

SACNAS 2021-2026

# Strategic Plan

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# President's Letter

Dear fellow SACNISTAs, members, stakeholders, and partners,

It is my great honor to introduce SACNAS' new five-year strategic plan. This plan charts a course toward a stronger, more impactful organization and describes our intention to meet the moment.

Since its founding, SACNAS has steadfastly focused resources on the fastest growing and most underserved groups: Chicano/Hispanic and Native American/Indigenous populations. This plan builds on SACNAS' success, and the firm foundation created by the founders, elders, and the many members whose work has led SACNAS to its current position. This strategic plan honors more than 48 years of work at the forefront of diversity, equity, and inclusion, and represents a commitment to dramatically expanded reach and depth of impact on behalf of members, and in service of true diversity in STEM. Over the next five years, SACNAS will double down on the things it does well, with particular attention to impacting individual students, and add new complementary strategies that play to the organization's strengths while addressing important gaps and responding to the changing interests of members.

SACNAS is at a pivotal moment in which its history, the Nation's history, and the current moment have converged. America's attention is focused on racial equity in a manner not seen since the Civil Rights movement and calls for, as well as investments in, increasing diversity across institutions and organizations are at a highpoint. While SACNAS will maintain its founding focus on Chicanos/Hispanics and Native Americans, it does so without excluding other historically excluded groups; we are an inclusive organization and our vision is achieving true diversity in STEM, whereby the enterprise reflects the demographics of the United States. Over the past several years, the SACNAS National Diversity in STEM (NDiSTEM) conference has achieved national credibility as a model of innovation in STEM due to the organization's powerful commitment to science, culture, and community — to inclusion and belonging. As a result of years of effort, SACNAS finds itself squarely at the intersection of science and social justice. Now, more than ever before, SACNAS is positioned to contribute to change within and across government, academic institutions, and the private sector.

It is important to be clear: this plan is very ambitious, yet it is realistic. We will need all of our members, friends, supporters, allies, and stakeholders to join us in bringing this plan to life. The pace of the proposed growth and the necessary changes in structures and focus will challenge every part of the organization and require SACNAS to develop new muscles and expanded capabilities. By December 31st, 2026 SACNAS will have doubled its community, more than doubled its resources and programmatic impact, and it will have built the core capacities and competencies to contribute to change at a national scale. This growth will position the organization as a force for change on the national stage and allow it to better meet the changing needs of members for years to come.

It is with great humility and deep gratitude that I serve this incredible community. I am grateful to my fellow strategic planning task force members, and my fellow Board members. Most importantly, I am grateful for the gifts of mentorship, camaraderie, and service SACNAS has given me at every stage in my scientific journey, and I am grateful for the opportunity to play a small part in ensuring subsequent generations can benefit from SACNAS' gifts.

In community spirit,



Pamela Padilla, PhD  
Dean, College of Science, University of North Texas  
President, Board of Directors  
Chair, Strategic Planning Task Force



# Vision

*Achieve true diversity in STEM.*

True diversity means the field, including leadership positions, proportionately reflects the demographics of the population.



# Mission

SACNAS is an inclusive organization dedicated to fostering success of Chicanos/Hispanics and Native Americans, from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM.

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# Introduction

The 2021-2026 plan builds on our experience, knowledge, and success to assert a powerful vision of more SACNISTAs being more meaningfully impacted and, collectively, pushing to change the structural constraints that have adversely impacted the progress of systemically marginalized and excluded peoples in stepping to the forefront of the most important areas of the 21st century economy and life. Despite inequitable conditions, SACNISTAs have always thrived. We have done so by standing together, supporting one another's ambitions, and honoring one another's cultures. This five year plan sees the organization honor our traditions while growing our movement.

As a testament to the organization's vision of true diversity in STEM, SACNAS has grown steadily in the past decade in terms of membership and chapters, conference attendance, and recognition. SACNAS is the nation's largest multicultural and multidisciplinary STEM diversity organization and has a 48-year history of network building, direct service, advocacy, and thought leadership. SACNAS has 8,200 members, 118 student and professional chapters, and serves a larger community of over 20,000.

SACNAS' vision is to achieve true diversity in STEM, whereby the STEM enterprise proportionally reflects the demographics of the nation. This will ensure that the STEM enterprise benefits from the entire national pool of talent and from cultivating an inclusive STEM environment. Analysis of national data on diversity in the STEM workforce and for STEM degree attainment by underrepresented minorities (URMs) shows that, over the last 40 years, the situation has not improved significantly, particularly in consideration of the projected demographic shift that will result in current minority populations becoming the majority by 2050. In service of this vision, over the next five years, SACNAS will:

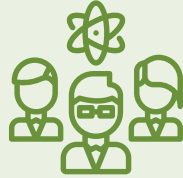
- **Grow** our networks and membership
- Strengthen our programming to **impact** individual members at every stage of their academic and career journeys
- Build the data and advocacy capacity to **influence** the STEM enterprise

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# Strategic Goals

The Strategic Planning Task Force identified the following strategic goals, and in June 2020 the Board of Directors approved these goals and this plan.

## Growth



Serve the SACNAS community by expanding its networks, chapters, and membership.

## Impact



Impact STEM career development and representation at all levels through expanded awareness, access, and resources.

## Influence



Strengthen SACNAS's influence in diversifying the STEM enterprise

# Plan Summary: Goals, Key Strategies, Outcomes

To further the vision and mission of SACNAS, and address the needs of our membership, three overarching goals, associated strategies, and expected outcomes were developed.

SACNAS STRATEGIC PLAN 2021 – 2026		
GOALS	KEY STRATEGIES	DELIVERABLE OUTCOMES
<p><b>GROWTH</b></p> <p>Serve the SACNAS community by expanding its networks, chapters, and membership.</p>	<ul style="list-style-type: none"> <li>• Membership growth</li> <li>• Chapter recruitment and development</li> <li>• Revenue growth from existing and new sources</li> </ul>	<p>By 2026,</p> <ol style="list-style-type: none"> <li>1. Increase # of SACNAS chapters to 239 chapters, of which 30 are professional chapters.</li> <li>2. Increase members to more than 13,710.</li> <li>3. Increase annual revenue to \$9,500,000.</li> </ol>
<p><b>IMPACT</b></p> <p>Impact STEM career development and representation at all levels through expanded awareness, access, and resources.</p>	<ul style="list-style-type: none"> <li>• Implement career development framework</li> <li>• Grow digital platform and increase Career Center opportunities</li> <li>• Expand mentorship opportunities</li> <li>• Expand leadership development opportunities</li> </ul>	<p>By 2026,</p> <ol style="list-style-type: none"> <li>1. Double the annual number of members that participate in mentoring services.</li> <li>2. Triple the annual number of members who participate in leadership development programs.</li> <li>3. Triple the annual number of members who access digital resources.</li> </ol>
<p><b>INFLUENCE</b></p> <p>Strengthen SACNAS' influence in diversifying the STEM enterprise.</p>	<ul style="list-style-type: none"> <li>• Launch SACNAS research &amp; policy analysis department</li> <li>• Launch external affairs department</li> </ul>	<p>By 2026,</p> <ol style="list-style-type: none"> <li>1. SACNAS will have sufficient infrastructure and capacity, to contribute to transformational change in governmental, institutional, private sector, and nonprofit sector policy, practices, and regulations.</li> </ol>

# Where this takes SACNAS: Current State to Future State

## Current State

January 1, 2021

- 118 chapters (116 student, 2 professional)
- 6,830 active members (5,100 student, 1,000 professional, 730 lifetime)
- \$3.6M revenue

- No anchoring framework for programs and services
- Annual service impact:
  - 800 mentoring connections at NDiSTEM
  - 0-20 DEI leaders produced through the LPSLI
  - 1,046 members access the Career Center

- No research or policy infrastructure
- No influence operations
- No fund development department

## SACNAS Strategic Plan

J2021 -2026



### GOAL 1 – GROWTH

*Serve the SACNAS community by expanding its networks, chapters, and membership.*



### GOAL 2 - IMPACT

*Impact STEM career development and representation at all levels through expanded awareness, access, and resources.*



### GOAL 3 – INFLUENCE

*Strengthen SACNAS' influence in the diversifying the STEM enterprise.*

## Future State

December 31, 2026

- 239 chapters (209 student, 30 professional)
- 13,710 members (8,445 student, 3,265 professional, and 2,000 lifetime)
- \$9.5M revenue

- Unified Career Development Framework guiding all program development
- Annual service impact:
  - 2,000 mentoring connections year-round
  - 150 DEI leaders produced across the career spectrum
  - 3,250 members access the Career Development Center

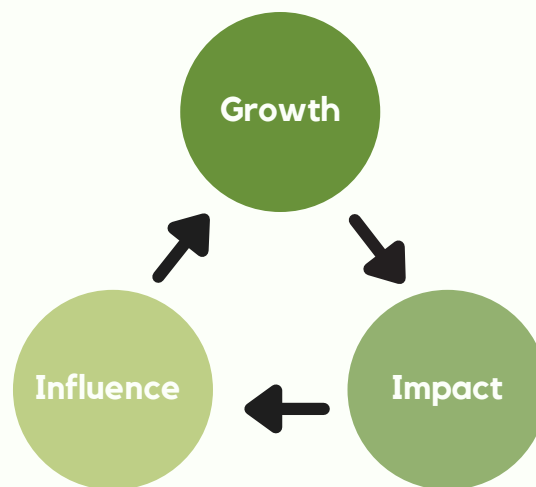
- Fully integrated External Affairs Department, inclusive Research & Policy department

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# The Logic of the Plan

The strategic goals are intended to allow SACNAS to better support a broad array of members, from first year community college students to tenured faculty and senior private sector research scientists. SACNAS has dual responsibilities to produce results for members in their individual lives, and to push for the systemic changes the membership seeks. The strategic goals balance the need to have impact on the lives of individuals, and to achieve larger influence that directly allows SACNAS to challenge the status quo and contribute to the remedying of structural racism and systems of exclusion. This plan readies the organization to grapple with structural inequity as a long-term path to supporting members in pursuing their dreams and in moving the STEM enterprise to become a space of true diversity.

The SACNAS Board of Directors hypothesizes that these three goals operate in concert. That said, resources, in the form of people, time, and money, are a key determinant of whether any organization can achieve the results it seeks. As such, this plan begins with growth. Growth fuels impact, and it is growth and impact together – through the steady accretion of resources and members who have experienced meaningful benefit – that results in influence. With more influence, and having achieved meaningful impact in the lives of members, more growth will be possible, and thus more impact and further influence.



## Monitoring Progress

The Strategic Planning Task Force developed, and the Board of Directors adopted, performance dashboards for each goal, their respective deliverable outcomes, and key strategies based on four parameters: specific, measurable, actionable, and predictive. These dashboards allow the SACNAS Board of Directors to actively monitor progress over the life of the plan and adjust as necessary. Progress toward the top line goals will be published publicly each year in our annual report to ensure transparency to the membership and the broader community of stakeholders.



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# Goal 1 – Growth

## **Serve the SACNAS community by expanding its networks, chapters, and membership.**

By December 31st, 2026 SACNAS will have doubled the size of its network (active members and chapters), while also increasing its resources in order to better serve the membership.

This goal and the attendant strategies are intended to better serve new and existing members through growth in SACNAS' network of aligned people, partners, and institutions, as well as the number of formal members and chapters. SACNAS will measure and achieve this through growth in member recruitment and retention, building and sustaining chapters, and increased revenue to serve the SACNAS community. Critical to this goal is a focus on the transition between student member and professional members, and chapter growth at colleges and universities that best serve Chicano/Hispanic and Native students.

### **Member Growth**

The more SACNISTAs the better. The more likeminded folks, aligned with SACNAS and populating the STEM enterprise, the better. SACNAS will continue the work of its mission and prioritize growth of Chicano/Hispanic/Latino/Latinx and Native/Indigenous members. This work is balanced by the organization's vision of true diversity and its long-held commitment to inclusion and belonging for all. The member growth strategy intends to double the number of active members. Currently, SACNAS has four times the number of student members as professionals, reflecting its unwavering commitment to creating opportunities for generations of STEM students. Over the coming five years the organization will focus on retaining student members as they transition to their careers, as such this plan seeks to grow professional members by 225% to move toward better balance, as well as broader impact and influence.

### **Chapter Growth**

SACNAS chapters serve the needs of members at the local level and provide a place-based sense of community and mentorship year-round. There are many regions of the country in which SACNAS members do not have access to the SACNAS chapter network which amplifies feelings of isolation within their academic and/or workplace environment. The chapter growth strategy intends to double the number of chapters, with a specific focus on increasing professional chapters from 2 to 30, through a regional approach, to ensure student members and professionals have a point of connection beyond their alma mater.

### **Revenue Growth**

To serve more members and support more chapters, SACNAS requires more financial resources. As such, the plan requires SACNAS to establish a clear business model and build an aligned revenue engine. In building this business model it is imperative that such a model remain consistent with the mission. Further, these revenue targets will require careful attention to diversifying revenue sources, launching new services, and precisely balancing fundraising and earned revenue in a ratio that is sustainable.

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# Goal 2 – Impact

## **Impact STEM career development and representation at all levels through expanded awareness, access, and resources.**

By December 31st, 2026, SACNAS will have codified all programs and tightened alignment among them, while more than doubling the annual number of members that connect with a mentor, tripling the number of leadership graduates, and tripling the number of members that access digital resources.

The impact goal centers on bolstering and broadening opportunities for members and ensuring that they can be served across their career trajectory in line with the mission of supporting members “from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM.” Underpinning much of this is the importance of anchoring programmatic work in an evidence-based and culturally-rooted Career Development Framework that will facilitate the creation of linked programs, sequenced offerings, and curated content personalized to each person’s stage in their STEM journey.

### **Mentorship**

Mentorship is at the core of SACNAS’ organizational identity, and it is central pillar of the SACNAS NDiSTEM conference. This plan moves mentorship from a relatively narrow endeavor that primarily centers on specific experiences at the conference, to a year-round living network. This plan envisions the continuation of research-based mentorship experiences, which have been the focus of SACNAS’ efforts to-date, complemented with year-round, career-development-focused digital mentorship opportunities.

### **Leadership Development**

Leadership development is a longstanding body of work and one primed for growth by federal and philanthropic grants. Leadership development is core to SACNAS’ efforts to diversify STEM, to ensure SACNISTAs attain positions of leadership in STEM. This plan envisions a leadership continuum from the student chapter level all the way to executive level ensuring training all key points or mission focus on.

### **Digital Engagement**

Over the past two years, SACNAS has grown its digital presence and now offers a robust array of digital content including our career and opportunity centers, a digital content library, regular webinars, and quarterly digital convenings. While we eagerly seek a return to in-person events, though the pandemic we have learned there is tremendous value in digital services. SACANS intends to continue to grow our offerings while assuring they align to our Career Development Framework and are complementary to the beating heart of the organization, the SACNAS NDiSTEM conference. Finally, this focus on digital content and engagement is an important element of our efforts to ensure access for SACNISTAs no matter their physical location. This is all the more important as this plan directs the organization to serve more schools that are more dispersed and which frequently have fewer resources, like community colleges and tribal colleges and universities.

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# Goal 3 - Influence

## **Strengthen SACNAS' influence in diversifying the STEM enterprise.**

By December 31st, 2026 SACNAS will have amplified its influence within and upon the national STEM enterprise by focusing on the data and relational foundations of credibility that lead to recognition.

Practically speaking, this means a) building the data and research capacity, as well as the communication infrastructure necessary to routinely make clear and credible recommendations to the STEM enterprise; and b) hiring the personnel necessary to forge and maintain meaningful relationships with well-placed individuals throughout the STEM enterprise to ensure SACNAS is a go-to organizations in the development of STEM DEI policy. Further, data will be the organization's route to recognition, both to claim space and to make the case. This requires careful planning, successful resource development, and concerted investment in tools and people over the coming years to build the necessary capacities.

## **Research & Policy**

In a noisy world it is imperative to begin by assembling data and defining a unique perspective that opens the door to conversation. These functions are intended to work with SACNAS members and leaders to create the necessary data and research that is the foundation of SACNAS' recognition as a leader in STEM DEI policy. Additionally, this department will produce routine publications that create the content necessary for influence. This data, in addition to allowing us to continually refine our programs, creates the substance to raise our profile necessary to lead or contribute to larger advocacy efforts.

## **External Relations**

SACNAS will create a dedicated and sustainable external relations department that brings together influence operations, resource development, and marketing & communications into a single coherent department. It is critical that SACNAS integrate its resource development, communications, and influence operations into a coherent whole such that each part feeds the next to create a clear, compelling, and unified voice. Elements of these currently exist, and others are called out above. Specific to the goal of influence, the organization will need to bring on key staff functions focused on relationship building and maintenance. The purpose of this function is to support policy change and drive resources toward SACNAS.