twenty fifth hour

2023 Research Report and Communications Plan Board Summary

acca
Association of California Community
College Administrators

Research and Findings

Research questions:

1. What are the motivating factors for California community college administrators to join and sustain membership in a professional development organization?
2. What is the perception of ACCCA as an organization, its programming and its benefits by members and prospective members?
3. What are the strengths and weaknesses of current communications strategies?

Qualitative research: 17 interviews with ACCCA employees, members and associate members.

Quantitative research: Member survey with 105 participants with a 90% completion rate.

Communications audit: Review of member communications

Integration of past research data & analysis: 2017 Report (25th Hour) & 2022 Member Survey

Themes: Advocacy, Perceived Value, Engagement/Communications, and Professional Development

ACCCA's Advocacy

- One-third of your members are "very aware" (33.33%), and half are "somewhat aware" (55.24%) of ACCCA's positions on legislation and policy.
- State budget and finance issues are by far and away the most important policy to ACCCA's membership.
- A distant second is employment, working conditions and collective bargaining issues.

Q4 What is the biggest challenge facing administrators in the community college system right now? (Short answer)

students Declining enrollment lack meets needs need challenges change level
administrators Managing faculty state funding support
enrollment initiatives staff limited resources law
budget state budget work Low Enrollment new meet student needs time

ACCCA's Advocacy

How well would you rate ACCCA's advocacy for administrators and the
community college system at the state level? (select one)

Answered: 103   Skipped: 2
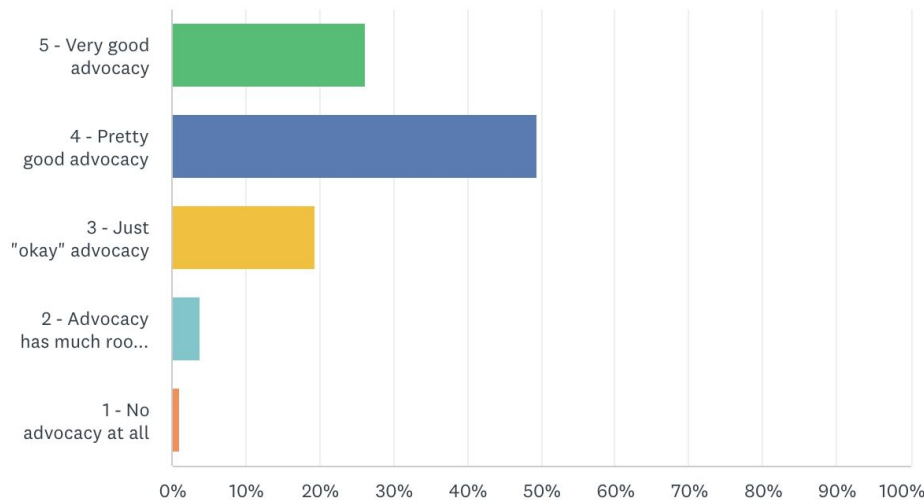
|	
Very good	**26.21%**
Pretty good	**49.51%**
Just "okay"	**19.42%**
Needs improvement	**3.88%**
None	**0.97%**

ACCCA's Perceived Value

- Many of your members joined for networking opportunities and want more of them.
  - The annual conference is highly valued for this reason specifically.
- VPs and Presidents need more from ACCCA, and they are a critical segment for Deans and Program Directors who wish for mentorship. "*They are mainly for those new to leadership—nothing for those of us who have been in administration for over 16 years.*"
  - Newer admins want them around too as they offer mentorship, career advancement advice.
- ACCCA members want more consistent engagement with the organization. Developing a regular schedule for town halls/listening sessions, volunteer opportunities, mentorships, etc. would offer the consistency that members are looking for.
- Administrators have cited time as a constraint on their ability to participate in ACCCA. Free learning resources that are accessible via your website or otherwise could also further demonstrate your value and mitigate time constraints.

![twenty fifth hour logo]

Association of California Community College Administrators

ACCCA's Perceived Value

Do you consider ACCCA a good value for the required membership dues?
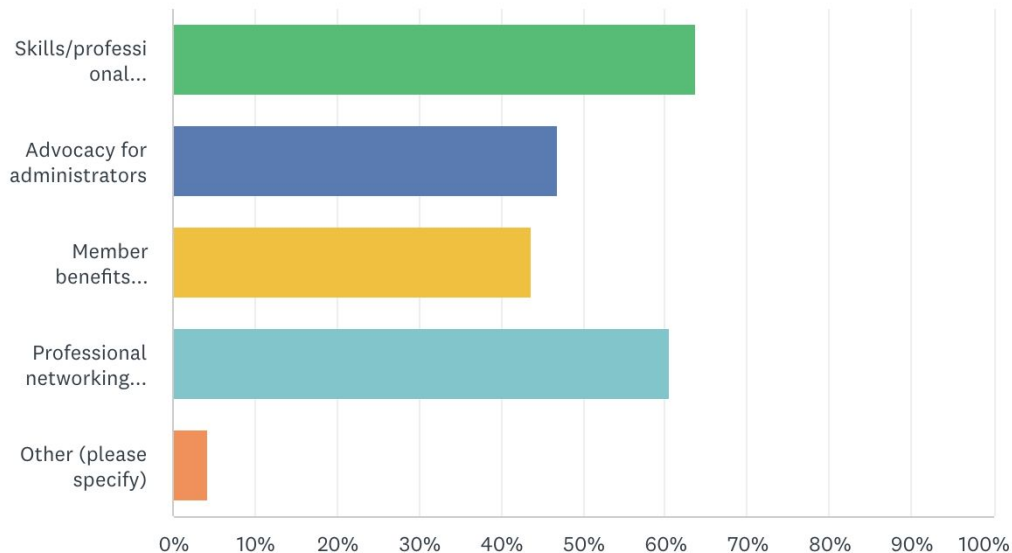(Select one)

Answered: 101   Skipped: 4
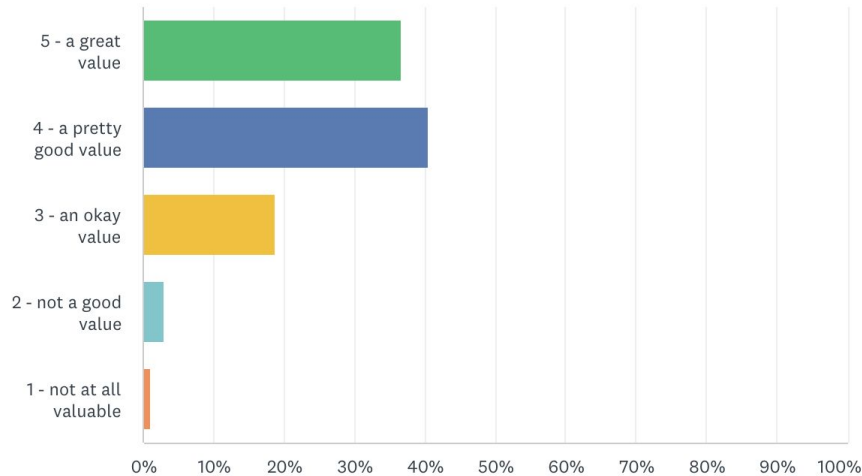
5 - a great value   **36.63%**
4 - a good value   **40.59%**
3 - an okay value   **18.81%**
2 - not a good value **2.97%**
1 - not at all valuable **0.99%**

ACCCA's Perceived Value

What motivated you to join ACCCA? (Check all that apply)

Answered: 94   Skipped: 11

Skills/PD	**63.83%**
Advocacy	**46.81%**
Member benefits	**43.62%**
Networking	**60.64%**
Other	**4.26%**

- **Legal benefits**
- **The conference**

Engagement & Communication

- The data show many of your members want to be more involved and more engaged with ACCCA. Additionally, your members want more opportunities to make an impact on the organization, via polling and feedback.

- Many administrators want more learning opportunities, but do not have enough time to get involved in major programs. Develop more short term courses and workshops, including ones available online, to keep this critical audience engaged with ACCCA.

- In both engagement and communication strategies, ACCCA members want more audience segmentation.

- ACCCA communications are valued, but consistency needs to improve. Administrators are busy and want to know when to expect an ACCCA communication so they don't miss out on critical organization information.

- Many ACCCA members feel "left out" because they cannot get into (due to time/budget constraints or were not accepted) the flagship programs or are not able to present.

Engagement & Communication

Do you know who your ACCCA campus representative is? (Please select one)

Answered: 97   Skipped: 8

Yes   49.48%
No   50.52%
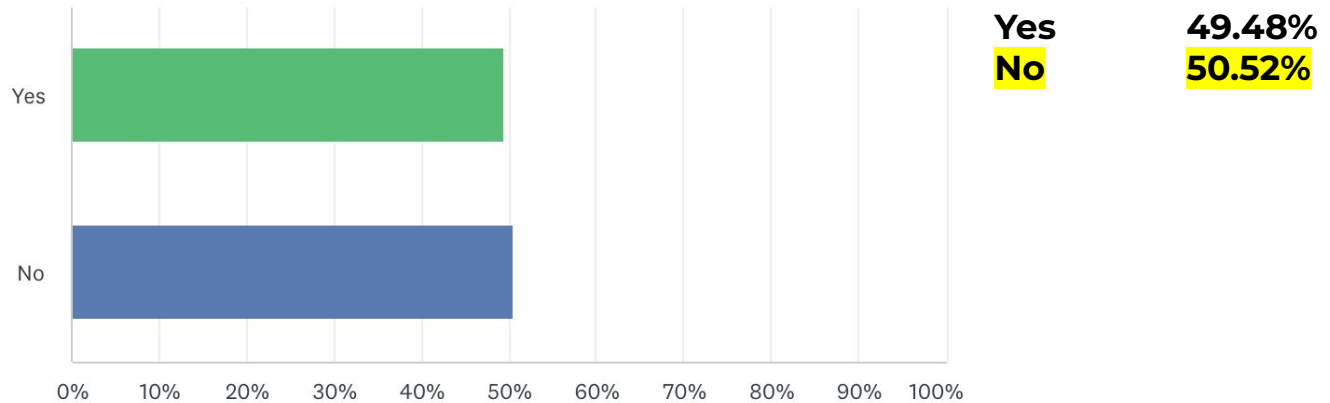
Engagement & Communication

How were you introduced to ACCCA? (Select one)

Answered: 94   Skipped: 11
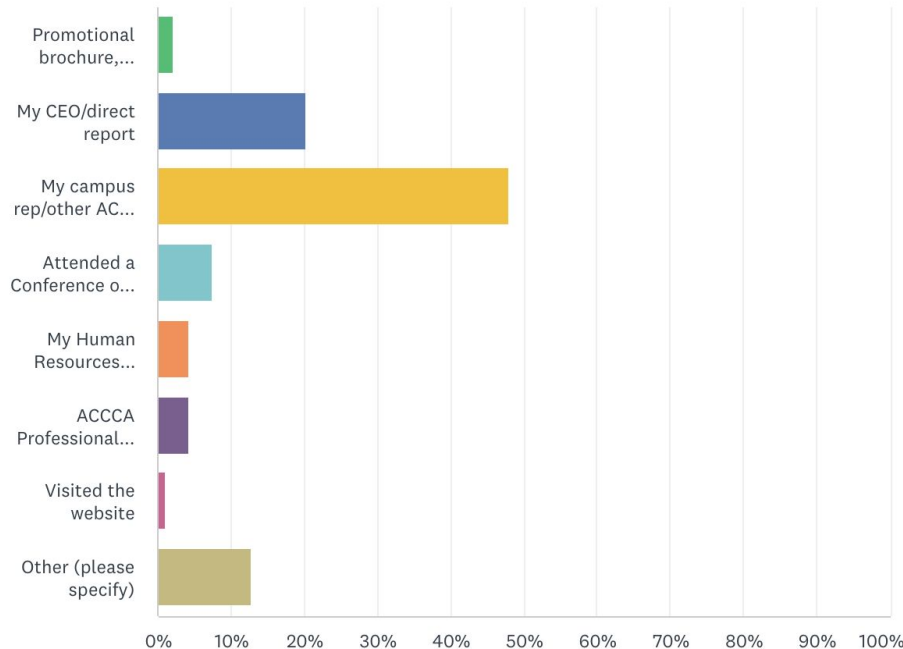
Brochure, flyer, etc.	**2.13%**
<mark>**My CEO or direct report**</mark>	<mark>**20.21%**</mark>
<mark>**Campus rep/member**</mark>	<mark>**47.87%**</mark>
Attended an ACCCA event	**7.45%**
My Human Resources office	**4.26%**
ACCCA PD training program	**4.26%**
Visited the website	**1.06%**
Other (please specify)	**12.77%**

Engagement & Communication

DEIA
● Many participants said there has been a significant improvement in from 5-10 years ago.
● Younger members are more concerned with DEIA.

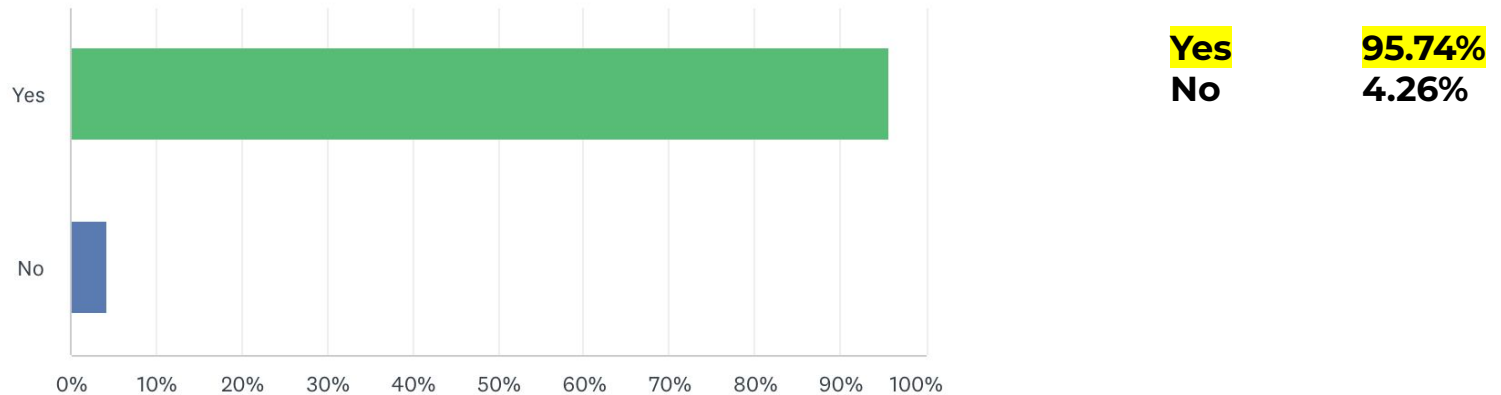Do you feel ACCCA supports diversity, equity, and inclusion? (Select one)

Answered: 94   Skipped: 11

Yes	95.74%
No	4.26%

Engagement & Communication

A must for California Community College Administrators: "A must join statewide organization for California community college administrators."

Learning & Professional Development: "An association of colleagues who can assist in learning skills for your new job and preparing for future leadership roles."

Networking: A professional organization that brings administrators together

State-level advocacy: Advocacy group for managers and administrators representation in the system and professional development programs.

A "safe space": "Official unofficial colleagues whom you can share sensitive info and questions on the down-low. Since most of us have been there, done that (or had that done to us), it's a relief knowing others know what our jobs are and what we go through."

Professional Development

- Your trainings are valued and respected.
- Add additional modalities - hybrid or fully online, shorter workshops in addition to programs.
- Members want trainings in all different areas:
  - DEIA
  - Budget
  - Labor negotiations
  - Change management
  - Navigating artificial intelligence
  - Brave leadership
  - Mitigating burnout
  - Conflict resolution

Professional Development

Are you satisfied with the current professional development opportunities offered by ACCCA? (select one)

Answered: 87   Skipped: 18
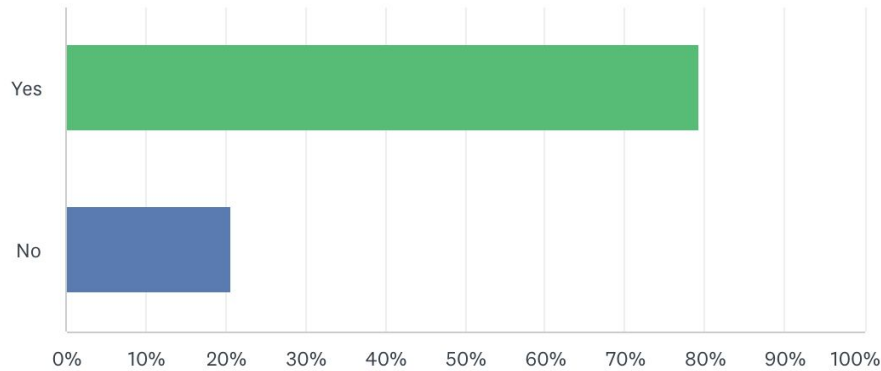
Yes   **79.31%**
No   **20.69%**

Professional Development

How would you like ACCCA to deliver professional development opportunities? (select all that apply)

Answered: 98   Skipped: 7
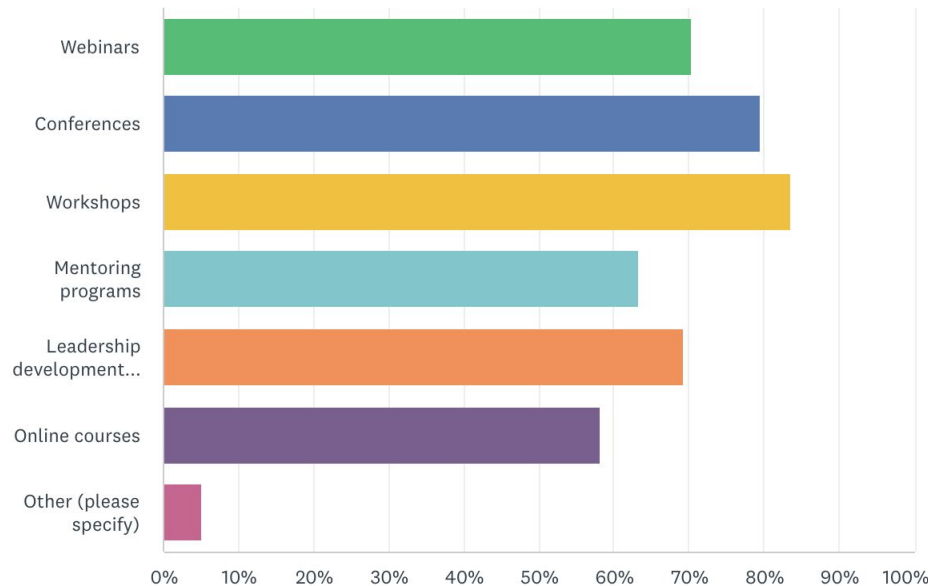
Webinars	70.41%
Conferences	79.59%
Workshops	83.67%
Mentor prgs	63.27%
Leadership dev.	69.39%
Online courses	58.16%
Other	5.1%

BRAIN BREAK
Customize Content

- Members want trainings in all different areas: SMES
  - DEIA
  - Budget
  - Labor negotiations
  - Change management
  - Navigating artificial intelligence
  - Brave leadership
  - Mitigating burnout
  - Conflict resolution

Professional Development

What barriers prevent you from attending professional development
opportunities offered by ACCCA? (select all that apply)

Answered: 95   Skipped: 10
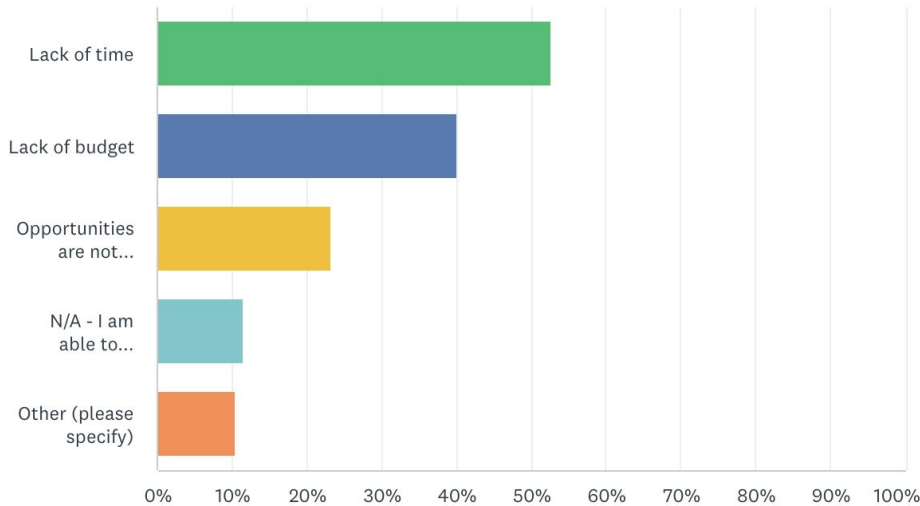
Lack of time	52.63%
Lack of budget	40.00%
Not relevant	23.16%
N/A	11.58%
Other	10.53%

Professional Development

Which three professional development opportunities do you value most?
(Select three)

Answered: 89   Skipped: 16
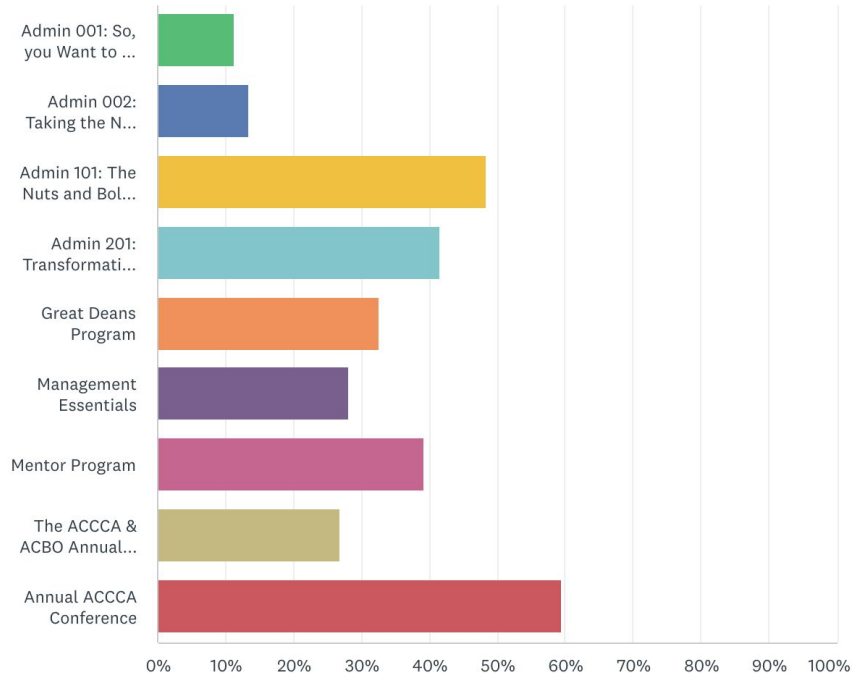
**Which three professional
development opportunities do
you value most? (Select three)**

Admin 001	**11.24%**
Admin 002	**13.48%**
Admin 101	**48.31%**
Admin 201	**41.57%**
Great Deans	**32.58%**
Mgmt essentials	**28.09%**
Mentor Program	**39.33%**
ACCCA/ACBO Annual Workshop on	
Gov's budget	**26.97%**
ACCCA Conference	**59.55%**

Professional Development

Given your recent experiences, preferences and your institution's capacity to support you, which of the following program formats are you most likely to access in 2023-24? (check all that apply)

Regional one-day topical events with both in-person & online (Hybrid)	63.37%
1 hour, on-demand webinar trainings on topics related to your role…	64.21%
Multi-day virtual training program provided over several weeks	27.37%
Multi-day in-person conference	60.00%
A one or two day virtual conference with multiple presenters and panels	40.00%
Another format (not topic - please specify)	3.16%

- "Networking community with a topical focus (e.g., birds of a feather in an intentional online community, but only for a specific topic and limited time. I don't need hundreds more emails to read in a day.)"
- "I am unlikely to attend virtual events. I am zoomed out."

BRAIN BREAK
Year One Experience, what should be required for members to complete and receive?

Goals and Tactics

Goal: Serve and engage members based on type of membership and years with ACCCA

- Create First Year Experience for new members
- Create Board Member qualifications
- Creata sense of place and community by leveraging tracks and group focused cohorts and work
- Personalizing ACCCA, recruitment, and retention to better focused audiences, even for long standing members. Mentor fatigue!

Goal: Create action within DEI

- Review general membership profile, identify baseline DEI enrollment, and create actionable strategy to continue to diversify the membership and the programming available.
  - Support administrators with #BlackStudentSucessWeek and similar event promotion and collateral
  - Leverage membership connections with NISOD, CCEAL (Community College Equity Alliance Lab, Achieving the Dream (ATD), Equity Avengers, Lumina Foundation, and more associations doing equity work in California.
  - Provide templates for affirmative action board resolutions, job descriptions, and campus operations.
  - Collaborate and engage in equity conversations with other state and national higher education focused. Organizations and associations.

Goal: Increase membership by 10% over 2022-23 by 2024-25 billing cycle

- Offering flexibility and promoting community building by network (member referrals)

Goal: Standardize membership processing and grow gap membership by 5% over 2022 by 2024-25 billing cycle

- Understand membership makeup by demographics such as age, ethnicity and college/district role, benchmark and show growth where there are gaps

Goal: Retain 10% of membership over 2022 by 2024-25 billing cycle

- Standardize membership renewal, for members and business members, with automatic reminders and invoices

Goal: Reimagine the Campus Rep model to increase membership by 5% and retain current members by 5% by the 2024-25 billing cycle

- Provide tangible tools, direction, and ideas to Campus Reps
  - Print and digital collateral featuring the benefits of ACCCA membership
- Incentivize Campus Reps

Goal: Reconcile all communications schedules and events against college calendars

- Create editorial calendar for recurring ACCCA events and better integrate them with member institutional timelines and events to allow for maximaxim attendance and participation
- Events will have a consistent and scalable stand up process to allow for standardized implementation with communications to match from start to finish.

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
College faculty and staff												
Athletics Monthly Post- link to game schedules												
Annual Giving Campaign- Give to scholarships												
Student Testimonial												
Promote Commencement and Ceremonies												
Promote HR Opprtunities												
Promote Nurses Pinning												
Community- Awareness												
Jazz and Choir Ensemble Spring												
Registration Opens												
Commuity Ed Schedule promotion												
NVC Cooking School												
Commencement Countdown												
Athletics Monthly Post- link to game schedules												
Annual Giving Campaign- Give to scholarships												
Promote HR Opprtunities												
Promote Performing Arts Events												
Community members with some college												
Community members who need/desire skills training for promotion												
Skilled trades and STEM students (18-24)												
NVC Nursing Students Health Fair Promote (April)												
Promote Class Schedule and Under Enrolled Programs												
Registration Opens												
Commuity Ed Schedule promotion												
NVC Cooking School												
Monthly Social Media promotion Program highlight												
Quarterly email to Applied Not Registered- Programs/Services												
Quarterly email to Stop Outs- Programs/Services												
Workforce Training Promotion												
Money to Pay for College Promotion												
SAVINGS starting here vs university												

Goal: Optimize engagement with members by curating communication with tracks segmented by type of membership and content focus

- Create membership leaders for each type of membership, these are the subject matter experts (SMEs) for their area and will work with the Director of Communications to help develop content and programming for that area.
- Create communications and delivery channels based on member type/tracks
- Create visually different communications based on member type/tracks
  - Identify regular, consistent communications to Year One, Current (2-5), and Veteran (6+) administrators and members, then by content/SME.

Goal: Optimize engagement with members by curating communication with tracks segmented by type of membership and content focus

1 Year One Experience
- DEIA
- Budget
- Labor negotiations
- Change management
- Navigating artificial intelligence
- Brave leadership
- Mitigating burnout
- Conflict resolution

2 Current Member (2-5)
- DEIA
- Budget
- Labor negotiations
- Change management
- Navigating artificial intelligence
- Brave leadership
- Mitigating burnout
- Conflict resolution

3 Veteran Members 6+ years
- DEIA
- Budget
- Labor negotiations
- Change management
- Navigating artificial intelligence
- Brave leadership
- Mitigating burnout
- Conflict resolution

Goal: Streamline all membership communication processes and inquiry intake

- Director of Communications should write communication; Executive Director should review and approve; Staff distributes with a specific email for replies and questions; all emails, inquiries and replies should be documented through a CRM.

Goal: Create social media strategy

- Create within the editorial calendar, matching social media (LinkedIn/Twitter) campaigns that can be used to support email marketing

Goal: Integrate the ACCCA website updates with social media posts, emails, and press releases

BRAIN BREAK

Do you follow ACCCA on social media?

When is the last time that you reposted or re shared something with your non-ACCCA colleagues?

If you remember, what was it that made the cut? ;)

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Goal: Assess event enrollment barriers and work to remove them with action and messaging
- Time and Budget

Goal: Raise the quality of programming available to members
- Assess program instructors and vet for quality
- Create and implement a program review timeline and process with outcomes and a cost/revenue analysis included
- Have at least one ACCCA board member/staff member attend a session/workshop and provide an internal feedback form
- Clarify if speakers are paid or volunteers
- Brand tracks and programming visually so that members can differentiate programming from member news and member position specific information

Goal: Utilize measurements to report engagement, attendance, and effectiveness against the event's goals

- Track event registration vs attendance and begin to predict
- Communications team to create conference and workshop graphics and promotion plans and implement
- Review email platform insights and metrics with web staff

Goal: Event design and messaging to be consistent with new program branding

- Implement a level of professionalism, and less reliability on urgency, with the member journey in mind. Ensure all communications and graphics are ADA compliant.

Goal: Create and film webinars/classes/workshops that can be accessed on demand via ACCCA's website

- Review data to identify topics
- Attendees can work at their own pace
- For classes and workshops, consider offering ACCCA-branded digital badges
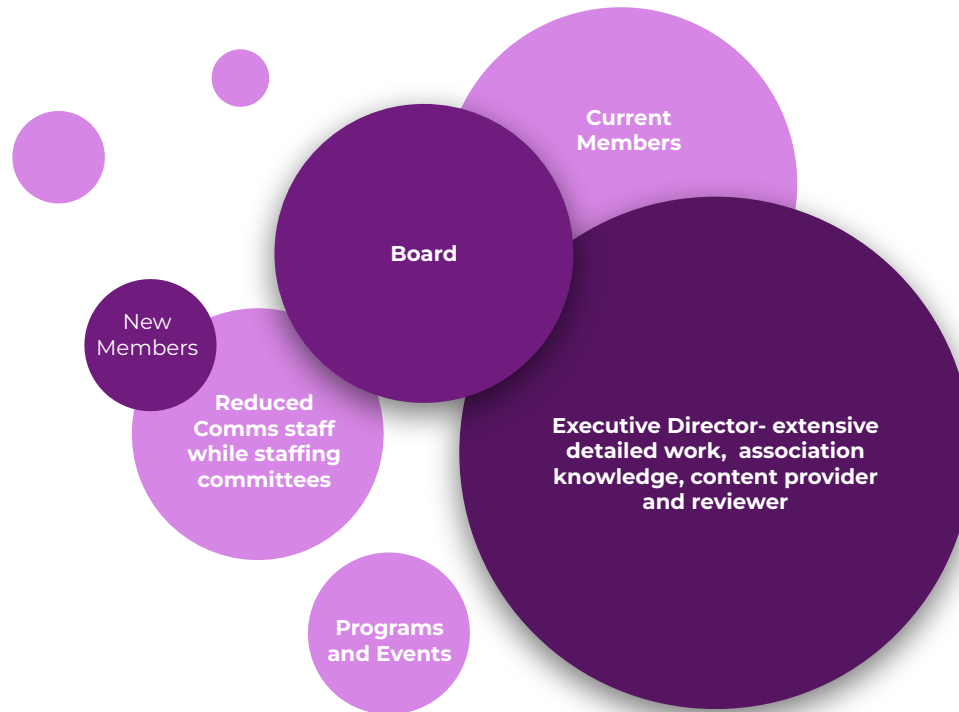
Goal: Conduct one-day drive-in workshops with video option

- Campus reps and/or board members to host at their campus
- Review data to identify topics
- For classes and workshops, consider offering ACCCA-branded digital badges

twenty
fifth
hour

Association of California Community
College Administrators

Goal: Position ACCCA as the leader in administrator professional development in the California community college system

- Use differentiators to better describe ACCCA's services and value proposition
- Position ACCCA as statewide leader in Professional Development and leverage member benefits and membership longevity
- **Competitors that serve only administrators - NO COMPETITION**
- California Community Colleges Chancellor's Office offer same advocacy for districts and colleges
  - Consider enhancing advocacy program with enhanced email and webinars with premiere legislation
- Community College League of California is exploring offering professional development opportunities to new and veteran CEOs
- Create a database populated with member-important data such as the Annual Salary Survey results.
- Collaborate with programming and strategic partners to offer credentialed digital badging.

twenty
fifth
hour

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Association of California Community
College Administrators

Goal: Position internal and external resources and staffing to navigate the departure of ACCCA's Executive Director.

Current
Members

Board

New
Members

Reduced
Comms staff
while staffing
committees

Executive Director- extensive
detailed work, association
knowledge, content provider
and reviewer

Programs
and Events

Organizational Capacity and Growth

twenty
fifth
hour

Association of California Community
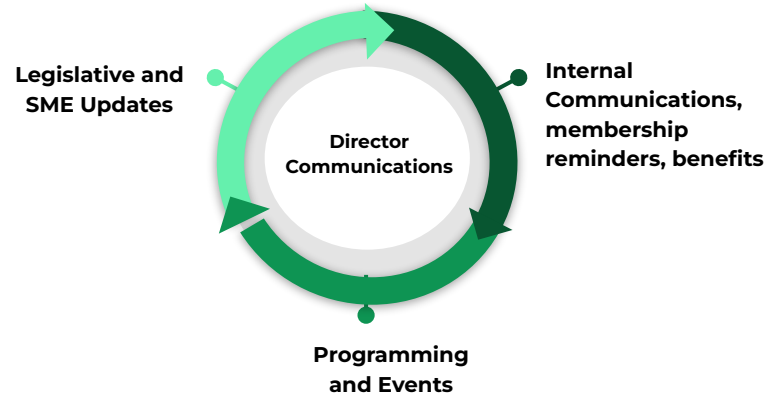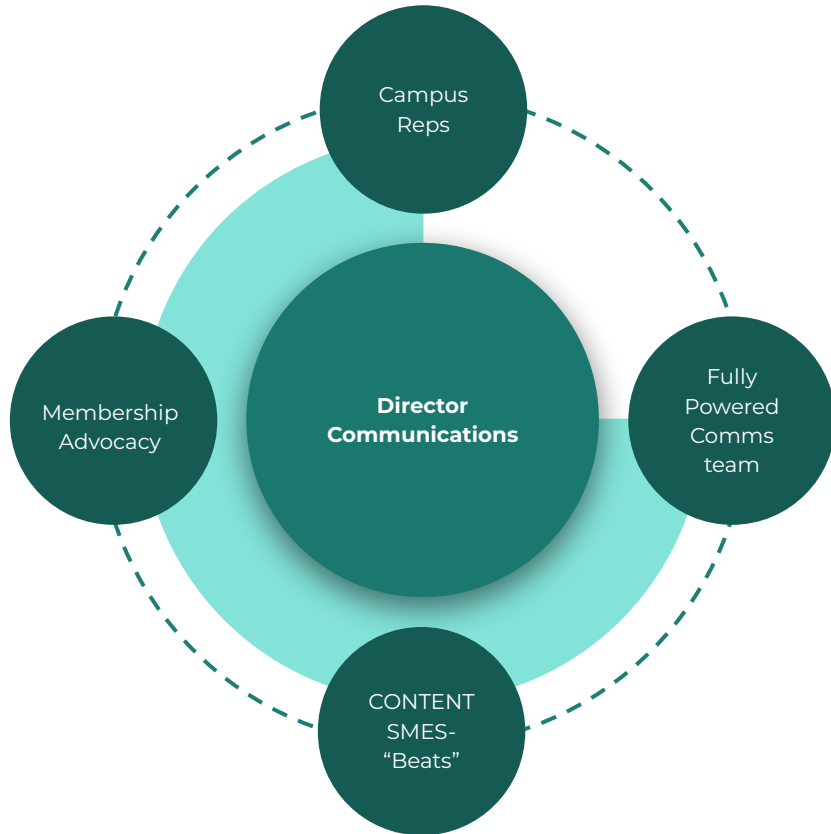College Administrators

Goal: Position internal and external resources and staffing to navigate the departure of ACCCA's Executive Director.

- Reconcile the association's organizational chart roles and responsibilities to better serve and engage new and current members
- Senior staff members should staff committees and handle detailed tasks
- Hire a Director of Communications (Director)
  - This allows the strategy and focus of the organization to be handled at a senior level while the layered communications and implementation can be coordinated by the Director who reports to the Executive Director.
- Director would work closely with the member track SMEs for content accuracy, timing, branding and outreach to the right audience within membership for events, updated, and programming
- Director would write all social and internal communications for the association
- Director would work directly with meeting planners and content committees for workshops and annual conference; identify themes
- Director to supervise design team with all logos, content, etc.
- Director should have a clear understanding of how community colleges work, their calendars, nomenclature, and politics; previous campus experience is important

Goal: Position internal resources and staffing to navigate the departure of ACCCA's Executive Director. (cont'd)

- Focus Web staff on content updates, tracking user actions on the website, and to support web tracking linked to promotional tactics.
    - Web staff should report to the Director
- Produce programming in clear and repeatable/scalable steps so each ACCCA team member knows their role as events are planned and launched
- Membership committee owns membership profile updates, member feedback, and reporting barriers/flags regularly to Director
- The Executive Director works closely with "First Year Experience" Cohorts to instill and carry forth ACCCA missions, values, and strategic goals, also ensuring a solid foundation for year one members.

twenty
fifth
hour

Organizational Capacity and Growth

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College Administrators

Goal: Position internal resources and staffing to navigate the departure of ACCCA's Executive Director.

Campus Reps

Membership Advocacy

Director Communications

Fully Powered Comms team

CONTENT SMES-"Beats"

Legislative and SME Updates

Internal Communications, membership reminders, benefits

Director Communications

Programming and Events

Board Members

First Year Members-INVEST

Executive Director

Fully powered comms team, lead by Director

Partners and Revenue

Summary

- Create a journey like experience for members that fulfills their expectations, provides value, and optimizes the strength in numbers that ACCCA provides, in highly charged, political, and competitive spaces.
- Create a sense of place within membership by building communities of members with like roles and needs.
- Standardize processing of membership business processes, renewal, payment options, self service
- Use content and communications to customize experiences- with words and visuals
- Invest in a "First Year Experience" to build strong members from the beginning
- Use current member relationships and influencers to show pride and to build experiences
- Organize teams to sustain multiple member tracks by reimagining Campus Reps and SMEs
- Create organizational chart that supports layered communication falling to a MARCOM team, implemented by the Director, but reviewed and approved by the Executive Director.
- Utilize an outside resource to implement branding and communications changes and to support a transitionary period to allow for said team to be built and processes to be implemented with ease and professionalism.

What does support look like to implement plan with trusted partners:

- Proven experience and partnerships with higher education agency *and* association specific work in California and the United States
    - American Association of Community Colleges (AACC)
    - Association of California CC Administrators (ACCCA)
    - National Association for Community College Entrepreneurship (NACCE)
    - Rural Community College Alliance (RCCA)
    - National Council for Marketing and Public Relations (NCMPR)
    - California Community College Public Relations Officers (CCPRO)
    - Department of Labor, Department of Agriculture, and Department of Forestry
    - United Nations, UNENERGY
    - Missouri Community College Association (MCCA)
    - Community Colleges of Appalachia (CCA)
    - Appalachian Regional Commission (ARC)
    - Lumina Foundation

- Leveraging relational capital with existing clients and initiatives to create opportunities to collaborate in otherwise, non-connected communities.
- Measurable start (benchmark) to finish (results) with regularly reporting
- SMES both internally and within membership/leadership = success
- Train for the best department build possible.