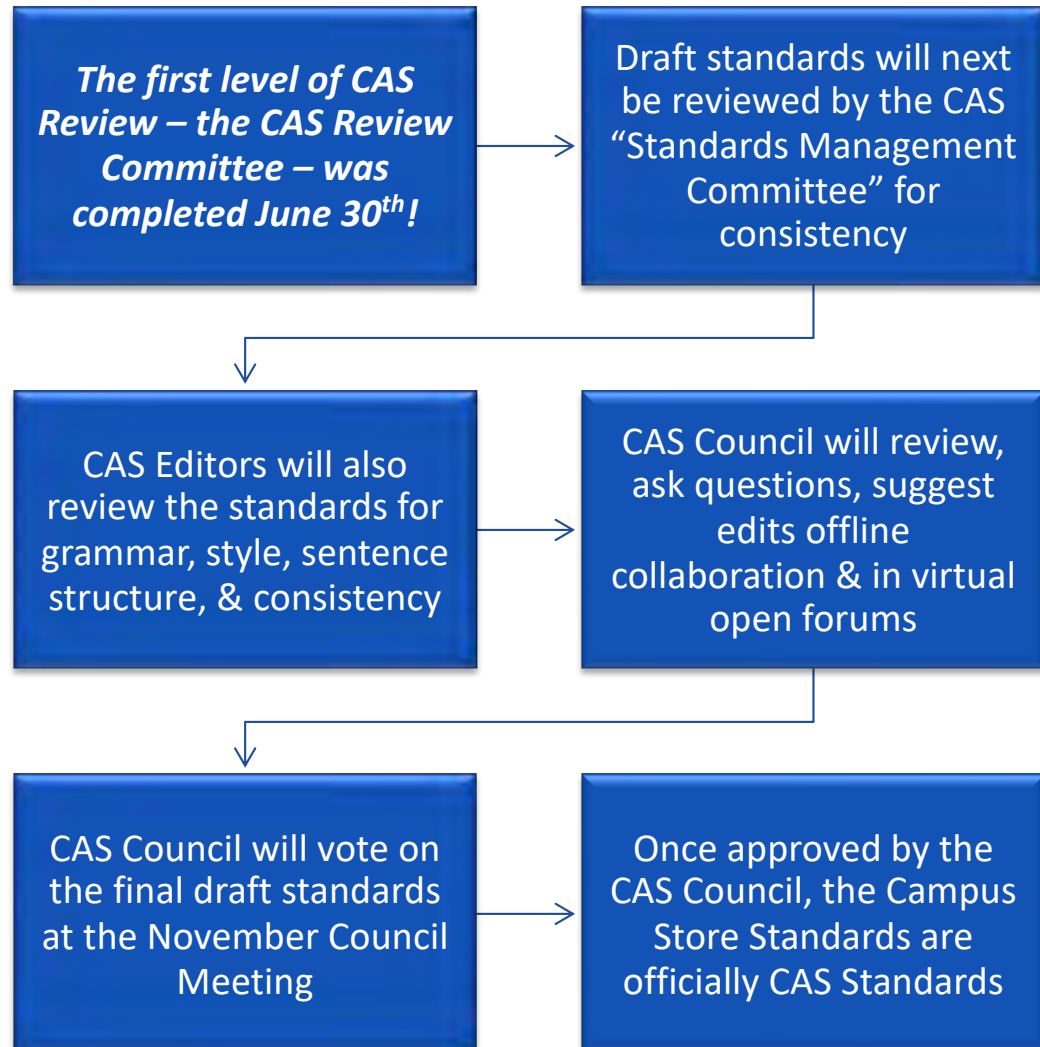
# General Standards vs. Functional Area Standards

Type	Definition	Examples
CAS General Standards...	...apply equally to <b>all</b> functional area, regardless of their focus	“The Campus Store must develop, implement, disseminate, regularly review, and update its mission statement.”
Functional Area Standards & Guidelines...	...are specific to <b>one</b> functional area – such as Campus Stores	“Campus Stores must collaborate with the campus administration to define the store’s mission by affirming the financial model and expected outcome of the store to generate net income, break-even, or receive institutional support in support of high service.”

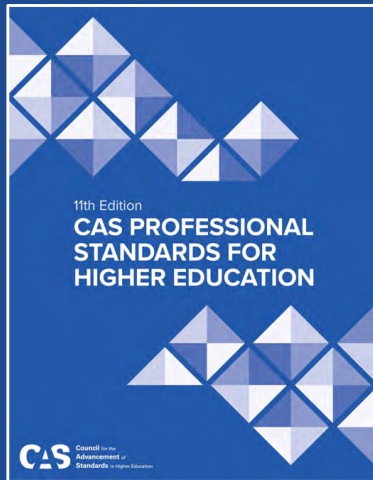


**What are the next steps in the CAS process?**

# The Final Stages: Review & Approval



# The Final Stages: *Publishing*



The Editors will integrate the standards into the “CAS Professional Standards for Higher Education” eBook

The CAS Editors will also create “Self-Assessment Guide” or “SAG”

CAS will work with NACS to implement the CAS Linkage Project at NACS.org

Anticipate publishing and in February 2024 & promotion by CAS and NACS

# CAS “Self-Assessment Guide” or “SAG”

## PART 1. MISSION

### Suggested Evidence and Documentation for Part 1:

- Current mission statement, brief description of how it was developed, and date of last review
- Additional goals, values, and statements of purpose
- Description and copies (if applicable) of where mission statement is disseminated (e.g., included in operating and personnel policies, procedures and/or handbook, hanging in office common space, on website, in strategic plan, and other promotional materials)
- Institutional/divisional mission statements (e.g., map program mission to broader mission statements)
- Any additional professional standards aligned with program/service (e.g., standards promoted by functional area organizations)
- Institutional demographics, description of student population served, and information about community setting

### 1.1 Functional Area Mission

- ▶ The functional area mission is aligned with the mission and core values of the department, college, division, institution, and applicable professional standards.
- ▶ The functional area mission is appropriate for the institution’s constituents.
- ▶ The functional area collaborates and consults with its constituents to advance its mission.

Compliant

Not-Compliant

Insufficient Evidence

Not-Applicable

### Justification of Finding for 1.1:



**How can I apply the standards?**



## USING THE CAS PROFESSIONAL STANDARDS

Diverse Examples of Practice

# APPLICATIONS FOR CAS STANDARDS

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- ▶ Staff education & development
- ▶ Guide strategic planning process
- ▶ Budget development & resource focus
  - ▶ *Provide external validity & credibility*
- ▶ Measure program & service effectiveness – targeted & comprehensive
- ▶ Support accreditation process
- ▶ New store development – model change



A black and white photograph of a person with curly hair sitting at a desk in a library, reading a book. The background shows bookshelves filled with books.

# STAFF DEVELOPMENT STRATEGIES

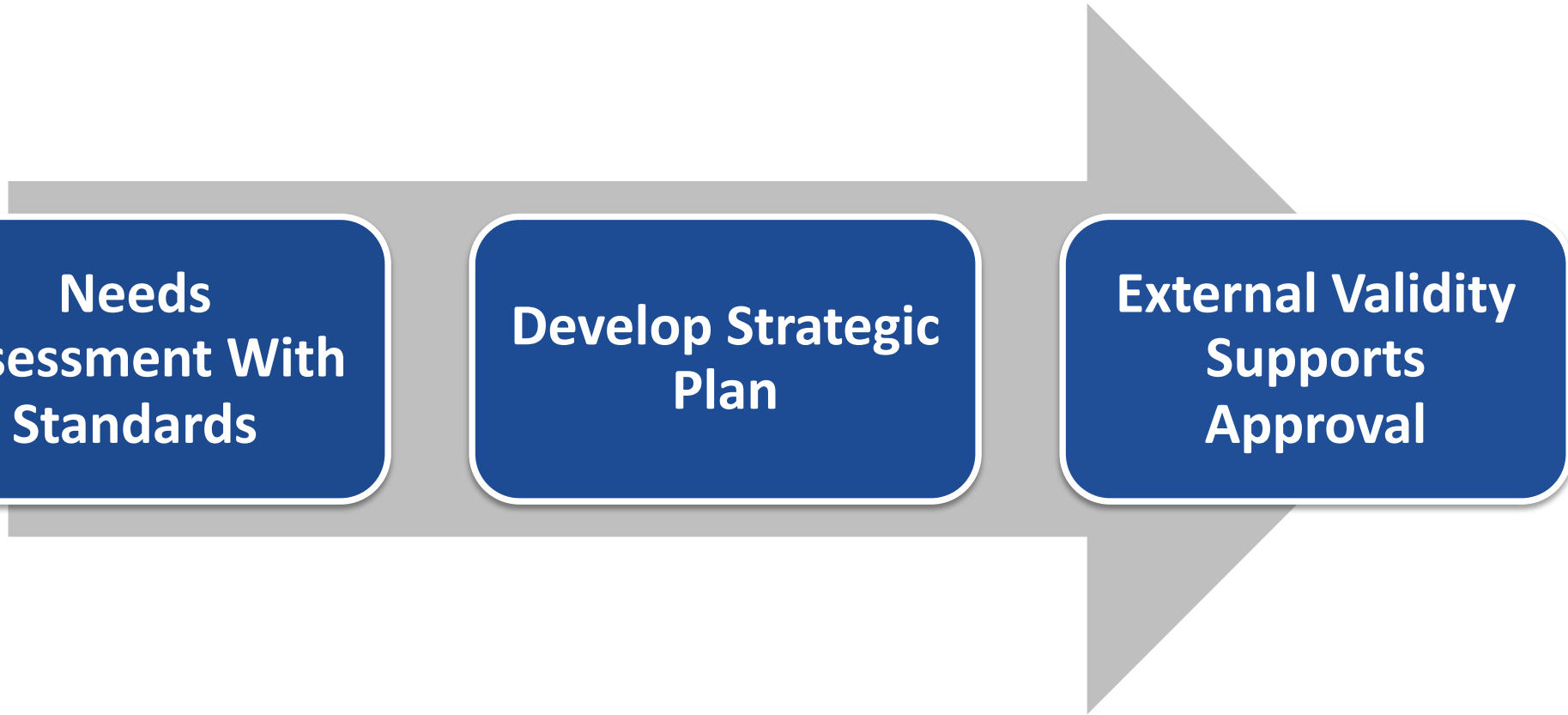
- ▶ Creates common language and shared perception of good practice
- ▶ Provides content for development/revision of position descriptions
- ▶ Use to orient new professionals to the functional area
- ▶ Discussion point for supervisors and staff to discuss program strengths and weaknesses
- ▶ Guide the creation of revision of vision, mission, and goals

# STRATEGIC PLANNING

**Needs  
Assessment With  
Standards**

**Develop Strategic  
Plan**

**External Validity  
Supports  
Approval**



## BUDGET DEVELOPMENT & RESOURCE ALLOCATION

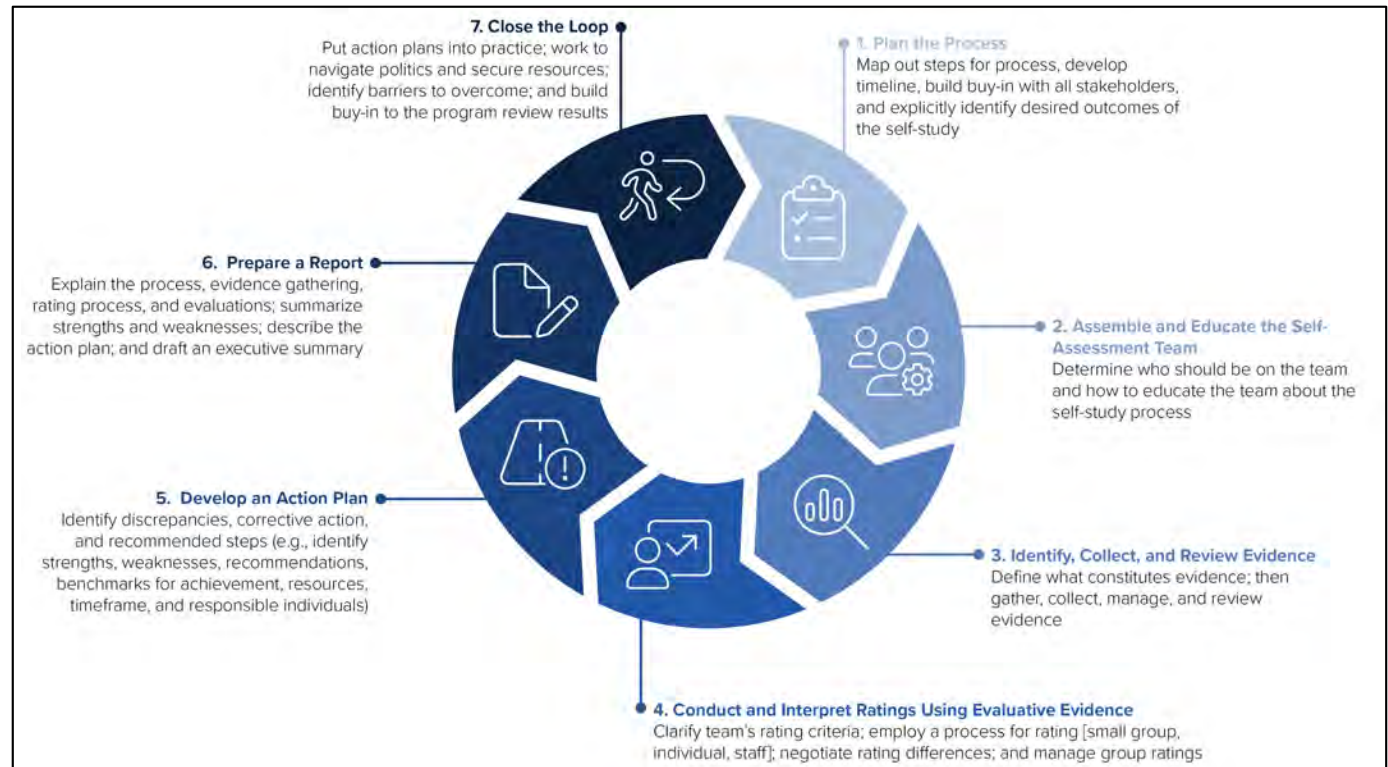
- ▶ Standards provide external validity and enhance operational credibility
- ▶ The CAS Standards provide a student development framework tied to institutional mission
- ▶ Standards can't guarantee additional or new resources, but CAS can elevate your argument and help you create an evidence-based case



# SELF-ASSESSMENT STRATEGIES

## OPTIONS:

- Targeted & Focused Approach
- Comprehensive Program Review



# INSTITUTIONAL ACCREDITATION

- ▶ Similar process to self-assessment with standards
- ▶ Standards support program evaluation strategy
- ▶ Provides supporting evidence & suggested language
- ▶ Relates to academic programs & student development mission
- ▶ Standards enhance credibility

## The Argument for Using CAS Functional Area Standards for Regional Accreditation

Lucas Schalewski  
Kathleen Evans  
Vicki Wise  
Matthew D. Pistilli  
Gavin Henning  
Kristan Skendall  
Laura Dean

Summer 2020

**CAS** Council for the  
Advancement of  
Standards in Higher Education

## Up Close and Personal:

A Framework for Conducting  
an External Review of TRIO and  
Other Educational Opportunity  
Programs Using CAS

Wallace Southerland III, Ph.D.  
Associate Vice President of Student Affairs, Salisbury University

Spring 2020

**CAS** Council for the  
Advancement of  
Standards in Higher Education

# DESIGN NEW PROGRAMS AND SERVICES

- ▶ *Standards and Guidelines* provide criteria that outline, guide, and ground planning
- ▶ *Mission and Programs and Services* sections are particularly helpful to specify goals and components
- ▶ Help broaden administrative understanding of what is needed to meet the essentials for programs and services
- ▶ Identifies the scope of functions essential for a comprehensive program or service





**How has NACS integrated the standards?**



# EDUCATIONAL PROGRAM DEVELOPMENT

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Standards drive educational  
development

And

Education topics are *aligned* with  
standards



# NACS University Learning Management System



Catalog Search includes 12 CAS Parts ->

Introduction

Content

Supplemental Resources

Conclusion

## Supplemental Resources

Campus stores should be aware of the following related [campus store standards and guidelines](#):

*To offer the best possible service to their customers, Campus Stores must consider all aspects of the store's presentation, addressing ongoing maintenance and replacement as needed, including such items as: background/overhead music – appropriate genre and volume; cleanliness and housekeeping of floors, windows, and fixtures; heating and cooling – maintaining a comfortable temperature; lighting– bulb replacement and directed spotlights; permanent and temporary store signage; strategic placement of temporary and moveable display fixtures; sufficient staffing and adherence to store's dress code; and visual display of merchandise, including display windows.*

Standards are aligned with each course under Supplemental Resources ->

### CATALOG SEARCH

Search

Sort by:

Start Date ↕

Topic

Select... ▼

Format

↕

Industry Standard

- ✓ Access, Equity, Diversity, & Inclusion
- Assessment
- Communication & Collaboration
- Ethics, Law, & Policy
- Facilities & Infrastructure
- Financial Resources
- Human Resources
- C Leadership, Management, & Supervision
- Mission
- L Programs & Services
- ya Student Development & Success
- of Technology
- re

# INDUSTRY EVENT INTEGRATION



**TAC**  
TEXTBOOK AFFORDABILITY CONFERENCE

**REGISTRATION  
NOW OPEN**

**NOVEMBER 1-2, 2023**  
Hyatt Regency O'Hare  
Chicago, IL



*Be Our  
Guest*

*Reflecting on 50 Years*

**SWCBA Annual Meeting**  
**October 15-17, 2023**  
**Stillwater, OK**



*“CS professionals should seek to contribute, learn new skills, and expand their network through volunteering for industry leadership opportunities both regionally and nationally.”*

Standards are aligned to all NACS education offered at industry events



Cashback | Exhibit **CAMEX24** Call For Proposals

*Savannah, GA*

EDUCATION: Feb. 24, 27-28, 2024  
TRADE SHOW: Feb. 25-26, 2024

**We'll see you in  
Savannah**

Bringing college stores and vendors together the week of February 24-28 in Savannah, GA.



**Where can I get more information?**

# NACS Foundation Web Pages

[NACSFoundation.org](https://NACSFoundation.org)



**NACS FOUNDATION  
STANDARDS PROJECT**

**Measure Performance in Order  
to Maximize Success**

**LEARN  
MORE**

The banner features a blue background with a white bar chart icon at the top left. Below the icon is the text 'NACS FOUNDATION STANDARDS PROJECT'. The main headline reads 'Measure Performance in Order to Maximize Success'. At the bottom, there is a white button with the text 'LEARN MORE'. A measuring tape is visible in the background, winding across the bottom half of the banner.



**NACS FOUNDATION  
STANDARDS PROJECT**

Tell your store's story through assessment and data.

How Standards Help | Application of Standards | Development Process & Stakeholders  
CAS Model | Framework & Standards

**A Necessary Project**

The banner has a light gray background. At the top left is a blue bar chart icon followed by the text 'NACS FOUNDATION STANDARDS PROJECT'. Below this is the tagline 'Tell your store's story through assessment and data.'. A dark blue horizontal bar contains a navigation menu with the following items: 'How Standards Help', 'Application of Standards', 'Development Process & Stakeholders', 'CAS Model', and 'Framework & Standards'. At the bottom, the text 'A Necessary Project' is displayed in a large, bold, dark blue font.

TODAY:

NACS  
University  
LMS

2024:

NACS.org  
(CAS Linkage  
Project)



MEMBERSHIP ▾ EDUCATION EVENTS ▾  
PUBLIC POLICY ▾ PUBLICATIONS ▾ RESEARCH

LOG IN JOIN

Education



If it's important to you, it's  
important to us.



**Council** for the  
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CAS.edu



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**Standards** in Higher Education

Keyword

Search

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[RESOURCES](#)

[STORE](#)

**RAISE YOUR STANDARDS WITH**

**CAS**

VISIT THE CAS STORE TO EXPLORE ESSENTIAL ASSESSMENT RESOURCES



**Two chapters  
about CAS and  
the self-  
assessment  
process**



**One self-  
assessment  
guide**



**CAS overview  
presentation**



**Learning and  
development  
domains and  
dimensions**



**Infographic on  
using CAS in  
the job search**

**GRADUATE STUDENT PACKET – Free!**

**CAS SELF-STUDY MANUAL  
AND WORKBOOK**  
(formerly titled “DIY”)

Available Summer 2023







***THANK YOU!***

Jeff Nelson

NACS

[JNelson@NACS.org](mailto:JNelson@NACS.org)