

ACCCA

STRATEGIC PLAN

Plan Name
STRATEGIC PLAN 2022

Overall Plan Champion
Susan Bray

Section 1: Our Compass

Mission Statement

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

Vision Statement

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

Organizational 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

Tagline

ACCCA--Your Essential Career Partner

Section 2: Our Actions

Focus Area I: Membership

Goal A RAISE MEMBERSHIP VALUE TO MEMBERS IN ALL STAGES OF THEIR ADMINISTRATIVE CAREER.

Status: On Track

20%

Due Date: 06/15/2022

Goal Champion: Susan Bray

Key Team Members: Christel Mikami

Last status update on September 19, 2018 at 12:04 PM PDT by Susan Bray; 20% complete

Key Action Items

- | | | | |
|-------------------------------------|--|--------------------------------|----------------------|
| <input checked="" type="checkbox"/> | 1. Conduct Benefit Review | Person Responsible: Susan Bray | Due Date: 2019-01-15 |
| <input type="checkbox"/> | 2. Map a communications and contact plan for all new members in their first year. | Person Responsible: Susan Bray | Due Date: 2019-06-24 |
| <input type="checkbox"/> | 3. Replace Newsletter with a monthly or quarterly member online communication vehicle that is Association based. | Person Responsible: Susan Bray | Due Date: 2019-06-24 |
| <input type="checkbox"/> | 4. Explore ways to leverage potential of retired members and define benefits of being a retired member. | Person Responsible: Susan Bray | Due Date: 2019-06-24 |

Attachments

No Attachments yet

External Links

No Links yet

What dates/times will the goal team meet?

No Meeting Notes

Notes

10/10/2017

Teams involved in assuring completion of this goal include the Regional Membership Council; the Marketing & Communications Team; staff and our contracted recruiter, Mark Zacovic.

1/12/18

One of the tasks included in the latest version (1/4/18) of the Marketing Plan is a review of the Member Benefits (est. completion 6/15--updated marketing plan uploaded).

3/13/2018

As reported to the Board in January, according to the updated Marketing Plan Outline [3/13/2018 version], a review of member benefits [not due until 6/15] remains to be done. This review will need to be complete before the Marketing team can formulate the messaging around the advantages of membership as it pertains to tangible benefits and the promotion of those benefits to both members and non members.

Also to be completed will be a current assessment of the percentage of members actually using benefits, and which benefits are being used, or conversely not used. Staff assumes that much/most of this data will depend on the annual member survey and from it a reasonable assessment can be made about how to proceed in terms of changing the established benefit package options. The Marketing Team is currently developing the new survey model which--per my recommendation--will be distributed earlier this year and even earlier next year and which we anticipate to be completely revised from prior versions. The revised survey will benefit from our earlier research to eliminate redundant questions and focus more accurately on current member needs in very specific areas that will inform the decisions we need to make going forward.

With regard to the first year experience program, now that the distribution of the public facing plan is complete and we've rolled out the new brand and tag line, a recommendation for the first year program [model due by May 15] will be presented to the Board at the June meeting.

6/1/2018

The Marketing Team has expanded its recommendation regarding the benefit review and the 1st year program and now recommends that for each, an Ad-hoc committee of members be formed to provide a members perspective on both the existing benefits package and the elements of a first year program for members. Given this, the timeline for completing these tasks has been extended. Additionally, the newsletter relaunch has been moved to the 2018-19 year for completion.

7/12/2018

Post Board planning meeting updates to the original strategic plan. An additional key action item was added to review/better define benefits for retired members.

9/19/2018

Post fall meeting of the Board, Board members confirmed the goals and action items of the current strategic plan as amended in June.

12/31/2018

In the past quarter all marketing activity has been limited due to loss of one FTE. Marketing plan objectives will be resumed when position is filled.

Goal B INCREASE MEMBERSHIP IN 2018-19 BY 3% OVER PRIOR YEAR

Status: On Track

20%

Due Date: 06/15/2019

Goal Champion: Susan
Bray

Key Team Members: Christel Mikami

Last status update on September 7, 2018 at 1:30 PM PDT by Susan Bray; 20% complete

Key Action Items

- 1. Establish regular Regional Events that serve two purposes: provide ongoing training geared to members' needs and also serve as a forum for member recruitment and retention. Person Responsible: Susan Bray Due Date: 2019-06-24

Attachments

No Attachments yet

External Links

No Links yet

What dates/times will the goal team meet?

No Meeting Notes

Notes

10/11/17

This goal will be accomplished specifically through the work of staff and the contract recruiter in collaboration with the RMC and the Marketing Team. Meetings for these groups are ongoing and are detailed online on the Calendar document. Two consultants have been engaged to assist staff with these activities. A marketing consultant (Jennifer Aries) and a recruitment consultant (Mark Zacovic). Aries contract extends her services through March, 2018 and Zacovic's services will be ongoing.

Working with the marketing team and RMC initial steps have been taken by staff to identify a number/range of all administrative personnel in the CCC system. The definition of "administrator" aligns with the ACCCA eligible interpretation of who a member is.

Campus Contacts have been asked to submit their administrative lists and to include all managers and directors as well. Staff is in progress of collecting the final few of these. All non members are vetted from these lists as they are received and provided to the recruiter for follow up. Quarterly reports from the recruiter will indicate the status of all non member administrators in the system.

3/13/2018

A current version of the member/non-member census results has been uploaded to this site and provided to the Board for review. As indicated in the October report, this list has been vetted against our current member database and combined, these two lists indicate that the current population of administrators, managers and

directors in the California community college system today is 4,948--substantially above the level we had always calculated. This is the baseline number we will use going into the 2018-19 year for purposes of setting recruitment goals for staff and the contracted recruiter. These recruitment goals are indicated on the spread sheet and below.

The work of the contracted recruiter is ongoing, but hasn't yielded much in the way of results due to the limited time he has been able to allocate to direct contact outreach to non-members. This is disappointing given the urgency of our goals.

I know some hands-on work has been done, particularly at the conference resulting in 12 new members. However, in our agreement, we stipulated that the contractor will provide 40 hours per month for outreach and reporting. To date, however, he has not submitted a monthly activity report showing his outreach hours, and also has not invoiced us for the agreed upon monthly stipend. Given this, I am unsure of how much effort is actually going in to this essential work.

Based on the results of the recent member/non-member census conducted by staff [see attached spreadsheet], our recruitment goals are now clear. To achieve the 51% goal stated in the Strategic Plan, we must recruit an additional 1467 members between now and 6/30/2022. This equates to 293 new members each year, 75 new members each quarter, 25 per month or about one new member every business day of the year.

Now that the census template has been established, our goal numbers will be adjusted each month. I will need to review this information with our contracted recruiter and determine if he should continue in this role. Additionally, an effort was made to connect each board member at the conference with two non-members who were attending the conference. The results of that effort were spotty, so we've adjusted this approach for the next event to provide those names in advance of the event allowing board members to do the outreach in advance and increase the chance of connecting with the potential member at the event.

7/12/2018

Following the board planning retreat [June 13-15] strategic plan updates were entered on the Ryan software. This particular goal [Boost membership to 51% of all administrators in the system] was re-worded to quantify a 18/19 recruitment goal of at least 3% over the prior year level [1065] or a total of 1097 members by June 30, 2019.

9/19/2018

Post fall board meeting, the Board acted to confirm amendments made in June. Additionally, they agreed to the concept proposal by Region 10 for the first Regional Event.

12/31/18

A successful regional event was held on 11/16/18 at MesaCollege in Region 10. Nine new members joined on site. ACCCA partnered with Nelnet to provide content. A second event is being planned for spring in Region 4.

Focus Area II: Organizational Structure and Operations

Goal A STRENGTHEN THE ASSOCIATION'S STRUCTURE, OPERATION AND FISCAL VITALITY.

Status: On Track

20%

Due Date: 06/15/2022

Goal Champion: Susan Bray

Key Team Members: Bonnie Dowd and Kuldeep Kaur

Last status update on September 7, 2018 at 1:36 PM PDT by Susan Bray; 20% complete

Key Action Items

- | | | | |
|-------------------------------------|--|------------------------------------|----------------------|
| <input type="checkbox"/> | 1. Provide continuing Board Member development opportunities. | Person Responsible: Susan Bray | Due Date: 2022-06-30 |
| <input type="checkbox"/> | 2. Develop processes for the engagement and on-boarding of new volunteers in ACCCA. | Person Responsible: Susan Bray | Due Date: 2019-06-03 |
| <input type="checkbox"/> | 3. Address the Succession Plan priority of transitioning key staff | Person Responsible: Susan Bray | Due Date: 2019-06-12 |
| <input checked="" type="checkbox"/> | 4. Review Board composition to ensure it is representative of the current membership demographic. | Person Responsible: Bonnie Dowd | Due Date: 2019-06-03 |
| <input type="checkbox"/> | 5. Develop and implement a multi year budget projection model. | Person Responsible: Kuldeep Kaur | Due Date: 2019-06-03 |
| <input type="checkbox"/> | 6. Review the existing member dues structure and if deemed appropriate, make recommendations for improvement. | Person Responsible: Susan Bray | Due Date: 2019-03-04 |
| <input type="checkbox"/> | 7. Continue to implement recommendations of the approved Marketing Plan under the oversight of the Marketing Team. | Person Responsible: Juan Gutierrez | Due Date: 2022-06-06 |

Attachments

No Attachments yet

External Links

No Links yet

What dates/times will the goal team meet?

No Meeting Notes

Notes

10/11/17

Key teams focused on this work are the Policies & Procedures Committee (PPC), the ACCCA Finance Committee, the Board Development Committee, staff and the Executive Team.

3/15/2018

Through the work of staff and the PPC we have amended the charter of the Nominating Committee and re-focused the work of the Board Development Committee toward the goals of a succession plan for ACCCA [presentation located in January 16, 2018 board materials and uploaded here.]

We've provided, and continue to provide, presentations and training for the Board on the Budget and assumptions development process, including incorporating a multi-year approach.

The former Operations Manual has been re-envisioned and structured as two guiding documents of the Association: The Operational Guidelines and Processes Framework and Manual, and the Board Policies and Procedures Manual which resolved one key and recurring finding of the Internal Controls auditor. These documents continue to be refined and reviewed by the PPC going forward.

Finally, we distributed and got approved by the Membership in February an updated Constitution of the Association, and have updated by-laws approved by the Board last June.

As we move forward our attention will focus on reviewing the board's composition to ensure it is representative of today's members and includes functional areas of administration; researching and obtaining outside sources of revenue and funding; continuing to add to the existing succession planning framework updating and strengthen operational policies.

In terms of increasing the financial viability of the Association our approach is two-fold so I recommend adding another strategy to this goal.

Achieving 51% of all administrators as members of ACCCA by 2022 is the most direct route to a healthy bottom line. Concurrently, we will also focus on eliminating our current operational deficit [\$158,835] by 2022.

The Association's year to year deficit is generally offset by program profits, but the operations deficit is now out pacing those profits.

Based on current dues revenue and the number of paying members, the average dues income per member today is about \$379. Given that, it would take a total of 418 new members [beyond those we lose by attrition] to erase the deficit and give us a break even operating budget.

Based on the recruitment goals reported in the administrative census, that could happen about midway into the 2018-19 year if those very optimistic recruitment goals are met. At the same time, if we consider a combination of new member recruitment, cutting operational expense, and adding other potential sources of revenue, it could happen sooner.

6/15/18--Updated plan with Board changes in June 2018. In September '18 the PPC reviewed policy and process language relative to the composition of the Board and recommended the addition of a 17th seat to represent "At Large" with an emphasis on the perspective of technical and practical management positions such as research and planning, technology management, public relations etc.

Focus Area III: Professional Development for Members, Administrators and Managers of the California Community Colleges

Goal A ASSIST MEMBERS IN CREATING A PERSONAL PATHWAY TO PROFESSIONAL SUCCESS

Status: On Track

Due Date: 06/15/2022

Goal Champion: Susan
Bray

Key Team Members: Courtney Clark and Kimberlee Messina

Last status update on August 29, 2018 at 5:21 PM PDT by Susan Bray; 0% complete

Key Action Items

- 1. Explore ways to assist members in the development of their professional pathway through assessment and training. Person Responsible: Susan Bray Due Date: 2020-06-17

Attachments

No Attachments yet

External Links

No Links yet

What dates/times will the goal team meet?

The MDC meets monthly on the first Wednesday at 8:30 a.m.

Notes

10/11/17

This is in concept. As a member organization, the individual administrators interests are paramount in the Association's mission, and chief among those is the ability of every management professional in the CCCs to have a training plan or pathway identified for their continuous professional development. As first envisioned this would be an online tool for members to chart their course, retain key documentation such as their resume for easy updating and their collection of training certifications and evidence of their achievements. A framework for this already exists within IEPI's PLN, Professional Learning Network, but unless some seamless link to ACCCA members can be achieved through the PLN, ACCCA will need to come up with its own version.

This is an effort of the MDC in conjunction with the RMC in an advisory role, staff and the Executive Team.

3/15/2018

Of the two strategies/key action items listed both are ongoing and due to be complete in 2020 and 2022.

6/15/2018--Following a review by the Board the Goals and Key Action items were reconsidered. The plan was updated in September '18 to reflect these changes.

Goal B NURTURE AND SUPPORT MEMBERS THROUGHOUT THEIR ADMINISTRATIVE CAREER.

Status: On Track

Due Date: 06/15/2022

Goal Champion: Susan
Bray

Key Team Members: Courtney Clark and Kimberlee Messina

Last status update on August 29, 2018 at 5:21 PM PDT by Susan Bray; 0% complete

Key Action Items

- | | | | |
|-------------------------------------|---|---------------------------------------|----------------------|
| <input type="checkbox"/> | 1. In 2018-19 explore ways to address capacity and sustainability issues in ACCCA's core programs. | Person Responsible: Kimberlee Messina | Due Date: 2019-06-14 |
| <input type="checkbox"/> | 2. Document all standardized processes for vetting program applicants | Person Responsible: Courtney Clark | Due Date: 2019-06-14 |
| <input checked="" type="checkbox"/> | 3. Working with the RMC and staff, develop guidelines and establish content for one day training programs to be delivered regionally and serve as a forum for recruitment of new ACCCA members. | Person Responsible: Kimberlee Messina | Due Date: 2019-01-11 |

Attachments

No Attachments yet

External Links

No Links yet

What dates/times will the goal team meet?

MDC meetings are the first Wednesday of the month, 8:30 a.m.

Notes

3/15/2018

Of the five strategies, two are completed ahead of the timeline established. These include providing ongoing review of all programs to advise the board about future sustainability. This is an ongoing process conducted monthly via MDC meetings. Any substantial recommendations regarding individual programs will come to the Board via the MDC.

The second key action item, gathering data [via improved evaluation processes] is also ongoing.

The three remaining key action items include documenting [and posting online] all standardized processes for vetting applicants and managing wait lists. This becomes particularly important as we are faced with an especially large wait list for the 2018 Admin 101 program.

Also still incomplete is working with the RMC to develop a plan/guidelines for delivering regional content on a regular basis by June. This action item pairs with one under Area I and that deadline for completion is 9/28. I've changed the Area III deadline to mirror that one.

The final action item related to this goal is to collaborate with affiliates and IEPI to help shape PD opportunities across platforms and this work is ongoing.

6/15/18--The Board reconsidered this goal and its related Action Items at the June 2018 planning meeting. In September their changes were incorporated into the plan for review at the September meeting.

Focus Area IV: Advocacy for Legislative and Regulatory Improvement

Goal A CONTRIBUTE TO A LEGISLATIVE AND REGULATORY ENVIRONMENT THAT SUPPORTS MEMBERS AND ADVANCES THE CALIFORNIA COMMUNITY COLLEGE SYSTEM.

Status: On Track

Due Date: 06/15/2022

Goal Champion: Willy Duncan

Key Team Members: Patti Marcotte and Susan Bray

Last status update on August 29, 2018 at 5:21 PM PDT by Susan Bray; 0% complete

Key Action Items

- | | | | |
|--------------------------|---|----------------------------------|----------------------|
| <input type="checkbox"/> | 1. Collaborate with the Regional Member Council to solicit feedback from Campuses regarding specific legislation and issues of concern | Person Responsible: Willy Duncan | Due Date: 2022-06-15 |
| <input type="checkbox"/> | 2. Work within the administrative caucus of the Consultation Council to achieve buy in from other administrative groups on efforts and/or specific initiatives taken on by ACCCA on behalf of members | Person Responsible: Willy Duncan | Due Date: 2022-06-15 |
| <input type="checkbox"/> | 3. Identify areas of member need and address them through a variety of approaches including position papers, regulatory change, webinars, tool kits as well as advocacy | Person Responsible: Willy Duncan | Due Date: 2022-06-15 |

Attachments

- ACCCA 2017 Legislative Platform.pdf

External Links

No Links yet

What dates/times will the goal team meet?

The CFLA meets monthly on the last Tuesday at 1:30 p.m.

Notes

3/15/2018

Regarding each of the action items above, they all have an out date of 2022 for completion and each is ongoing. Two developments on the horizon are worth mentioning. As the new funding formula is being developed, ACCCA has two of its board members closely involved via their work in two of the workgroups. Willy Duncan participates in the CEO workgroup and Bonnie Dowd in the Chancellors workgroup on Fiscal Affairs. Their insights as the process winds down will assist ACCCA in developing a position paper on the final outcome. This position paper will be widely distributed and I recommend once complete it be shared officially through Consultation on behalf of our members.

Secondly, at the annual conference in February the issue of administrative wellness as a working condition was discuss and explored and the general consensus was that this would be a worthy pursuit in terms of creating standards for wellness [i.e., cutting down on 24/7 availability, addressing employee wellness in the workplace etc. The CFLA will address in future meetings.

6-15-18: This goal and its related action items were reviewed by the Board at the June 2018 planning meeting and their changes were incorporated into the plan in September.

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The Nonprofit Strategic Plan by **Ryan**Nonprofits