ACCCA’s New Strategic Plan is all About YOU!

By Susan Bray, Executive Director, ACCCA

This past June the Board concluded the initial phase of restructuring the traditional process for ongoing strategic planning, and began work on refocusing the long range outlook for the Association. Each member of the Board and ACCCA’s staff have all committed to the new process, and have taken on unique roles to ensure that each of the four strategic areas make progress in 2016-17.

The Board engaged the services of Consultant Eric Ryan of Ryan Nonprofits, who guided the way toward a new process designed to fulfill ACCCA’s mission and equip the Association with the infrastructure and resources necessary to be more responsive to the needs of our current members, and help with outreach to future members as well.

ACCCA has been working to address an unprecedented demographic shift taking place in our country’s workforce and that is reflected in our own membership. This shift is nothing new, and it will continue to reverberate for years as the Baby Boomer generation retires and new administrators are hired to take their place. In the next 5 years, we will all experience the impact of the largest shift of human capital in the history of higher education.

As our own membership is demonstrating, Millennials, Gen Xers and the Y generation are taking on higher levels of responsibility, just as Boomers are extending their working years. This diverse workforce transformation means that ACCCA must understand and respond to the needs of our members who are delaying retirement and engage our millennial members who are relatively new to administration.

To get this right, the Board, staff and commission leaders have done their homework and held several productive visioning sessions on the specific changes
that will need to be made within ACCCA's structure right down to our membership model. For the next few months we will be engaged in the most extensive data gathering effort we've ever undertaken. When (not if) you are contacted by ACCCA to give your opinion, I hope you will participate knowing that you are helping to make your Association work better for YOU.

ACCCA is working with Jennifer Aries and 25th Hour Communications to assist with gathering, interpreting and applying the data analysis in developing more streamlined internal processes, create a better website and communications, making benefits and services more relevant to current member needs, and to design training and program content that will help you become a better leader and assist you in identifying and achieving your own professional goals.

To ensure that ACCCA’s integrated strategic plan is working in the long term, each board member and staff person has been assigned to and is actively working through one of four specific Planning Teams to continually assess data and information and conduct activities that will support the goals of the team. These efforts will result in the continuous improvement of member services, program content and direct benefits that will serve you now, and throughout your career.

As most members already understand, the coalitions we build, the programs we develop, and the positions we take on policy and legislation are all designed and motivated by you. Aided by a very small staff, your ideas are pushed forward, forums are established and programs facilitated to bring those amazing new approaches and policy concepts to fruition. This is what ACCCA does!

THE PROCESS

Another advantage that ACCCA has is its representative Board of Directors. Each member of the Board represents a specific level of administration and management, and they have collaborated to frame the issues important to most administrators through the various lenses of their own constituencies. The positions they take as a Board reflect the deep discussion and best reflect all administrators.

The fact that a variety of administrative perspectives is present on a Board that works on your behalf, and that their opinions and positions inform the direction of the strategic plan is an important fact to note. It is what makes ACCCA membership unique among other organizations, and worth supporting.

THE APPROACH

The four strategic areas identified by the Board as the core of the Strategic Plan are:

**Strengthening Membership (Team One):**
- **Team Leader:** Willy Duncan (Sierra College)
- **Team Staff Person:** Christel Mikami
- **Team Members:** Joe Wyse (Shasta CCD) and Liz Cipres (Irvine Valley College)

**GOALS TO STRENGTHEN MEMBERSHIP:**
- At least 51% of all eligible administrators/managers will be members of ACCCA by 2021 thereby increasing the influence of the administrative perspective at the State level.
- A new technology-based approach to engaging all non-member administrators will be developed.
- Innovative methods (leveraging technology) for engaging new members will be developed and initiated.
- A first year experience plan for new members will be developed and initiated.
- Based on member feedback, an enhanced benefit structure that features benefits and member services and that addresses the current needs of members at all stages

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of their career will be researched, developed and activated.

• Participants of ACCCA’s training and development programs will be more actively approached for engagement in ACCCA leadership.

**Professional Development for Administrators (Team Two):**

Team Leader: **Kimberlee Messina** (San Mateo CCD)

Team Staff Person: Courtney Clark

Members: Charlie Ng (Mira Costa CCD); Doug Houston (Yuba CCD); Tram Vo-Kumamoto (Peralta CCD); Jeanie Nishime (El Camino CCD); and Derrick Booth (American River College)

**GOALS TO PROVIDE PROFESSIONAL DEVELOPMENT FOR ADMINISTRATORS:**

• Expand career and technical peer mentoring to augment the existing Mentor Program and Mock Interview Program

• Identify and assess all professional development programs, internal and external, and conduct a gap analysis to identify new programs that will benefit administrators most

• Build upon existing joint efforts with affiliate organizations, institutes of Higher Education and the system office to enhance opportunities for professional growth for administrators

• Create an easy access protocol for members to “self-assess” and determine their personal professional development plan.

**Advocacy for Legislative and Regulatory Improvements (Team Three):**

Team Leader: **Thomas Greene** (American River College)

Team Staff Member: Patti Marcotte

Team Members: Abe Ali (Mt. San Antonio CCD); Juan Avalos (Saddleback College); and Kaneesha Tarrant (LA City College)

**GOALS TO PROVIDE ADVOCACY FOR LEGISLATIVE AND REGULATORY IMPROVEMENTS:**

• Strengthen the structure, agility and resiliency of the Commission for Finance, Legislation & Advocacy

• Update annually, and communicate regularly, a clear advocacy strategy platform that is informed by, and leverages the shared interests of ACCCA and its various affiliate organizations.

• Articulate an explicit focus on improvements in legislative and regulatory support for administrators and administrative rights via a variety of means.

• Improve advocacy-related communications

• Strengthen and expand advocacy “levers” such as the Political Action Committee

**Organizational Structure and Organization (Team IV):**

Team Leader: **Bonnie Ann Dowd** (San Diego CCD)

Team Staff Member: Susan Bray

Team Members: Janet Lyle (Merced CCD); Rose DelGaudio (Long Beach CCD); Wyman Fong (Chabot-Las Positas CCD); and Kuldeep Kaur (American River College)

**TEAM IV GOALS TO STRENGTHEN ORGANIZATIONAL STRUCTURE AND OPERATIONS:**

• Develop new sources of revenue to support operations and activities beyond membership dues and the more volatile event profits to keep member dues reasonable

• Develop an updated operational master plan that includes a specific plan for succession, technology and infrastructure improvements

• Create a structure to recognize and leverage the unique ability of ACCCA to convene all administrative groups together and speak as one voice for the good of the system and the students we serve. Articulate this as a member benefit.

If you review these goals, some of which are already complete or well on their way to being accomplished, it becomes clear that our Board is keenly aware that ACCCA members are the most important resource we have to transform community colleges.

As the Association that represents YOU, ACCCA must target its services, programs and benefits in the way that will best assist you in achieving that transformation. Through ACCCA’s mission to “develop and support community college leaders” the governing board intends to make progress on each of these goals this year, and ultimately to accomplish them. To do this they will need the continuous feedback of all members.

Use your voice! If you’ve got an idea, a comment or suggestion, we need to hear it! I hope you will use this link often and find an area of the Association you’re interested in and get involved. All suggestions are kept confidential and will only be used in the aggregate.

We will report on our progress on these goals to you regularly, but in the meantime, if you have a specific question or need our help understanding or using your benefits, just call us at (916) 443-3559. We’d love to hear from you!
ACCCA 2017
Legislative Platform

ACCCA takes an active role in the development and advocacy of public policy and legislation for the benefit of the California community college system and its administrative leadership.

CORE VALUES OF THE ASSOCIATION

• Honesty, integrity and professionalism in leadership
• Ethical and effective advocacy
• Dedication to service and commitment to quality in support of educational access and excellence
• Building synergy and camaraderie through trust, teamwork and commitment
• The uniqueness, diversity and creativity of all ACCCA members within the college community
• Leadership excellence and promoting continuous professional development for all members

LEGISLATIVE PRIORITIES

Local Autonomy
ACCCA holds steadfast to the principle that local control is fundamental to establishing and operating sound programs for students. Because districts are accountable to their local community, they must have the agility to meet local needs. ACCCA opposes legislation that would impair or infringe upon the authority of community college districts (CCDs) or interfere with the ability of a CCD’s staff to carry out the objectives established by their local Board. Additionally, ACCCA opposes expansions of the scope of collective bargaining, except where it would facilitate effective management, support local efforts to reduce the adversarial nature of employee relations, and promote collegiality and partnerships between management and other employee groups.

Finance
ACCCA calls on the state government to provide funds in a manner that builds excellence in public postsecondary education. Proposition 98 was established in the State Constitution by voters to set a minimum funding level for California’s public schools. ACCCA supports full funding obligated under Proposition 98 and opposes legislation that would limit local control in making spending decisions that are best for the unique circumstances of local communities. ACCCA’s highest priority for allocation of Proposition 98 funds is full funding of the community college portion; ensuring the funding model reflects the actual costs of educating students; providing adjustments for inflation, enrollment access growth, and increasing base costs; and guaranteed revenue backfills to provide certainty in budgeting.

Current Expense of Education
The “current expense of education” provision in the Education Code, commonly referred to as the 50% law, has been in existence since the 1920s. While the delivery of education has changed remarkably over this near century, the 50% law has not. ACCCA supports modernization of the 50% law that acknowledges the critical support services provided outside of the classroom that are essential to today’s students, such as counselors, academic advisors, information technology consultants, health care staff, and orientation leaders.

Leadership
The future of California’s community college system depends upon the quality of its leadership. That’s why ACCCA’s core mission is building and sustaining a robust pool of leaders for the community college system. Community college administration is a public service that provides quality support to ensure student success. Recruitment, retention and professional learning opportunities require long-term commitments from the state Legislature to develop and support strategic initiatives to address the changing nature of education leadership.

Retirement Security
Retirement issues are of fundamental importance to
both active and retired ACCCA members. ACCCA supports the preservation of pension benefits of employees in the CalSTRS and CalPERS systems and opposes any efforts to convert them into a defined contribution structure. While post-retirement working limitations are a necessary component of the state’s pension systems, ACCCA supports limitations that are practical for both the employee and the employer. At the federal level, ACCCA supports the elimination of the windfall elimination provision and the government pension offset that impose penalties on Social Security earnings for educators in the CalSTRS system.

Campus Health, Wellness, and Safety
ACCCA believes that students and employees should have the opportunity to work and learn in an educational environment that is conducive to human growth and development. To that end, ACCCA supports adequate resources to assure a safe environment and support the social and emotional needs of students.

Fees and Education Costs
California’s community colleges fees are the least expensive in the nation; however, the full cost can add up. ACCCA supports legislative proposals that help students to better afford college and successfully achieve their educational goals in a cost- and time-efficient manner.

21st Century Learning Environment
ACCCA calls on the state to continue its commitment to provide financial support for California’s community colleges facilities. Additionally, to increase the ability for local fundraising, ACCCA supports legislation for a majority vote approval of local bonds and encourages a discussion to identify alternative funding sources for community college facilities. ACCCA also supports investment in, and maintenance of, technology in recognition of the ongoing costs to keep both technology equipment and knowledge current and the value added in the classroom through the integration of technology.

ACCCA Receives $100,000 IEPI Grant to Launch Admin 201

– By Susan Bray, Executive Director, ACCCA

For years, our members and program participants have asked us to provide a program specifically designed to address the leadership development gap that exists for administrators. Now, thanks to the generous support of the Chancellors Office and the Institutional Effectiveness Partnership Initiative (IEPI), that program is finally here! I am very pleased to report that the long awaited Admin 201: Transformational Leadership Program is now in its final development stages and scheduled for launch in late July 2017.

With this program, ACCCA has established an essential component of what we hope will be the future leadership pathway for administrators by providing a program that offers both leadership theory and transformational leadership skills building. Whether participants in the program are seeking to do the job they have more astutely by incorporating new leadership abilities, communication skills and knowledge, or they are seeking higher levels of responsibility within their district or in the system, the goal of Admin 201 is to strengthen “Leadership IQ.”

The Admin 201 program content will offer California community college administrators and managers with professional leadership development training that goes beyond the basics of technical training. It will focus on the more nuanced theory and practical implementation strategies necessary for the transformational leadership of any institution.

As envisioned, the program will be a four and one-half day on-site leadership academy that includes a comprehensive 360-degree professional assessment component. Admin 201 will feature new content inspired and contributed by two outstanding nationally published thought leaders in education. Our content contributors and program planners will provide leadership theory and implementation strategies that are integrated into communication skills and consensus building training throughout a series of real-world case study scenarios and interactive group work.

By providing both transformational leadership skill building and hands-on implementation of strategic thinking as the core of your professional development, participating in the Admin 201 program effectively raises your “Leadership IQ” and positions you to take the steps necessary to make change and be an effective leader at your institution and throughout your career.

Whether you are seeking to do the job you have more effectively, or preparing yourself for higher levels of responsibility within the system, the
Admin 201 program will help get you there. The program will train administrators and managers how to think strategically by providing course content focused on systems thinking, improving strategic decision-making, effectively communicating change and refining your sense of creativity that sparks innovation.

**HISTORY REPEATING ITSELF**

For over 40 years ACCCA has provided its members and other administrators, managers and those involved in the California community colleges with professional development programs designed by the end users and facilitated by the experts in the field as well as national thought leaders—this is at the core of our mission.

Examples of these programs are evident throughout the system because they are part of the professional histories of you and your colleagues. We continue to engage new future leaders with every program we facilitate. The ACCCA Mentor Program has provided foundational skills development and professional network development to new administrators for over 30 years.

For over 16 years our signature program, Admin 101, has provided the basic concepts of administrative best practices as they relate to system and college governance, human and financial resource management, ethics, regulations, and enrollment management strategies.

In 2014, ACCCA launched the Great Deans Program to bridge another training gap identified for new Deans in the system (in their positions for five years or less.) The Great Deans program continues to grow, and is managed by a diverse and engaged oversight team of seasoned deans and others to ensure that its content is current and it meets the needs of our Deans system-wide.

In addition to these established programs, ACCCA continues to actively and enthusiastically engage in collaborative partnerships with our affiliates, other stakeholders and the Chancellor’s Office to help facilitate professional development for all administrators. If you are not currently aware of these programs, or the many benefits of joining ACCCA, I encourage you to go to our website or contact the ACCCA office today for more information or assistance!

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Happy Holidays!

From Your Friends at ACCCA

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ACCCA Initiates Two New Groups to Connect the Dots Statewide

One of the Strategic Planning goals identified by the Board this past summer at their annual planning meeting was to increase engagement among ACCCA’s wide array of affiliated organizations and the state agencies we work with to further ACCCA’s mission and the commitment we have to our members and the system as a whole.

Two specific strategies that support that goal have emerged in the past six months. The first is to re-establish the traditional ACCCA Campus Rep network as a communications and data gathering network of campus contacts and a ten-member Regional Member Council to support them. The purpose of this network is a two-way exchange of information between ACCCA and all administrators, managers and directors in the California community colleges.

Once established, this communications network has the potential to bridge the work that ACCCA does to all administrators at large, and get from them their issues, concerns and ideas on a regular basis. We are now in the process of establishing a 10-member Council, and the 122 campus contacts at each district office and campus throughout the state. The new Council will be holding its organizing meeting at the ACCCA Conference in February, and you will be hearing more about the Regional Member Council in future newsletters.

The second strategy is to activate a Statewide Editorial Board for Community College Administrators. The mission of the new Editorial Board is to bring administrative groups together on a regular basis to identify and frame key issues that either directly or indirectly impact the management of our districts from the administrator perspective.

Through the work of the Editorial Board, we will be providing a deeper and more considered layer of impact analysis on those policies and processes the members of the Editorial Board chooses to explore. It is our hope that this work will lessen the potential for unintended consequences that occur when issues move forward without the benefit of a 360-degree administrative viewpoint. The Editorial Board may also widely share interviews with selected leaders in the system, and selected consensus information and insights through each member-organization’s communications vehicles, or through press releases from the board as a collective.

ACCCA will convene the first organizing meeting in January in Sacramento to establish the rules by which it will operate. The initial roster of invited organizations is as follows:

• CCPRO (Community College Public Relations Organization)
• RP Group (Research, Planning, Professional Development for California Community Colleges)
• CCCCSSAA (California Community College Chief Student Services Administrators Association)
• CCCCO (California Community Colleges Chancellor’s Office)
• CCCCIO (California Community Colleges Chief Instructional Officers)
• CCLC (Community College League of California – CEOs & Trustees)
• ACBO (Association of Chief Business Officials)
• School Services of CA, Inc. (ACCCA’s Legislative Advocate)
• CACCRAO (California Community College Registrars and Admissions Officers)
• CISOA (Chief Information Systems Officers Association)
• CCC Foundation (The Foundation for California Community Colleges)

As initially envisioned, the Editorial Board will meet 6 times annually and each agenda will feature 2-3 pressing issues brought forward by the member organizations themselves that they feel impact district or campus operations or an administrator’s ability to manage effectively.

Each representative organization will have the opportunity to provide the perspective of their constituents as they deliberate to frame the issue and establish appropriate messaging to illustrate the problem and suggest possible paths forward to address the problem. In this collaborative model, we hope to achieve some level of administrative consensus on each issue explored, with the added benefit of knowing that each will have been thoroughly vetted through the lens of the representative administrative groups’ perspectives. We believe that if taken to its full potential, it is possible that the Editorial Board can be a sustainable resource of information for all administrative groups, and to the Chancellor’s Office and other state agencies as well.
The Annual Conference is the premier event of the Association each year. We host administrators from throughout the state in all functional areas at our annual event. It’s the conference you don’t want to miss!

The 2017 annual conference - Transforming California’s Community Colleges is just around the corner and planning is well under way! We hope you will join us on February 22-24, 2017 at the Hyatt Regency, Orange County. We’ve got some thrilling new things in store for you!

Take a look at our tentative agenda of sessions!

We are also excited to announce our confirmed keynote speakers for the conference:

**Mark Gregor** – Senior Consultant/Executive Coach, Sloan Group International

With ever increasing demands and reducing resources, effective leadership today requires true empowered presence and thinking. However, most of us get so stuck in the weeds of daily tasks, that the more empowered (and simplest) path is often overlooked; leaving many leaders overworked, over-stressed and largely unfulfilled in their work. Mark will have you walk away with a much deeper understanding of how to be empowered, courageous and fulfilled as a leader — and to inspire others to be the same. He will kick off our annual conference at the Wednesday luncheon.

**Eloy Oakley** – Chancellor, California Community Colleges

Eloy Ortiz Oakley is best known throughout California and the nation for implementing innovative programs and policies that help students succeed in college. Oakley strongly believes that California’s emerging economies demand a workforce with quality credentials and that the state’s 113 community colleges play a pivotal role in moving California forward. Chancellor Oakley will kick off our Thursday general session with his keynote presentation.

**Sandy Shugart** – Valencia College President & Aspen Award Winner

Sandy Shugart blends two careers, one as a college president, another as a poet and singer/songwriter. He says they nourish each other, his “day job” giving him the material that is turned into ballads and folk-rock lyrics of life, work, growing, and growing old. We look forward to bringing Sandy to our conference for the Thursday luncheon keynote presentation.

Be sure to get your early registration in before January 13, 2017 to get the discounted member rate of $445 for all 3 days at the conference.

We look forward to seeing you all in February!
Do You Know an Outstanding Administrator?

Each year, ACCCA recognizes several individuals for excellence and leadership in the field of community college administration. Nominations are now being accepted for:

- The Harry Buttimer Distinguished Administrator Award
- The ACCCA Leadership Award For Administrative Excellence
- The Mertes Award for Excellence in Community College Research
- The ACCCA Award for Progress in Diversity

We challenge each and every one of our members to think of an administrator deserving of these awards and take a few moments to nominate a colleague.

Recipients of each award will be recognized at the 2017 ACCCA Conference, February 22-24, 2017 at the Hyatt Regency, Orange County, CA.

For more information and to submit your nominations, visit www.accca.org today! The deadline for submissions is Wednesday, January 11, 2017.
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