

Chapter 3: Strategic Planning and Oversight

3.1 Strategic Planning Policy

It is the policy of the Board to maintain a year to year rolling plan to guide the Association in its articulated strategic direction. The plan shall incorporate both short and long term goals with objectives and activities that will lead to accomplishing the goals over a specified period of time. The general strategic purpose of ACCCA is to improve the member experience, provide professional development that is effective and timely, advocate on behalf of administrators and increase the Association's effectiveness and assure its sustainability into the future.

3.2 Strategic Planning Process

Each year the Board shall facilitate a process for reviewing the Association's strategic direction and related goals to assure itself and members that the goals are in alignment with the mission of the Association as approved by the members. Every 5th year of the plan, more comprehensive research of the field and the membership will be undertaken to re-assess the plan itself and inform the development of the next five year rolling plan.

The annual review of goals and the planning process itself shall rely on member feedback and a data driven assessment by the Board regarding the Association's established goals and objectives. The Board is responsible for ensuring that the goals reflect the needs of the members and in their interest.

Strategic goals established by the Board should include related objectives or activities with measureable outcomes that provide sufficient information for the Board to make good decisions and provide direction to staff. The Board acknowledges that in order for goals to be successfully achieved, they must be aligned with the Association's mission, vision and values, and they must contribute to meeting the needs of the membership.

To facilitate its ongoing strategic planning process the Board shall work in cooperation with the Executive Director, staff and consultants as needed, and may appoint designated members of the Board to assume leadership for specific areas of the planning process. The resulting annual plan will be made public and updates widely shared with members through print and electronic means via the web site.

The strategic plan is monitored throughout each operating year, and outcomes of goals and objectives shall be regularly reported to the members. *A current year version of the Association's strategic plan can be found in the Appendix Section of this Manual.*

3.3 Strategic Plan Format and Current Plan Structure

Beginning with the 2016-17 year, ACCCA established a rolling strategic planning process to replace the year to year task development exercise that the Board had previously relied on to set its activities and agenda for each year.

The Board and staff agreed that the former process was unsuccessful in aligning the resources and activities of the Association with what research was showing as the current needs of its members. They

sought a more effective process that could provide measurable results and more progress on increasing membership, better benefits for members, stronger internal operations, more effective advocacy and the ability to grow its already successful professional development programs.

The revised process was developed under the guidance of a member of the Board serving in the role of “Plan Champion” who took leadership, along with the Executive Committee. With the assistance of the Executive Director and two consultants selected specifically for their expertise in this area, they guided a process of research-based, comprehensive plan development built on the analysis of an expanded data collection effort.

The resulting assumptions were incorporated into a set of actionable goals and related tasks that are prioritized over the five year period [2017-2022], which are re-evaluated by the Board at each year’s planning meeting. In the final year of the plan, 2021-22, the Board’s focus will be on conducting the comprehensive research necessary to fully assess each element of the current plan and re-establish a new plan [2022-2027] in the best interests of ACCCA’s members at that time.

3.3.1 Four Strategic Areas:



3.3.2 Membership Related Goals/Tasks:

The strategic area of Membership is key to the success of the plan and of the organization itself. The Board chose to focus on improving processes around membership recruitment and retention, and engage in a deeper focus on the value of membership to the member. To do this a comprehensive analysis and improvement of the existing benefit package was needed to assess its value to members and any adjustments to benefits would be based on member feedback.

For the 2017-2022 plan, two specific goals support the strategic area. These are:

- A. RAISE MEMBERSHIP VALUE TO MEMBERS IN ALL AREAS OF THEIR ADMINISTRATIVE CAREER**
- B. BOOST MEMBERSHIP TO 51% OF ALL CALIFORNIA COMMUNITY COLLEGE ADMINISTRATORS**

To support these goals a set of five key tasks were identified:

1. Expand and improve services and benefits
2. Engage new members in new learning and networking opportunities through a First Year Experience Program
3. Develop and execute a multi-tiered marketing and recruitment program
4. Communicate directly with prospective members
5. Connect prospective members with current members

3.3.3 Organizational Structure and Operations Related Goals/Tasks:

The strategic area of Organizational Structure and Operations is focused on improving the internal processes and assuring the financial sustainability of the organization into the future. Just one goal in this area in the 2017-18 year was pursued:

A. STRENGTHEN THE ASSOCIATIONS' STRUCTURE, OPERATON AND FISCAL VITALITY

To support this goal, five separate tasks were identified including:

1. Support a high performing board of directors
2. Develop and execute a long term succession plan for the Board, staff and volunteer leaders
3. Strengthen operating policies and procedures
4. Develop and execute an Operational Master Plan
5. Seek new and diverse strategic funding sources

3.3.4 Professional Development for Members and Administrators Related Goals/Tasks:

The strategic area of Professional Development focuses on improving and expanding the current training and networking programs for both members and all administrators of California community colleges. The content for these workshops and training programs is developed by administrators for administrators, and ACCCA training programs are largely successful, however, based on recent data analysis, the existing programs should be supplemented to provide greater accessibility and a more integrated pathway to successive levels of training. The Board also saw that a sustainability assessment of the programs was needed and they identified two specific goals and five key actions or tasks to achieve those goals.

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

B. NURTURE AND SUPPORT MEMBERS THROUGHOUT THEIR PROFESSIONAL CAREER

The five tasks related to the successful completion of the above goals include:

1. Launch an online professional development assessment tool and personalized professional development plan
2. Maximize opportunities for leadership development pathways for administrators in collaboration with other professional development providers
3. Strengthen existing professional development programs
4. Offer convenient access to additional training
5. Engage in, and provide ongoing feedback to the MDC and Board about pathway progress at the state level

3.3.5 *Advocacy for Legislative and Regulatory Improvement Related Goals/Tasks:*

In creating the focus for this area of the strategic plan, the Board hoped to improve its advocacy effort, expand collaboration with affiliates on specific issues and through improved marketing, make this member benefit more relatable to their professional life and add clarity to their understanding of the relationship between policy and legislation and their own professional role. To accomplish this, the Board set one goal:

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

Four actionable tasks were defined to support the above goal:

1. Form strong coalitions with affiliate groups and other statewide organizations
2. Lead, and collaborate with statewide organizations, on legislative advancements
3. Advocate for improvements to administrative working conditions
4. Educate members about their administrative rights, and expand their capacity for political action

3.4 Ongoing Work to Address the Goals of the Current Strategic Plan

Once the five-year plan is established by the Board, it is incumbent upon the Executive Director and their staff to work with the individual Commissions, committees and teams to execute the plan. The prioritization of tasks related to each goal is more fluid, and must be pursued according to any direction regarding priorities established by the Board, and in consideration of budget constraints. The plan moves forward with continuous review by the ED, their staff, the individual workgroups and the Board.

A standing item on each board meeting agenda is devoted to a progress update on the Strategic Plan provided to the Board by the Executive Director. At any time, the Board may adjust the plan as necessary at any duly called meeting where quorum is present, and with a majority vote of the Board.

3.5 Related Workgroups and Responsible Staff and Consultants

Each element of the current Strategic Plan has a workgroup, volunteer, consultant or designated staff person to oversee its progress and address or mitigate any challenges that may arise. Success or failure of any goal or task is contingent on the full engagement of all responsible parties. Following is an outline of each strategic area of the current plan, a list of the human resources required to accomplish the goal and the specific actions each is responsible for.

3.5.1 *Roles/Responsibilities--Membership:*

- **Executive Director**—oversees all activities related to recruitment and retention, forms Ad-hoc committees necessary for reviewing specific elements of the goal, recruits new Campus Contacts and Regional Council members as necessary; works directly with the RMC and the contracted member recruiter and presents on ACCCA membership as necessary.
- **Manager, Marketing, Communications and Technology**—oversees the annual and ongoing data collection and analysis that informs the tasks related to this goal, develops all targeted messaging and communications, develop collateral materials related to recruitment.
- **Manager, Professional Development and External Relations**—works with the ED and Regional Council member to coordinate all regional one day training and networking events.

- **Contracted Marketing Consultant**—works with staff to provide direct non-member outreach on a regular basis, and onsite recruitment at selected events.
- **Administrative Supervisor and Administrative Assistant**—provides day to day management of member data records and Campus Contact lists; processes all new members and any member suspensions; conducts the onboarding process; provides regular reporting of member statistics.
- **Regional Member Council**—coordinates the roster of Campus Contacts by region to strengthen the communication network and provide outreach to prospective members; leads regional events to bring members and non-members together for training and networking purposes; as needed will provide Ad-hoc committee review of specific components of the plan.
- **Management Development Committee**—coordinates with staff and regional directors to contribute to development of content for regional training events.
- **Executive Committee and Board President**-- Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.

3.5.2 *Roles/Responsibilities--Organizational Structure & Operations:*

- **Executive Director**—oversees all activities related to maintaining and improving the Association’s organizational structure, operating process and fiscal management; works with the Board Development Committee and its Chair to ensure a high performing Board and the development of a long range succession plan; works with the Policies and Procedures Committee and its Chair to ensure that policies and procedures are kept current and all findings of the internal controls auditor are fully implemented; works with the Finance Committee and its Chair to ensure the fiscal viability of the Association.
- **Board Development Committee (BDC)**—Works with the ED to ensure a high performing Board and oversees the development of the succession plan.
- **Policies and Procedures Committee (PPC)**—Works with the ED to review and guide policy and process development for the Association and ensures that internal controls findings are addressed and recommendations of the auditor are fully implemented.
- **Finance Committee (FinCom)**—Works with the ED to research, review and pursue new sources of non-dues revenue for the Association; monitors progress in eliminating structural budget deficits and advises the ED on the development of budget assumptions and multi-year budget scenarios.
- **Executive Committee and Board President**-- Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.

3.5.3 *Roles/Responsibilities--Professional Development:*

- **Executive Director**—Oversee the professional development, training and networking menu of the Association; works directly with the Manager of PD to guide content development through the MDC, ensure sustainability of existing programs and expand capacity as necessary and feasible based on data collection and analysis; collaborates with state agency and affiliate representatives to expand access to leadership development through a network of Association, affiliate, and state-based programs.

- **Manager, Professional Development & External Relations**—Work directly with the MDC to develop and execute each program and event plan; liaison to all business members, sponsors and vendors as it relates to their support of programs.
- **Manager, Marketing, Communications and Technology**—Collaborates with the Manager of PD to ensure appropriate marketing of programs and effective messaging for all professional development, training and networking events; oversee the online registration process for all programs, collects and provides analysis of data on all programs.
- **Consultant, Meetings and Events**—Works with the ED and staff to identify facilities and staff events as necessary; provides advise on sustainability and expansion.
- **Management Development Commission (MDC)**—Lead commission that oversees content and program development for the Association; coordinates the designated team leaders of each program to ensure alignment with the mission, vision and values of ACCCA; advises the Board on program innovation, sustainability and expansion.
- **Finance Committee (FinCom)**—oversee the budgeting and profit/loss trends for existing ACCCA PD programs, advises the Board on the financial sustainability of existing programs and works with the ED and staff to establish assumptions on future fiscal viability of established and emerging programs.
- **Executive Committee and Board President**-- Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.

3.5.4 *Role/Responsibilities—Advocacy:*

- **Executive Director**—collaborate with the CFLA Chair and Advocate to craft monthly meeting agendas, communicate with the commission as necessary, coordinate the work of the Consultation Representative, develop support/oppose letters as necessary, coordinate any coalitions that ACCCA initiates and prepare communications to the members and public as necessary.
- **Commission for Finance, Legislation & Advocacy (CFLA)**—identify policy or regulatory issues which, through collaboration with other affiliates and state agencies, can be improved; identify groups and agencies with which the interests of ACCCA members can be addressed, and ensure that there is representation on the CFLA to address these interests; collaborate with the MDC to ensure that legislative issues and processes, and policy related content is included in ACCCA's programs and events as appropriate.
- **ACCCA Advocate**—operate in the interests of ACCCA and its members according to a contract of services established in collaboration between ACCCA and the Advocate; monitor legislation, policy and budget issues at the state level and keep ACCCA informed; identify issues for which ACCCA should initiate coalitions or collaborations in order to make progress in the interest of administrators; speak or present on behalf of the Association as necessary.
- **Manager, Marketing, Communications and Technology**—distribute all advocacy related communications as directed and keep members informed via email and on the web site.
- **Executive Committee and Board President**—Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.