



**DEVELOPING EXEMPLARY ADMINISTRATORS TO LEAD AND
SERVE CALIFORNIA COMMUNITY COLLEGES**

STRATEGIC PLAN 2017–2022

ACCCA—A UNIQUE PROFESSIONAL MEMBERSHIP ORGANIZATION

As an organization of individual professional members, the Association of California Community College Administrators (ACCCA) is unique among interest-based community college organizations in California. Members pay their own dues, and are therefore personally invested in the organization on a financial level.

ACCCA members include administrators across a broad spectrum of management areas, from classified administrators and student services managers, to academic and instructional administrators, business as well as human resources officers and personnel, technical and research managers. ACCCA members also encompass administrators along a wide range of position levels, from directors and deans to vice presidents and presidents within single-college and multi-college districts, and varied managerial and chancellor-level positions at district offices.

COMPELLING NEED FOR CHANGE

ACCCA must respond to the demographic shift that is occurring in the administrative workforce and reflected within our membership. While the Boomer generation continues its exit from the profession, the remaining Boomers continue to engage on our campuses. Alongside these administrators is a growing contingent of equally energized Millennials, Gen X and Gen Y administrative professionals, who are increasingly transitioning into new leadership roles.

The California community college system itself is standing at its own transformational crossroad with an ever-urgent focus on student success. ACCCA must develop needs-based, innovative solutions to questions of member services and benefits, professional development, advocacy, communications and information that will support and nurture the individuals who serve in the critical administrative and managerial positions situated among the 114 colleges and 72 districts in the state.

NEW VISION, MISSION & VALUES STATEMENTS

ACCCA's Board of Directors crafted new vision, mission, and values statements in view of the dynamic context within which the organization operates. These statements are designed to strengthen the ACCCA brand for current and future members, further differentiate the Association's positioning with external stakeholders, and guide the organization's activities moving forward.

Our Vision—*ACCCA will be recognized as the premier organization for developing exemplary administrators to lead and serve California community colleges.*

Our Mission—*ACCCA develops and supports current and future California community college administrators through professional development, networking and advocacy.*

Our Values—*ACCCA values leadership excellence through:*

- *Collaboration based on trust*
- *Commitment to service and quality*
- *Ethical and effective advocacy*
- *Honesty, integrity and professionalism*
- *Respect for uniqueness, diversity and creativity*

DATA INFORMED STRATEGIC PLANNING

For 16 months from February 2016 through May 2017, the Board of Directors oversaw the most comprehensive research study of the Association's effectiveness ever conducted in its 43-year history. Surveys, personal interviews, and a focus group were utilized to elicit opinions, gain perceptions, and solicit ideas from internal and external stakeholders, and thereby obtain a 360° perspective of the organization.

All Board and staff members provided input via assessment surveys and/or personal interviews; over two hundred current members responded to surveys, 310 were interviewed, and 9 participated in a focus group; 64 lapsed members and 211 non-member administrators were interviewed; and 9 representatives of affiliate and partner organizations participated in an external stakeholder survey.

Research results indicated that, while ACCCA continues to be important to members and vital to the community college landscape in California, the organization must change in significant ways to adapt to and better serve the needs of its evolving membership.

URGENT CHALLENGE FACING ACCCA

How might ACCCA best respond to the diverse needs of an expanding number of administrators, and simultaneously promote the profession of community college administration in California, at this critical juncture when strong and innovative leadership is required, and the demands of the profession are growing increasingly complex?

At its June 2016 planning retreat, the Board of Directors identified—and teams formed around—four strategic areas requiring focused consideration. These areas were explored from July 2016 through May 2017, and fine-tuned into a set of equally critical board priorities at the June 2017 planning retreat.

STRATEGIC PLAN 2017-2022

The Strategic Plan is a blueprint that proactively tackles ACCCA's urgent challenge and aims to achieve the organization's new vision. The Plan consists of four priorities, six goals, specific strategies designed for goal attainment, and key success indicators, and was approved by the Board of Directors at its meeting on September 29, 2017. The Board, administrative leadership, and staff are committed to accomplishing this Plan over the next five years.

Overview—Strategic Priorities & Goals

Membership

Goal IA—Raise membership value to members in all stages of their administrative career

Goal IB—Boost membership to 51% of all California community college administrators

Organizational Structure and Operations

Goal IIA—Strengthen the Association's structure, operation, and fiscal vitality

Professional Development for Members, Administrators, and Managers of the California Community Colleges

Goal IIIA—Assist members to create a personal pathway to professional success

Goal IIIB—Nurture and support members throughout their administrative career

Advocacy for Legislative and Regulatory Improvement

Goal IVA—Contribute to a legislative and regulatory environment that supports members and advances the California community college system

MEMBERSHIP

Goal IA—Raise membership value to members in all stages of their administrative career

Strategies

- Expand and improve services and benefits
- Engage new members in unique learning and networking opportunities
- Launch a first-year experience program

Success Indicators

- Member volunteerism and contributions
- Member satisfaction with membership
- Member retention

Goal IB—Boost membership to 51% of all California community college administrators

Strategies

- Develop and execute a multi-tiered marketing and recruitment plan
- Communicate directly with prospective members
- Connect prospective members with current members

Success Indicators

- Implementation of marketing and recruitment plan
- Targeted recruitment of new members
- Multiple points of contact with prospective members
- Increased membership as proportion of total number of California community college administrators

ORGANIZATIONAL STRUCTURE AND OPERATIONS

Goal IIA—Strengthen the Association’s structure, operation, and fiscal vitality

Strategies

- Support a high performing board of directors
- Develop and execute a long-term succession plan for the board, staff, and volunteer leadership
- Strengthen operating policies and procedures
- Ensure development and execution of an operational master plan
- Seek new and diverse strategic funding sources

Success Indicators

- Board of director membership is highly engaged and reflects the functional areas of administrative management in California community colleges and districts
- Implementation of long-term succession plan
- Implementation of operational master plan
- Receipt of significant additional funding

**PROFESSIONAL DEVELOPMENT FOR MEMBERS, ADMINISTRATORS,
AND MANAGERS OF THE CALIFORNIA COMMUNITY COLLEGES**

Goal IIIA—Assist members to create a personal pathway to professional success

Strategies

- Launch online professional development assessment tool and personalized professional development plan
- Maximize opportunities for leadership development pathways for administrators in collaboration with other professional development providers

Success Indicators

- Members' utilization of online assessment tool to prepare and track professional development plan
- Increased participation in professional development programs and training opportunities
- ACCCA recognized as a statewide leader in professional development for administrative pathways

Goal IIIB—Nurture and support members throughout their administrative career

Strategies

- Strengthen existing professional development programs
- Offer convenient access to additional training
- Provide ongoing feedback on pathway progress

Success Indicators

- Increased member satisfaction with professional development programs and trainings
- Online delivery of training
- Feedback delivered on Members pathway progress

ADVOCACY FOR LEGISLATIVE AND REGULATORY IMPROVEMENT

Goal IVA—Contribute to a legislative and regulatory environment that supports members and advances the California community college system

Strategies

- Form coalitions with affiliate groups and other statewide organizations
- Lead and collaborate with statewide organizations on legislative advancements
- Advocate for improvements to administrator working conditions
- Educate members about their administrative rights and expand members' capacity political action

Success Indicators

- A robust and impactful legislative platform
- Shared interests and coalitions with affiliate groups and other statewide organizations are pursued
- ACCCA recognized as a statewide thought leader on policy, legislative, and regulatory issues