



2023 Research Report and Communications Plan

DRAFT

Environmental Needs Assessment

- **A comprehensive needs assessment report with findings and recommendations**
- **An analysis of existing market conditions and in-house capacity to implement recommendations**
- **Data upon which to create a new ACCCA communications plan**
- **A blueprint for ongoing data collection, disaggregation, and analysis**

Quantitative Analysis & Study



Introduction

The Association of California Community College Administrators (ACCCA) engaged Twenty-fifth Hour Communications, Inc. (25th Hour) to conduct a study of its communications, recruitment, retention and organizational structure.

To ensure both a depth and breadth of data, quantitative and qualitative methods were employed. The quantitative approach included a member survey and a review of existing research data. The qualitative approach included interviews with ACCCA employees and members from all levels of the organization. All research instruments were vetted and approved by the ACCCA's Executive Director.

The qualitative research uncovered themes and meta-themes that offer deep insight into the needs of college administrators. Additionally, current and former administrators and associate members shared stories about their college, professional and personal lives, providing critical information to recruitment, retention and communication strategies. Interview data specifically directed the recommendations in the communications plan that follows the research portion of the report.

The most significant part of the quantitative research was the member survey. More than 100 of your members participated in the study, which examined administrators' decision-making processes, barriers to entry and how to mitigate them, sense of belonging, equity strategies, media consumption, and more. Survey data collected informed the recommendations in this quantitative study and analysis section of this report.

25th Hour Communications would like to express its gratitude for the opportunity to prepare the following report and communications and marketing plan for ACCCA.

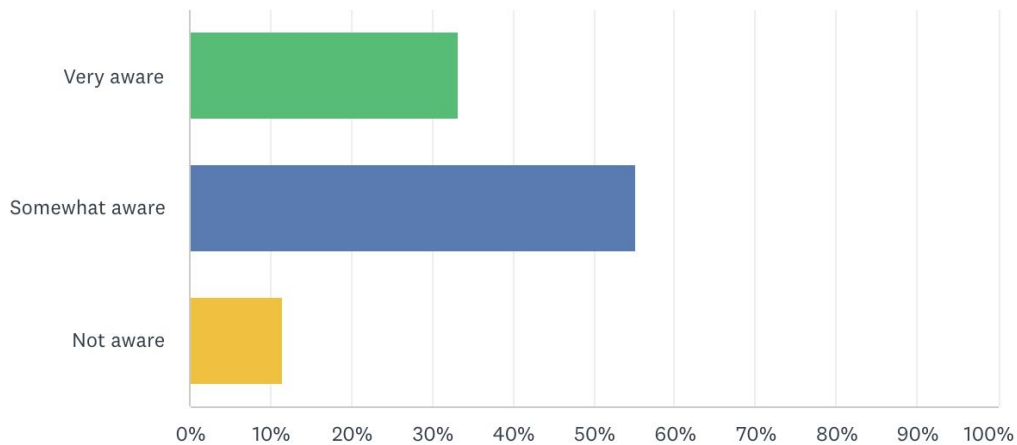


How aware are you of ACCCA's public positions on legislation and policy?

Very Aware 33.33%
Somewhat Aware 55.24%
Not Aware 11.43%

How aware are you of ACCCA's public positions on legislation and policy?
(Select one)

Answered: 105 Skipped: 0



Analysis: Regular updates with the membership to keep them informed about ACCCA's public positions can help them to feel more engaged with the organization as a whole and invested in the work that ACCCA does on the advocacy side.

Review the regular legislative updates sent out by ACCCA. This suggests there is room for alternative methods of communicating your positions (videos, town halls, monthly check-ins, website updates, etc.)

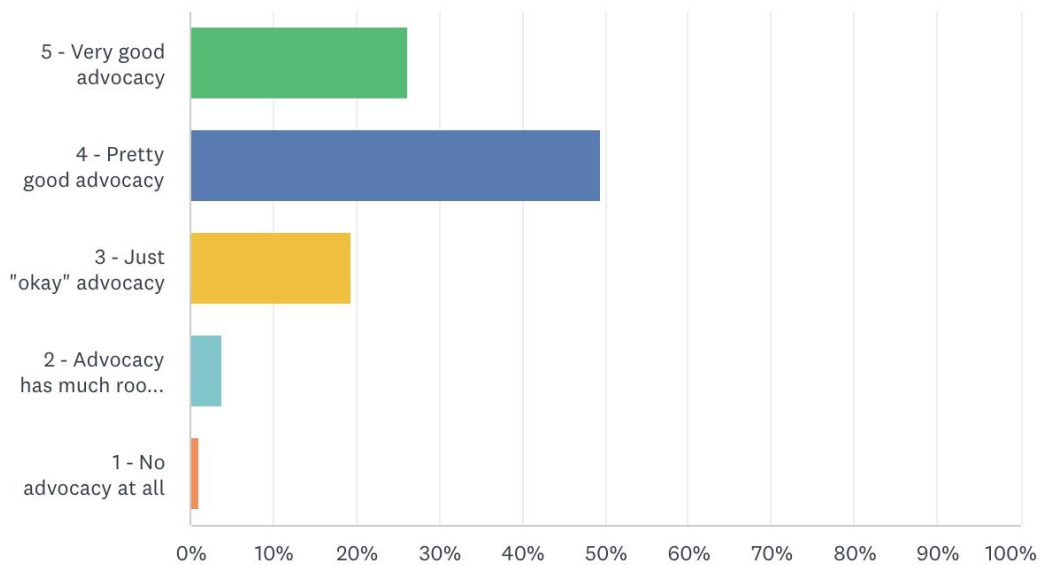


How well would you rate ACCCA’s advocacy for administrators and the community college system at the state level? (select one)

Very good advocacy	26.21%
Pretty good advocacy	49.51%
Just “okay” advocacy	19.42%
Advocacy has much room for improvement	3.88%
No advocacy at all	0.97%

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



Analysis: Overall your membership feels positively about ACCCA’s advocacy. By further communicating what you are doing and ensuring members are aware, it is likely that the response will be even more positive.

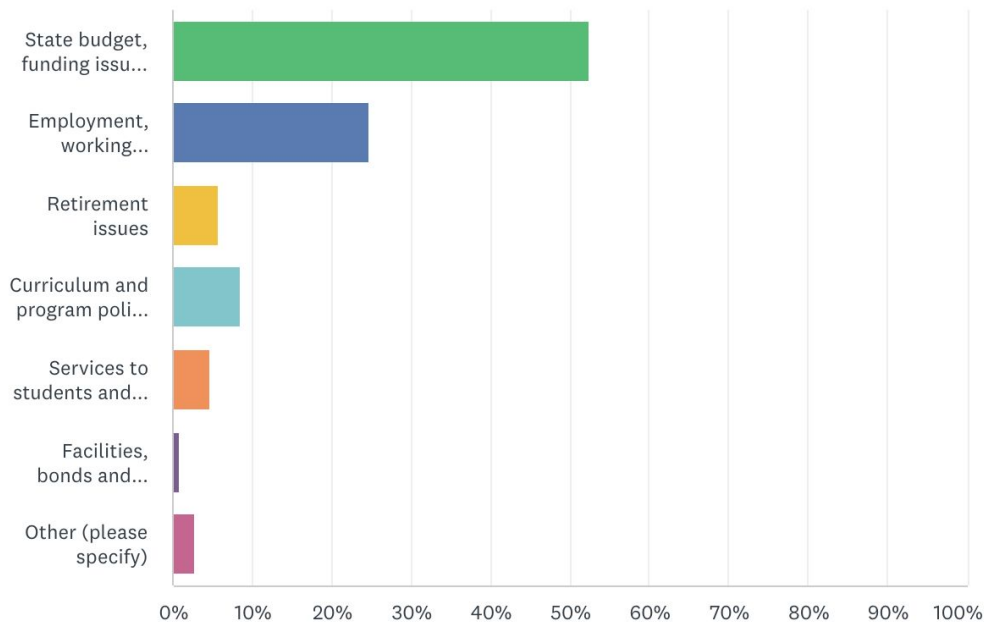


Please indicate the areas you are most interested in ACCCA taking official positions on [i.e., this is your #1 advocacy priority] (Select one)

State budget, finance issues and finance policy	52.38%
Employment, working conditions and collective bargaining issues	24.76%
Retirement issues	5.71%
Curriculum and program policy issues	8.57%
Services to students and issues around meeting students' basic needs	4.76%
Facilities, bonds, and scheduled or deferred maintenance	0.95%
Other (please specify)	2.86%
<ul style="list-style-type: none"> • "Elimination of Calbright so its funding can be used for DE at all of the other CCCs" • "Employment, working conditions for administrators" • "Working Environments for Managers" 	

Please indicate the areas you are most interested in ACCCA taking official positions on [i.e., this is your #1 advocacy priority] (Select one)

Answered: 105 Skipped: 0



Analysis: State budget and finance issues are by far and away the most important policy to ACCCA's membership. Add regular updates into your communications (legislative or otherwise) about the work ACCCA is conducting in these areas to ensure that your members are more engaged with and informed about the organization and the value it provides to its members.

A distant second is employment, working conditions and collective bargaining issues.



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

Enrollment: “Successfully managing challenges to enrollment”

The Great Resignation: “Enrollment, Great Resignation and Equity in the workplace as it relates to opportunities for upward mobility.”

Burnout/Working conditions: “Administrators who are tasked with additional duties that extend beyond a reasonable time 24+ months”

Polarization: “Changing national view of higher education.”

DEI: “Trying to support Diversity, Equity, and Inclusion without students choosing to affiliate only with their own cultures.”

Resource and support offerings: “That we are expected to be social service and educational institutions.”

Budget: “SCFF - fiscal cliff and how to help our institutions (and ourselves) survive.”

Faculty conflict: “Treatment of administrators by faculty (e.g., hostile, disrespectful). Is organizing the answer?”

Legislative disconnection: “It varies by role, but overall the barrage of legislative mandates that have students' best interests at heart but are designed by people that have no idea how to actually implement them.”

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

Analysis: While ACCCA cannot solve all of California Community College administrators' problems, it can provide a safe space to share and relate with peers in similar roles and similar institutions. Administrators need a place to share with each other and seek advice about difficult issues at their colleges. Town hall-type meetings (virtual or in-person) and mixers (virtual or in-person) could offer your members these opportunities to vent and hear from their peers about how they handled difficult situations.

Consider offering short webinars or asynchronous training options around the topics above.

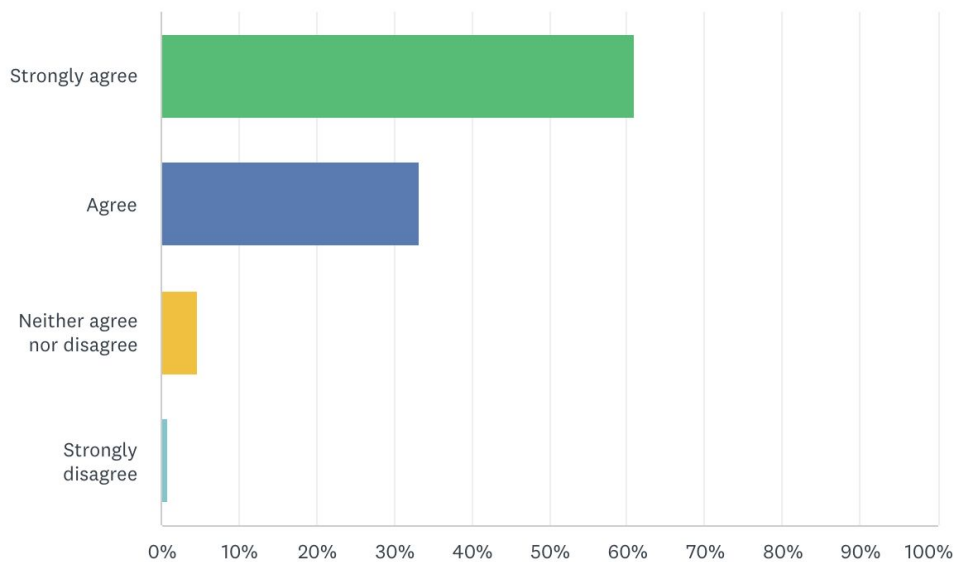


ACCCA works to collaborate with the State Chancellor's Office and our affiliate partners on most issues, however, we may take positions that are different if we feel that doing so is in the members' best interest. Do you agree that, if necessary, ACCCA should take positions that are not in concert with the State Chancellor's Office or other organizations? (Select one)

Strongly agree	60.95%
Agree	33.33%
Neither agree nor disagree	4.76%
Strongly disagree	0.95%

ACCCA works to collaborate with the State Chancellor's Office and our affiliate partners on most issues, however, we may take positions that are different if we feel that doing so is in the members' best interest. Do you agree that if necessary, ACCCA should take positions that are not in concert with the State Chancellor's Office or other organizations? (select one)

Answered: 105 Skipped: 0



Analysis: Overwhelmingly, ACCCA members feel that the organization should be willing to take positions on behalf of the organization even if they are not in alignment with the California Community College Chancellor's Office. This suggests a strong mission-oriented membership that is less concerned with politics and more concerned with the advocacy the organization is engaged in. However, better communications around advocacy is recommended as advocacy has not emerged as the main value proposition for ACCCA in the study.



Is there an issue or a regulation you feel is impacting administrators that is not currently on the radar that you believe ACCCA should be advocating for or against? Please describe. (Short answer)

50% Law: “The 50% law is not in alignment with Vision for Success Goals.”

Repeatability: “Repeatability restrictions - advocating against. It has harmed enrollment dramatically among lifelong learners, who are an important constituency among our student population!”

Compensation: “Relative equalization of administrator salaries with respect to cost of living in administrators' area.”

Professional development: “With the lack of strong recruitment pools and the continuation of the Great Resignation as the Baby Boomer generation continues to head toward retirement, we need the ability for CCCs to provide internal administrator promotional opportunities. Too much time is wasted on committees that select individuals who could have been promoted from a current administrator position. Please find a space to advocate for this.”

On-campus implications of Chancellor’s Office policy: “The transition from one initiative to the next in the CA Community College system should occur with more foresight and collaboration with the prior key talent throughout the state. The latest and greatest educational strategy shouldn't immediately supplant the prior effort without careful consideration of those in the field.”

CSEA partnership: “Partnership with CSEA that would require communication to administrators at the same time as classified staff as to when meetings, votes, events are held.”

Analysis: 50% law was the most common answer (10.5%). This is an example of a policy that is supported by the Chancellor’s Office but is not supported by ACCCA, and administrators feel strongly about it.

Consider the above as possible areas for engagement for ACCCA members who have not found their place in the organization. These would be excellent areas for roundtable discussions or webinars.



What makes ACCCA stand out as an organization?

Advocacy: “It has an excellent Advocacy Committee and School Services to support those efforts and represents administrators and their concerns.”

Mentorship: “Exchange of ideas among college administrators.”

Community/Connection: “The ACCCA membership is unique in its manner to help its members by the senior/experienced/veteran administrators. It reminds me of our CTE faculty (as I once was) who have a tight knit community and always offer to provide assistance, labs, teaching ideas, etc. to each other. “

Organization willing to taking a stand: “Willingness to stand-up for what's right rather than what appears to be mandated. The CCCCOC seems to be in mandate mode.”

Networking: “The people. It is the most uplifting, positive, collaborative part of working in higher ed.”

Safe space: “It's the only organization I can really talk to other administrators about issues.”

Liability coverage: “Liability coverage for legal concerns.”

Analysis: Test the above for marketing and communications messaging.

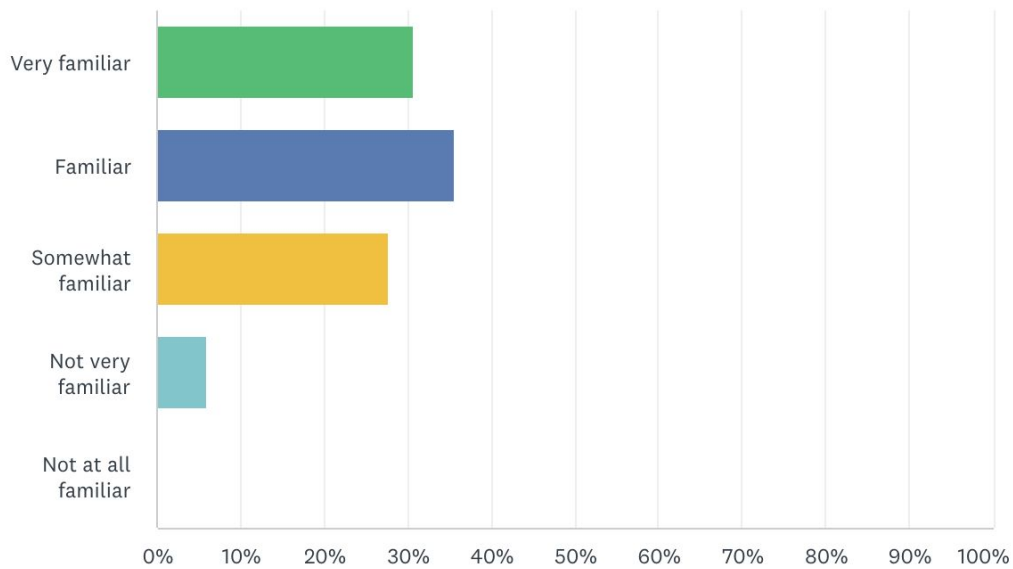


How familiar are you with ACCCA's services and offerings? (Select one)

Very familiar	30.69%
Familiar	35.64%
Somewhat familiar	27.72%
Not very familiar	5.94%
Not at all familiar	0.00%

How familiar are you with ACCCA's services and offerings? (select one)

Answered: 101 Skipped: 4



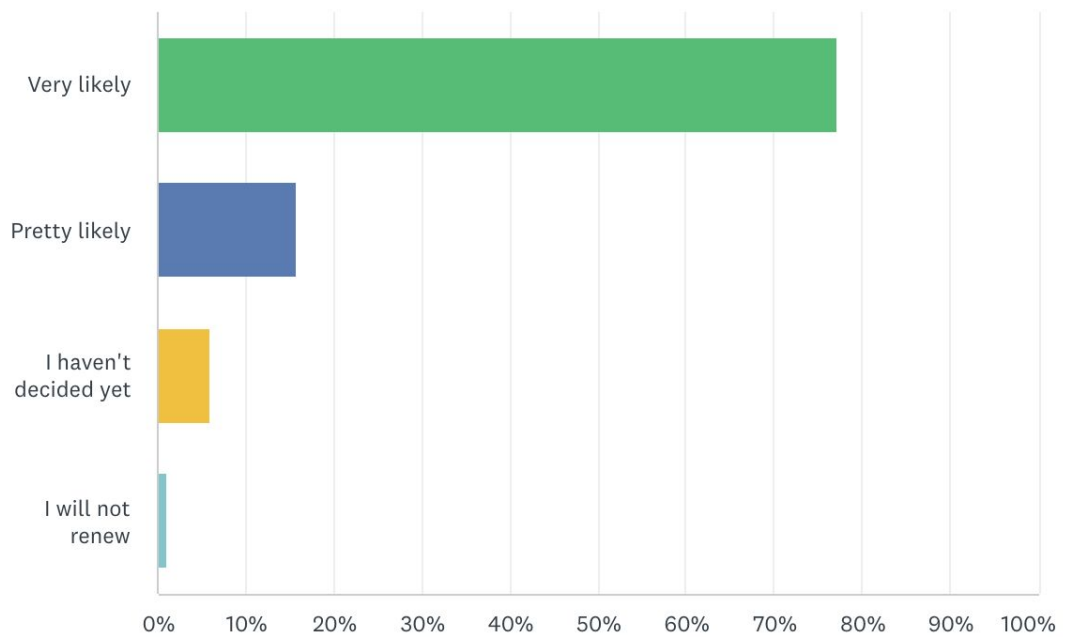
Analysis: While most of participants are well aware of your services and offerings, the above data reveal an opportunity to communicate more with those who are “somewhat familiar” or “not very familiar.” Direct outreach in the form of a personalized letter, phone call or email from another member or ACCCA representative could be an effective way to do this.

How likely are you to renew your ACCCA membership?

Very likely	77.23%
Pretty likely	15.84%
I haven't decided yet	5.94%
I will not renew	0.99%

How likely are you to renew your ACCCA membership? (select one)

Answered: 101 Skipped: 4



Analysis: Most of those who responded to the survey will renew, with the exception of just a few (6.93%) who have not yet decided or will not renew.

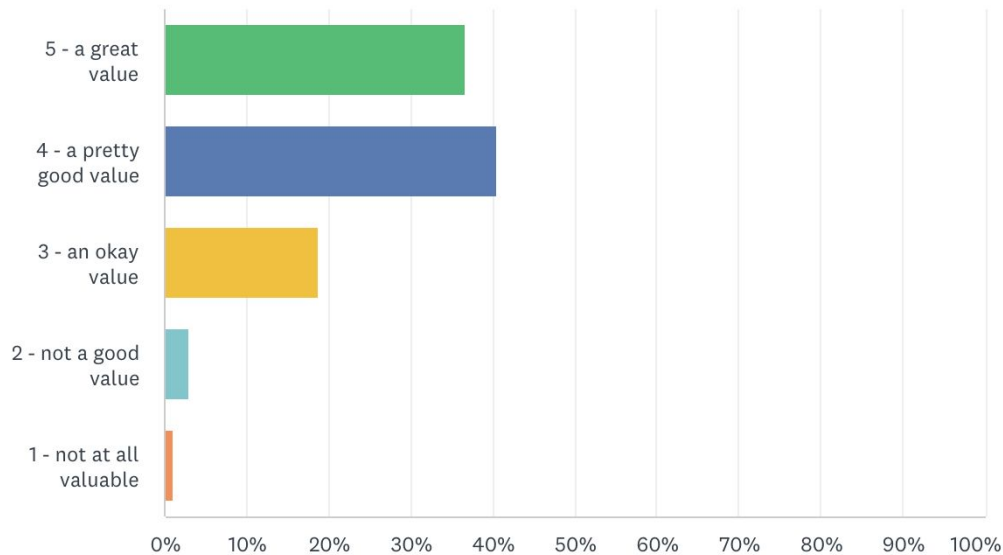


Do you consider ACCCA a good value for the required membership dues?

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%

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

Answered: 101 Skipped: 4



Analysis: The overwhelming majority consider ACCCA to be a “great” or “pretty good” value for money. Focus groups or listening sessions with those who rated it as an “okay” or “not good” value is recommended to reveal why they feel this way.



If you selected 3-1 in the previous question, what specific changes would you like to see that would improve the overall value of your membership? (Short answer)

Lack of inclusivity: “More direct/regular benefits including networking for those not attending organized programs (like Deans 101).”

Lack of inclusivity: “Be more outwardly engaging to all constituents.”

Lack of inclusivity: “More opportunity for advocacy, including mid-managers rights.”

Lack of inclusivity: “I do not feel connected other than the annual conference and that has been hard to attend due to locations.”

Cost: It is a bit costly, given we have to pay out of pocket, although the monthly payroll deduction helps

Cost: PD included in membership costs

Membership benefits are difficult to access: “Make the benefits and services of membership more accessible. I do not get information from ACCCA.”

Membership benefits are difficult to access: “I used the legal resource. It takes a while to get a response. The second time I tried was a bit easier. Only found legal counsel outside of California with benefits.”

More social justice collaboration/work: “Possibly collaborate with the Coalition (COLEGAS, APAHE and A2mend) with the ARLI program (Aspiring Radical Leaders Institute) to offer professional development focused on social justice.”

Online opportunities: “It is very difficult to attend in person and hoping for continued zoom hybrid opportunities.”

Analysis: Many of your members are not feeling included. The programs are relatively exclusive and those who are not selected for them feel that they are thusly not receiving the full benefits of your organization. Consider ways to engage those who applied for programs but did not get in.

Social justice advocacy may be a way to strongly engage some members. People who are interested in social justice and DEIA issues are often passionately supportive and that enthusiasm could benefit ACCCA.

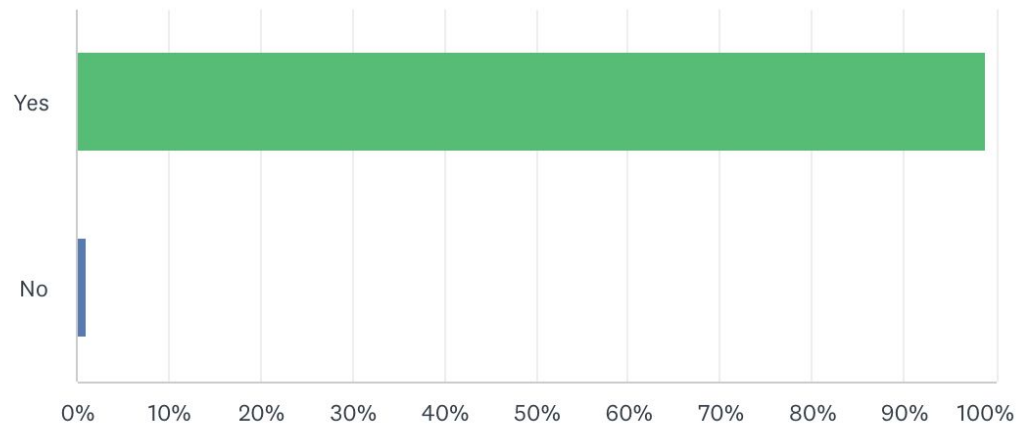


Would you recommend ACCCA to your colleagues? (select one)

Yes	98.99%
No	1.01%

Would you recommend ACCCA to your colleagues? (select one)

Answered: 99 Skipped: 6



Analysis: Although the response regarding value for money was more mixed, nearly all respondents said they would recommend ACCCA to a colleague, suggesting that your members are deriving some merit from the organization.

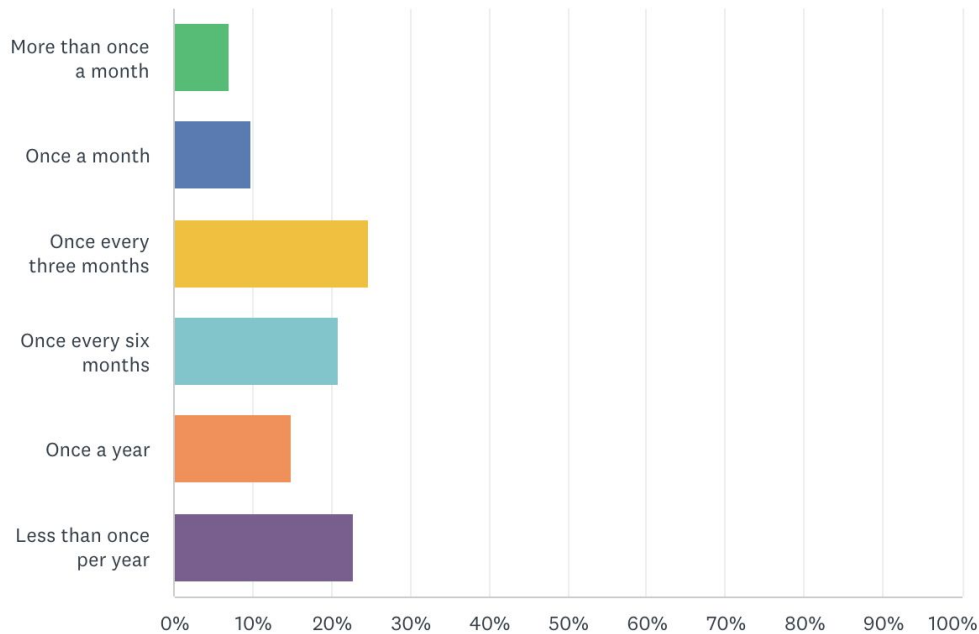


How often do you take advantage of the benefits and services provided by ACCCA? (select one)

More than once a month	6.93%
Once a month	9.90%
Once every three months	24.75%
Once every six months	20.79%
Once a year	14.85%
Less than once per year	22.77%

How often do you take advantage of the benefits and services provided by ACCCA? (select one)

Answered: 101 Skipped: 4



Analysis: While the majority of participants are using ACCCA's services once every three months (24.75%) or once every six months (20.79%), many report using your services once a year or less (37.62%). A communications strategy to inform users of all of different benefits and services ACCCA offers is recommended to encourage greater utilization of your offerings, including the less-explicit ones (like networking).

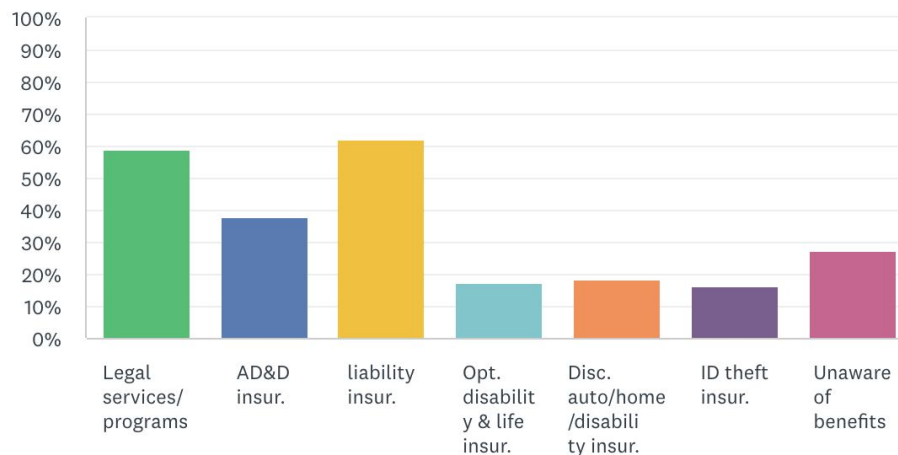


ACCCA provides members with an array of benefits included in your membership which you can learn about and access on ACCCA's website. Which of these benefits do you value as part of your ACCCA membership? (Check all that apply.)

Free legal services & discount legal programs	59.18%
Free AD&D insurance policy (\$10,000)	37.76%
Free professional liability insurance policy	62.24%
Optional disability and life insurance programs	17.35%
Discounted auto/home/disability insurance	18.37%
Identity theft protection insurance	16.33%
I wasn't aware these benefits existed	27.55%

ACCCA provides members with an array of benefits included in your membership which you can learn about and access on ACCCA's website. Which of these benefits do you value as part of your ACCCA membership? (Check all that apply.)

Answered: 98 Skipped: 7



Analysis: Liability insurance and legal services are the most obvious benefits to your members. This suggests an opportunity to leverage these benefits for recruitment purposes.

It is important to note the significant segment (27.55%) of participants who were unaware of these benefits. Benefits communication should not cease after onboarding, but should be regularly included in membership communications. This reminds members of the value you provide to them, a critical retention strategy.



If you've had experience (good or bad) with using any of these benefits, please describe. (Short answer)

Positive: "I never thought I would need a lawyer to save my reputation, but this benefit from ACCCA assisted me in a critical time in my career. I don't know where I'd be without this assistance."

Neutral: "Not yet. Think about mental health services as a perk."

Negative: "I requested support with the free legal services, but was never contacted by the representative. It was pretty frustrating."

Analysis: Most have not utilized your services. Only 47 responded, 31 of which were "n/a" or "no experience."

Coded responses:

Positive	43.75%
Neutral	25%
Negative	18.75%
Unaware	12.5%

There is a mixed response to those who have used their benefits. Most skipped this question, suggesting they have not utilized them. It is likely that many that have said they have not used your benefits in fact have, in some way, used them. However, they do not necessarily view things like "networking" and "professional development" as specific benefits of their membership, suggesting there is an opportunity to further reinforce your organization's value with a communications strategy around benefits.

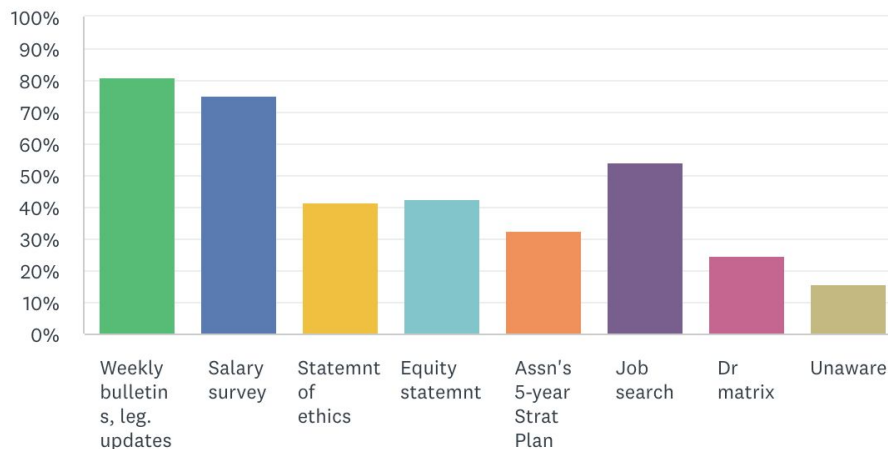


Below is a listing of resources that ACCCA currently provides online to assist members. Which of these do you or would you consider valuable? (Select all that apply.)

Weekly bulletins and legislative updates	81.19%
Annual salary survey	75.25%
Model statement of ethics for administrators	41.58%
Model equity statement	42.57%
The Association's 5-year Strategic Plan	32.67%
Online job search feature	54.46%
Doctoral matrix	24.75%
I wasn't aware that these reports were available	15.84%

Below is a listing of resources that ACCCA currently provides online to assist members. Which of these do you or would you consider valuable? (Select all that apply.)

Answered: 101 Skipped: 4



Analysis: Regular communication is seen as a key benefit by a majority of study participants (81.19%). ACCCA members want regular, consistent communication about what they are receiving for their money, what other members are up to, and how the organization is moving forward.

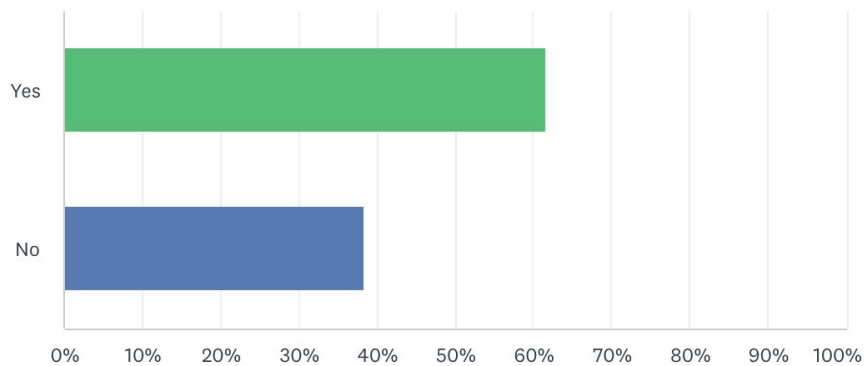
The Annual Salary Survey and online job search feature were also identified as valuable ACCCA resources.

If you are in a leadership role in ACCCA, do you feel the time commitment is an appropriate length? (select one)

Yes 61.54%
No 38.46%

If you are in a leadership role in ACCCA, do you feel the time commitment is an appropriate length? (select one)

Answered: 26 Skipped: 79



Analysis:

Longer term administrators are more likely to feel the time commitment is appropriate (11+ years) but newer administrators were less likely to respond positively. Review the time commitments for the different committees and boards within ACCCA to ensure they are not excluding critical groups due to their commitments.



Is there a service or benefit that we could incorporate in the future that would be helpful to you? (Short answer)

Free online regular gatherings/webinars: “Monthly or quarterly webinar on various leadership or benefits discussions would be great.”

Free learning resources that can be accessed at any time: “For new administrators, Modules to learn at our own pace what to expect. I don't feel supported at work and don't know how to navigate situation. “

More opportunities for mentorship: “Executive mentorship”

Retirement planning: “Retirement planning”

Segmentation of groups to foster greater connection/improved networking: “Communication network of administrators in similar roles across the system.”

Analysis: ACCCA members want more and 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.

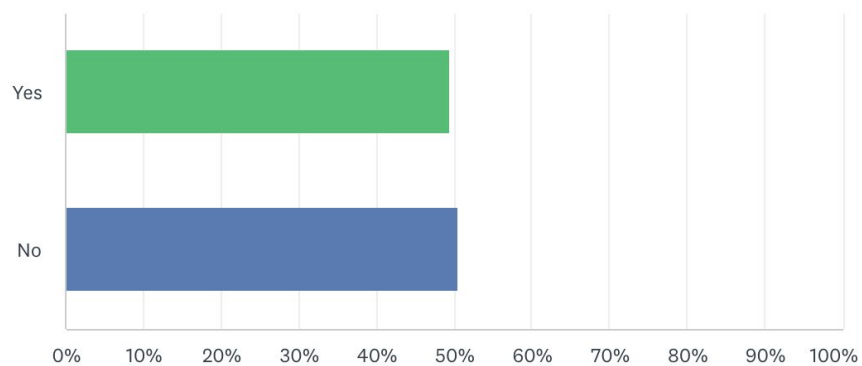
Segmenting your programming and communications will increase your engagement. Currently ACCCA communications blast information to all of its members. This results in many of your members getting irrelevant information much of the time and users tend to stop opening their emails when that is the case (or worse, marking your communications as spam).

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

Yes 49.48%
No 50.52%

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

Answered: 97 Skipped: 8



Analysis: Half of participants do not know who their campus representative is. This is a significant area of opportunity – further research is recommended to determine why this might be the case. Are campus representatives empowered to share information about ACCCA with their colleagues? Are some campus representatives too busy or burnt out? The campus representatives are the frontline of your recruitment strategy and must be effective.



How would you describe ACCCA to an administrator who is new to the California Community College system? (Short answer)

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.”

Analysis: Consider the above as potential messaging strategies.

The above are also additional “perks” of your organization, although they are not listed as such. Explicitly list these on your recruitment collateral.

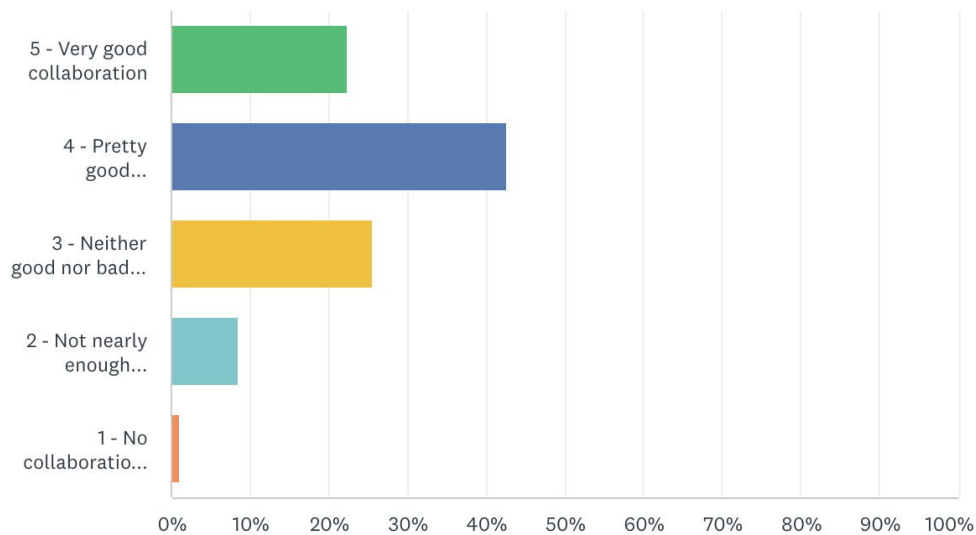


Rate ACCCA’s collaboration with other organizations within the community college system. (Select one)

5 - Very good collaboration	22.34%
4 - Pretty good collaboration	42.55%
3 - Neither good nor bad collaboration	25.53%
2 - Not nearly enough collaboration	8.51%
1 - No collaboration at all	1.06%

Rate ACCCA’s collaboration with other organizations within the community college system. (Select one)

Answered: 94 Skipped: 11



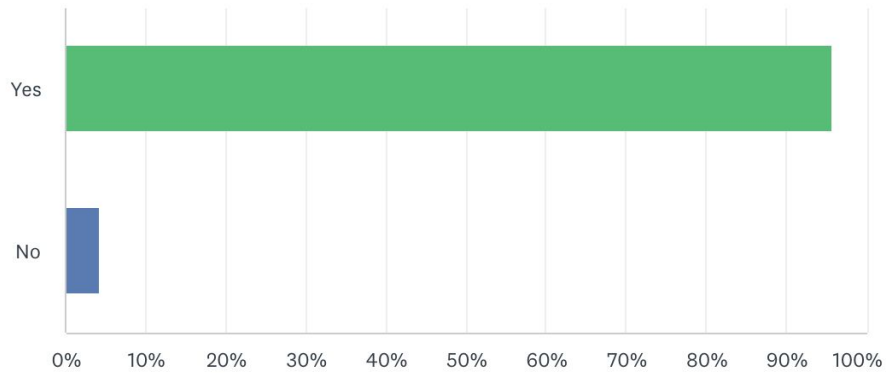
Analysis: Nearly 65% of participants rank ACCCA’s collaboration as “very good” or “pretty good.” Further research should be conducted to explore the rationale from those who ranked it 3 and below.

Do you feel ACCCA supports diversity, equity and inclusion?

Yes 95.74%
No 4.26%

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

Answered: 94 Skipped: 11



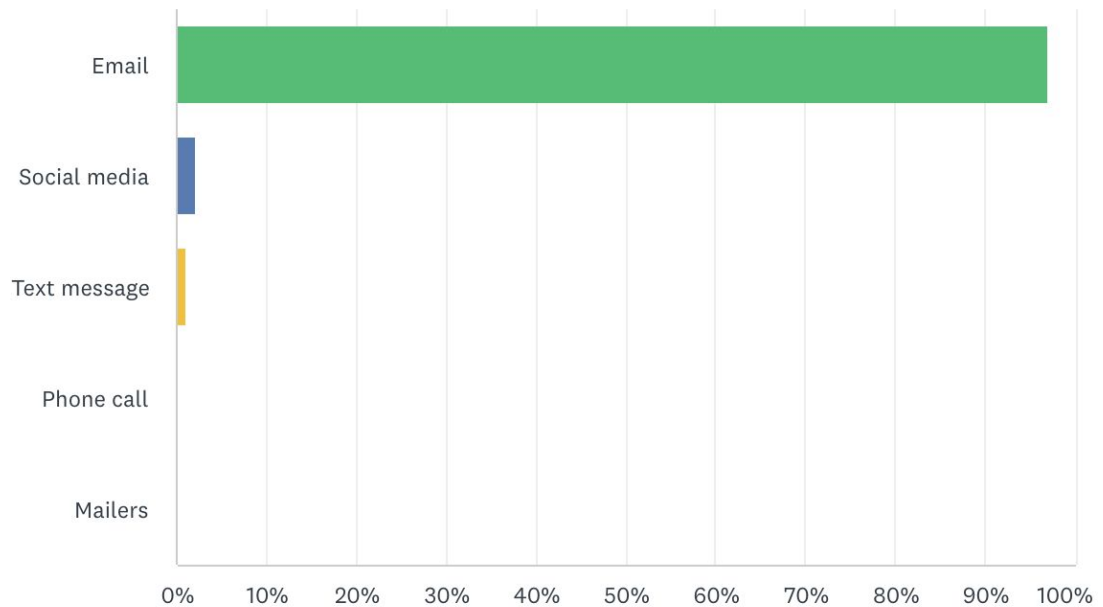
Analysis: Most feel that ACCCA supports diversity, equity and inclusion within its organization.

How do you prefer ACCCA communicate with you?

Email	96.94%
Social media	2.04%
Text message	1.02%
Phone call	0.0%
Mailers	0.0%

How do you prefer ACCCA to communicate with you? (Select one)

Answered: 98 Skipped: 7



Analysis: Most prefer email and therefore email should continue to be the primary means of communication. Consider ways to create engaging emails however, using video, graphics, photos, polls, etc. to keep the communication dynamic.

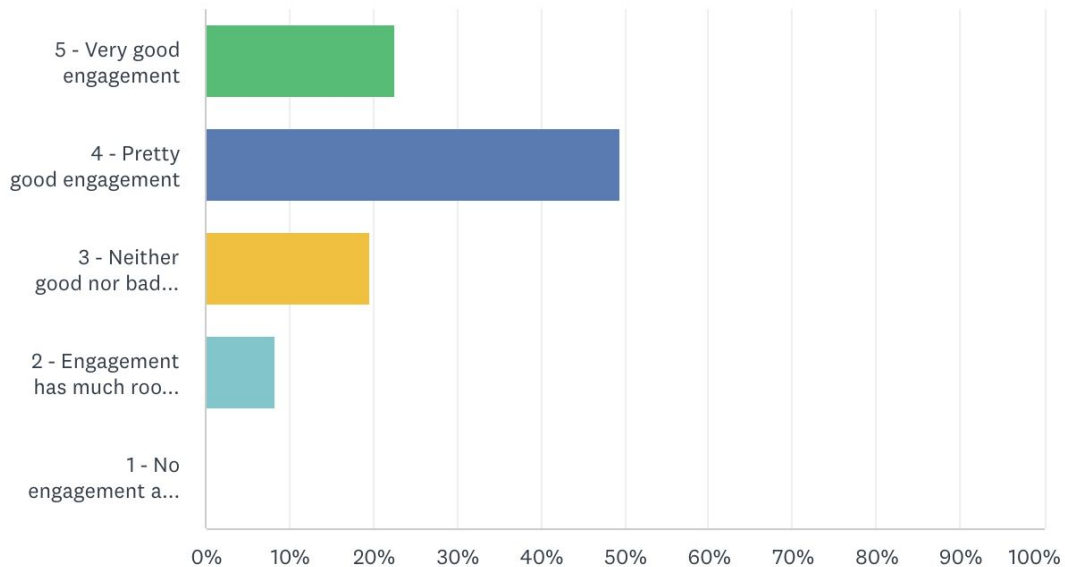


Does ACCCA do a good job of engaging with its members?

Very good engagement	22.68%
Pretty good engagement	49.48%
Neither good nor bad engagement	19.59%
Engagement has much room for improvement	8.25%
No engagement at all	0.0%

Does ACCCA do a good job of engaging with its members? (select one)

Answered: 97 Skipped: 8



Analysis: Most participants feel positively about the level of engagement with ACCCA. However, there is a significant segment that feel it is just okay (19.59%) or could be much better (8.25%). Regular interaction with members and increasing touchpoints is recommended.

Further research is recommended to determine if specific groups (Deans, Program Directors, Vice Presidents, Presidents, etc.) are feeling more or less engagement with the organization.



How do you think ACCCA could engage better to ensure all voices are heard? (short answer)

More polling/feedback opportunities: “More surveys like this; opportunities for feedback, flash polls. Please focus on not duplicating other system resources but instead on the unique needs of administrators who make up the organization.”

More communication: “More regular communication.”

More short courses and workshops: “More short courses, workshops, similar to ‘Legal Eagles’ at the ACCCA Conference, a lot of info given by experts to specific problems or issues in a short amount of time.”

Regular check-ins/calls/meetings: “More frequent events/meetings (even if zoom).”

Analysis: 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.

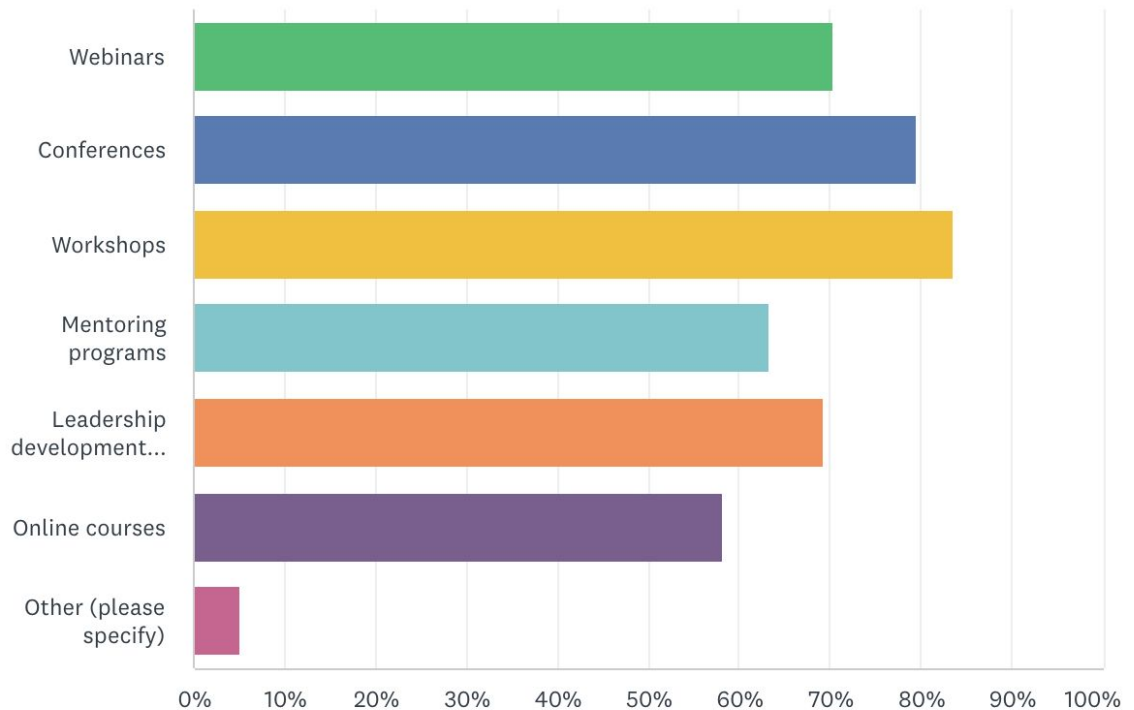
How would you like ACCCA to deliver professional development opportunities? (select all that apply)

Webinars	70.41%
Conferences	79.59%
Workshops	83.67%
Mentoring programs	63.27%
Leadership development programs	69.39%
Online courses	58.16%
Other (please specify)	5.1%

- “In person is preferred over online”
- “Offer leaders to come to campuses for group pd and/or triage and assistance (consultant list)”
- Handouts
- Free online course

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

Answered: 98 Skipped: 7



Analysis:

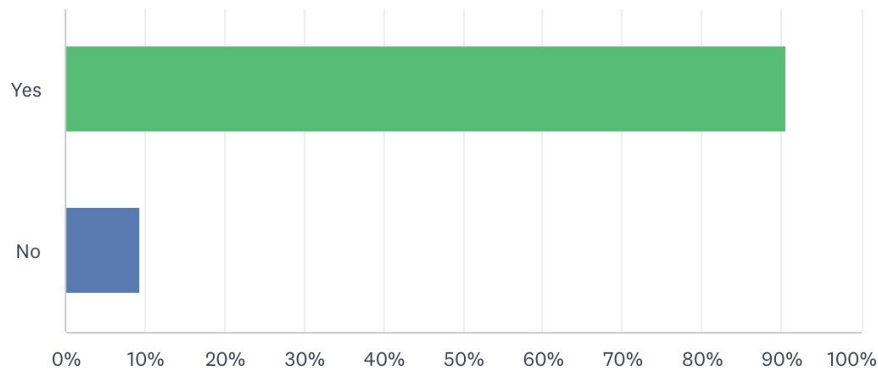
Most participants want workshops (83.67%) and conferences above all else (79.59%). Conferences serve as major networking events, which are valuable to your members. Workshops are convenient for time-deprived administrators in terms of delivery and time commitment.

Do you feel the timing of professional development communications are appropriate, allowing you time to plan, budget, etc.? (select one)

Yes 90.72%
No 9.28%

Do you feel the timing of professional development communications are appropriate, allowing you time to plan, budget, etc.? (select one)

Answered: 97 Skipped: 8



Analysis: Most feel that the announcements made about professional development opportunities are appropriate. However, it is noteworthy that 9.28% responded “no” to this question, suggesting that it is possible ACCCA is not achieving as much participation as it could. Further research is recommended to explore what ACCCA members would consider an appropriate length of time for professional development communications.

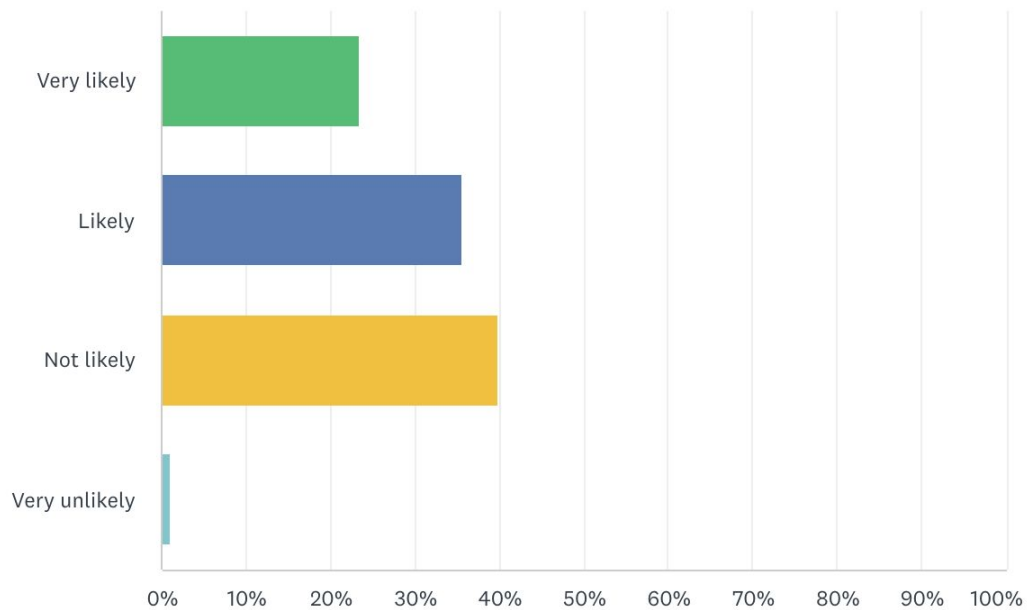


How likely are you to use an online group chat or community bulletin board/discussion feature if ACCCA added that benefit? (Select one)

Very likely	23.47%
Likely	35.71%
Not likely	39.8%
Very unlikely	1.02%

How likely are you to use an online group chat or community bulletin board/discussion feature if ACCCA added that benefit? (Select one)

Answered: 98 Skipped: 7



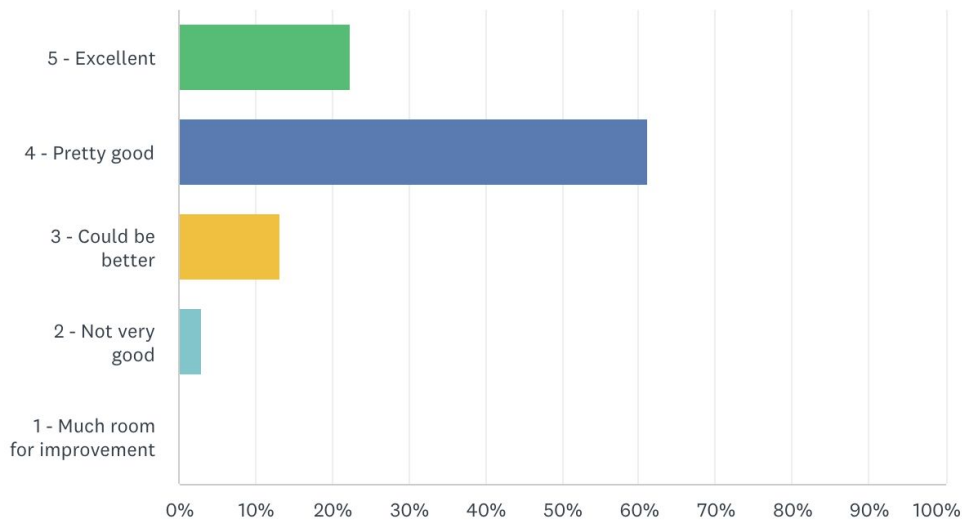
Analysis: Segmentation by role is recommended. The data continue to show that the generalized messaging approach is not useful to busy administrators. Instead, these group chats/community bulletin boards should be specific to role to keep information relevant, direct, and to the point.

How would you rate ACCCA's communication with its members?

5 - Excellent	22.45%
4 - Pretty good	61.22%
3 - Could be better	13.27%
2 - Not very good	3.06%
1 - Much room for improvement	0.00%

How would you rate ACCCA's communication with its members? (Select one)

Answered: 98 Skipped: 7



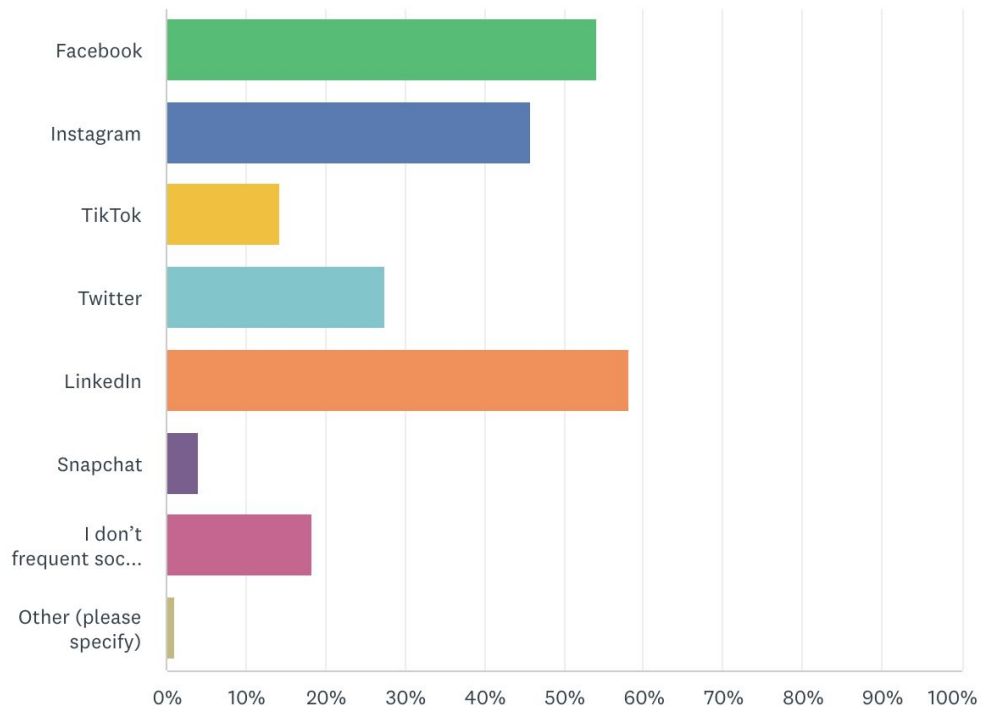
Analysis: Overall, 83.67% of participants feel that the communication with members is either “excellent” or “pretty good.”

Which social media platforms do you frequent? (Check all that apply)

Facebook	54.08%
Instagram	45.92%
TikTok	14.29%
Twitter	27.55%
LinkedIn	58.16%
Snapchat	4.08%
I don't frequent social media platforms	18.37%
Other (please specify)	1.02%

Which social media platforms do you frequent? (Check all that apply)

Answered: 98 Skipped: 7



Analysis: LinkedIn is the most common, followed by Facebook. ACCCA should consider leveraging these platforms as an additional means of engagement, creating a back-and-forth dialog or conversation with members.

Advertising on these platforms may be effective for brand awareness and recruitment, paired with a free, non-member workshop, webinar or town hall to tease what ACCCA membership offers.

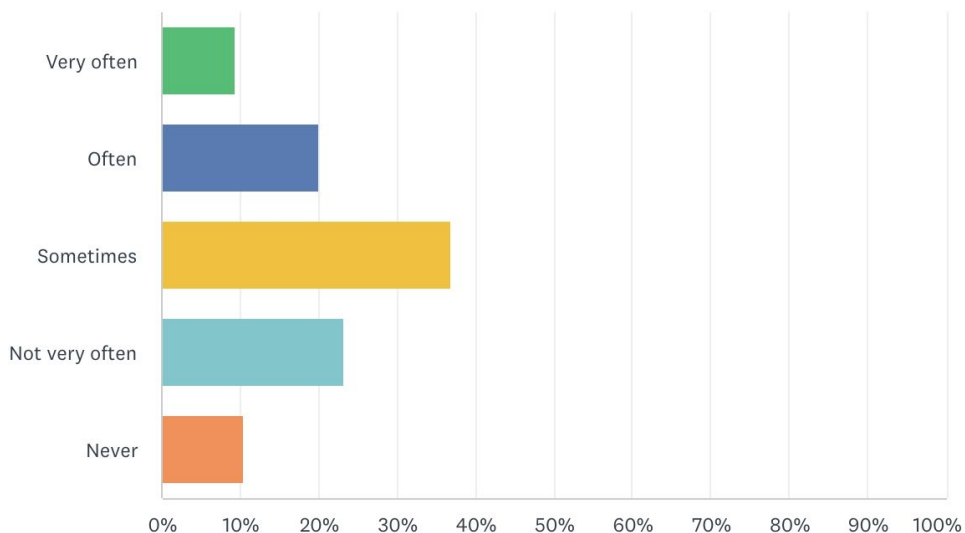


How often do you attend professional development opportunities offered by ACCCA? (Select one)

Very often	9.47%
Often	20.00%
Sometimes	36.84%
Not very often	23.16%
Never	10.53%

How often do you attend professional development opportunities offered by ACCCA? (Select one)

Answered: 95 Skipped: 10



Analysis: While everyone’s definition of “often” and “sometimes” are different, it is important to note that 10.53% said “never.” An additional 23.16% said “not very often.”

Additional data analysis revealed that those who rated ACCCA as an “okay” or “not good” value for membership dues (Question # 10, slide 15) were significantly less likely to participate in professional development opportunities. Of that group, 0% reported they attend professional development “very often”, 9.09% said “often” (-11%), 31.82% said “sometimes” (-5.02%), 36.36% said “not very often” (+13.2%) and 22.73% said “never” (+12.2%).

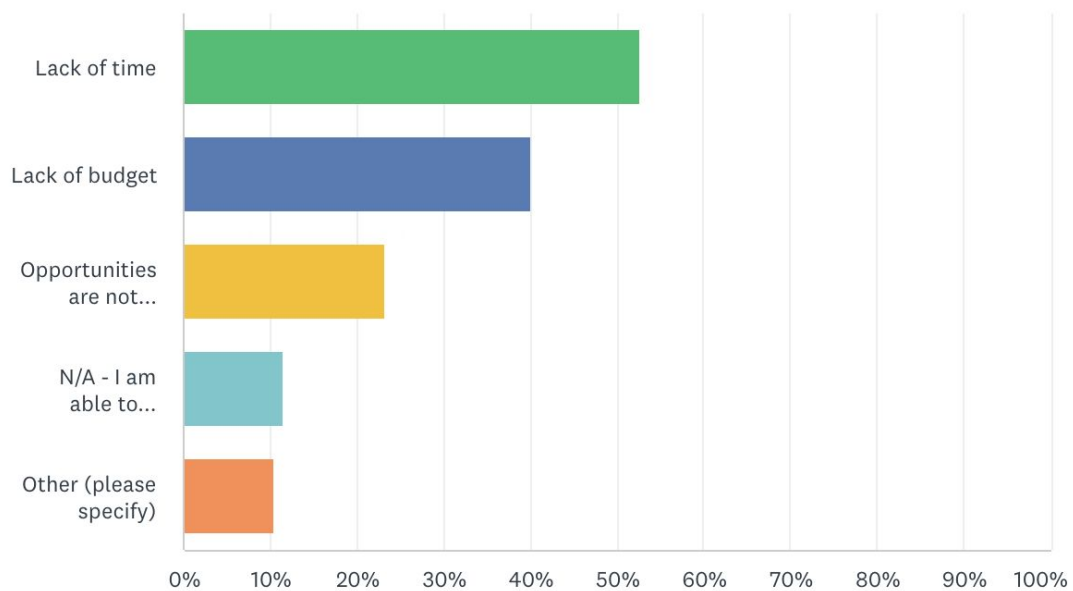


What barriers prevent you from attending professional development opportunities offered by ACCCA? (select all that apply)

Lack of time	52.63%
Lack of budget	40.00%
Opportunities are not relevant to me	23.16%
N/A - I am able to participate in the opportunities I'm interested in	11.58%
Other (please specify)	10.53%

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

Answered: 95 Skipped: 10



Analysis: Community college administrators are busy people, but they are also true believers in their institutions. By providing shorter term commitment professional development offerings, your members will be able to draw more value from the organization.

Lack of budget is an additional constraint. Consider offering scholarships, or free opportunities for members where feasible.

Additional cross tabulation analysis found that experienced administrators (11+ years) selected “Opportunities are not relevant to me” (+11.46%) at a significantly higher rate, further reinforcing the need for ACCCA to develop programming that engages experienced administrators.

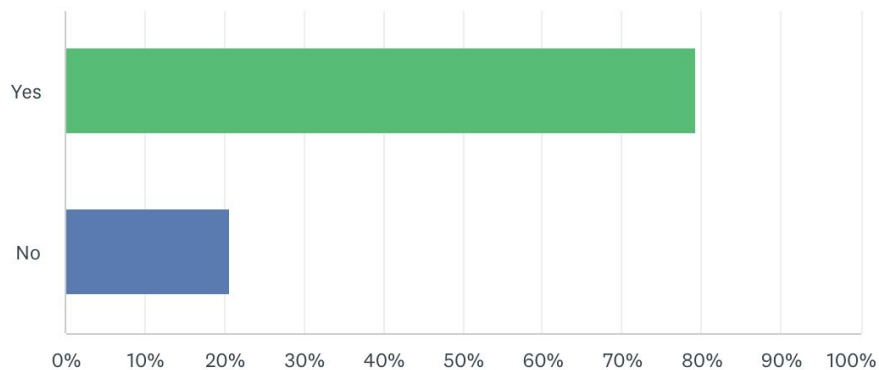


Are you satisfied with the current professional development opportunities offered by ACCCA? (select one)

Yes 79.31%
No 20.69%

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

Answered: 87 Skipped: 18



Analysis: While most are satisfied with ACCCA's professional development offerings, a full 20.69% are not. It is recommended to consider the data in the next question which offer insight into how to make your programming relevant to more of your membership.

An additional cross tabulation analysis (examining the relationship between two variables, in this case: a) length of time as an administrator and b) satisfaction with current professional development opportunities) revealed more experienced administrators (11+ years) are more likely to be unsatisfied (+/-6.6%).



Do you have any suggestions for how ACCCA can improve its professional development offerings? (short answer)

Greater variety of training topics: “Leadership programs across more functional areas.”

More training opportunities: “As a participant in the Mentor program, Admin 101, 201 and Great Deans, I have to say that ACCCA is really effective. My only suggestion would be more short 1-2 day) PD opportunities.”

More specialized training opportunities: “Have offerings that apply only to Program Directors”

More online opportunities: “I really enjoy the in-person conference. I would enjoy more webinars. The ACCCA sponsored ones during the pandemic provided by AARLL on Friday mornings were great. Possibly something like that would be really beneficial.”

Greater flexibility: “Maybe run multiple sessions of Admin 101 and 201 each year?”

Career advancement training: “I would like to see a program that would guide members to promote from a Director role, into the Dean role. It appears that the Great Deans program does not offer that as an option.”

More networking: “More time to engage, less PowerPoint”

Analysis: The above data offer insight into ways to optimize your programming so it is current and relevant for all of your members. If you do not already, begin offering workshop or program evaluations to your participants to track how programming is being received.



Please share a topic or area of continued learning or training you are most likely to pursue in the coming year. (Short answer)

AI: “How to incorporate artificial intelligence into services.”

Budget: “Budget development.”

Burnout: “Coping with potential burnout and budget cuts”

Career Advancement: “Navigate administrator environment without having to wait to learn things from a doctorate program -- that's too late.”

Change Management: “Creating task forces to help implement change and strategic planning.”

Conflict resolution: “Dealing with different personalities and how to recognize possible burn out or any mental health issues”

DEIA: “More something centered around leadership within an equity and inclusion framework.”

Enrollment Management: “Enrollment Management”

Institutional Effectiveness: “Institutional effectiveness and various planning processes.”

Labor/bargaining: “How to manage difficult employees. What to do about instructors that never have students add their classes, no matter the time or day.”

Leadership: “Leadership development”

Analysis: Consider all of the above as potential areas for professional development workshops and or programming opportunities. By implementing these topics into your curriculum, ACCCA would demonstrate to those who are not satisfied with current offerings that it is a nimble and current organization that listens to its members.

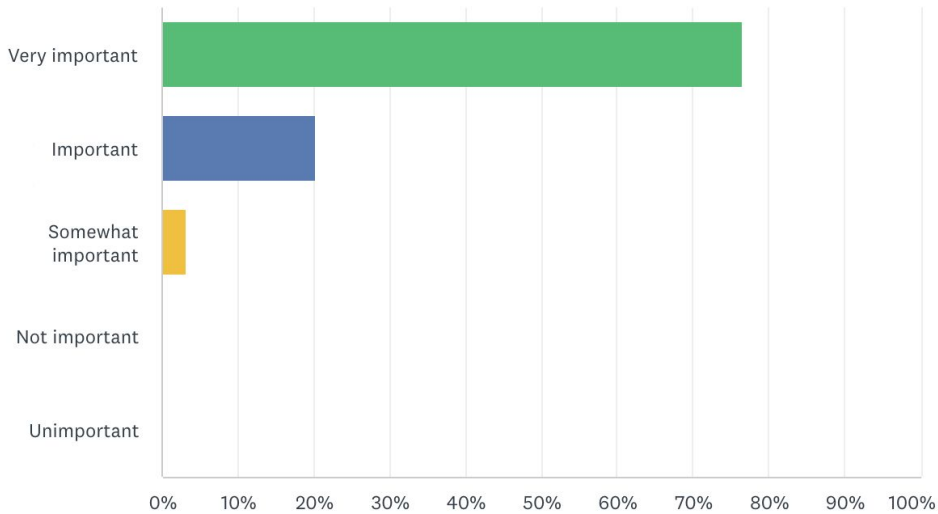


How important is professional development in your role as a community college administrator? (select one)

Very important	76.6%
Important	20.21%
Somewhat important	3.19%
Not important	0.0%
Unimportant	0.0%

How important is professional development in your role as a community college administrator? (select one)

Answered: 94 Skipped: 11



Analysis: California community college administrators overwhelmingly value professional development, with 96.81% rating it as “very important” or “important.” Consider emphasizing the professional development piece in your value proposition and messaging.

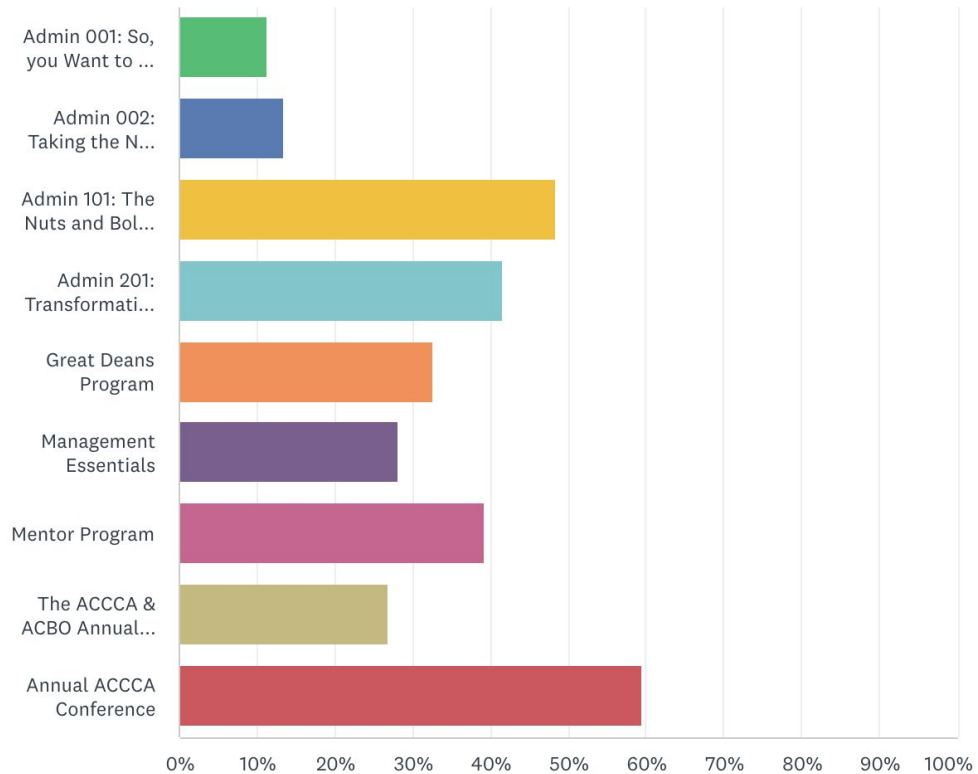


Which three professional development opportunities do you value most? (Select three)

Admin 001: So, you want to be an administrator?	11.24%
Admin 002: Taking the next step	13.48%
Admin 101: The nuts and bolts of administration	48.31%
Admin 201: Transformational leadership program	41.57%
Great Deans Program	32.58%
Management essentials	28.09%
Mentor Program	39.33%
ACCCA & ACBO Annual Workshop on the Governor's budget	26.97%
Annual ACCCA Conference	59.55%

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

Answered: 89 Skipped: 16



Analysis: ACCCA members value the annual conference (59.55%), Admin 101 (48.31%) and Admin 201 (41.57%) above all of your other offerings.

Experienced administrators (11+ years) were much less likely to select the annual conference (-20.22%), suggesting there may be opportunities to make it more inclusive for them.



What are the current strengths and weaknesses of ACCCA's professional development offerings? (short answer)

Experienced administrators do not see the value: “They are mainly for those new to leadership—nothing for those of us who have been in administration for over 16 years.”

Feeling left out: “Instructors seem to be in the “in-crowd.” Seems to be the same people presenting.”

Segmentation desired: “I haven't taken an ACCCA training but I find in other statewide trainings that individual needs are hard to address. For example, single college vs multi-college districts. Rural vs urban campuses, differentiations in staffing levels, merit district vs non-merit, strength of academic senate, combined areas of responsibility, etc.”

Cost: “Opportunities - more options for continued ed/leadership development, can be cost prohibitive, limited online availability”

Frequency: “It's a bummer when I want to take great trainings but they are only offered once and go up against other great trainings that are also only offered once at that same time. Please have some repeat sessions! Quality is more important than quantity sometimes. “

Analysis: While the above testimonials offer specific suggestions as how to improve your professional development, it is important to note that there is a common theme emerging: inclusivity. Many ACCCA members feel “left out” because they cannot get into the flagship programs or are not able to present. Additionally, while ACCCA serves all community college administrators in the Golden State, there are significant regional and cultural differences across California.

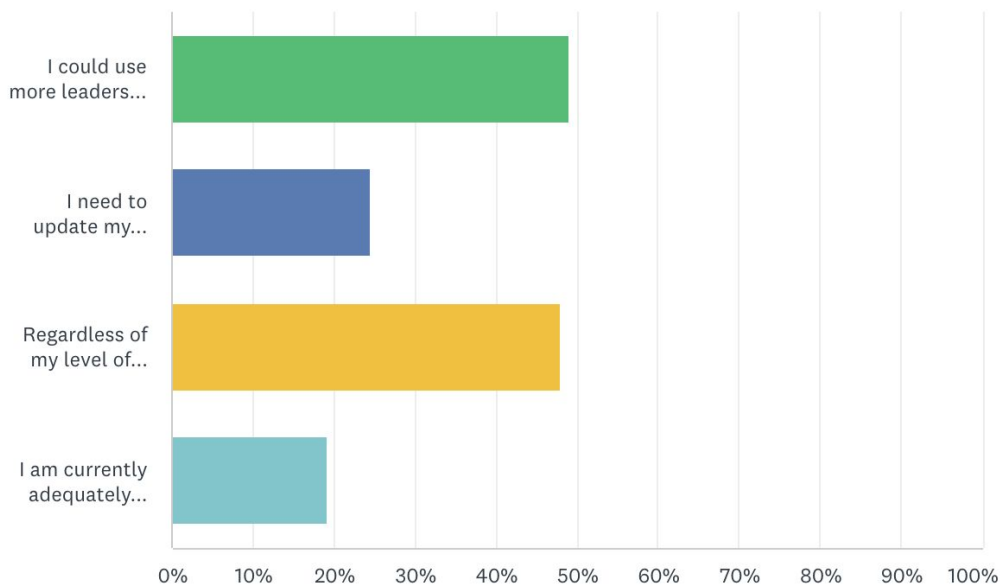
Finally, the cost and frequency of offerings must be considered to maximize participation.

How would you describe your current level of training and preparation for your current role? (Check all that apply)

I could use more leadership or management training	48.95%
I need to update my technical skills to stay current	24.47%
Regardless of my level of training ... I will continue to need to network at events	47.87%
I am currently adequately trained for all aspects of my current job	19.15%

How would you describe your current level of training and preparation for your current role? (Check all that apply)

Answered: 94 Skipped: 11



Analysis: About half of participants want more leadership and management training (48.95%) and see the value in networking at events (47.87%).

More experienced administrators (11+ years) want more technical skills to stay current (+3.53%). Otherwise they feel very comfortable in their positions at their institutions. They are significantly less likely to want leadership or management training (-32.95%) and are much more likely to feel adequately trained (+21.85%) than administrators from all other groups.

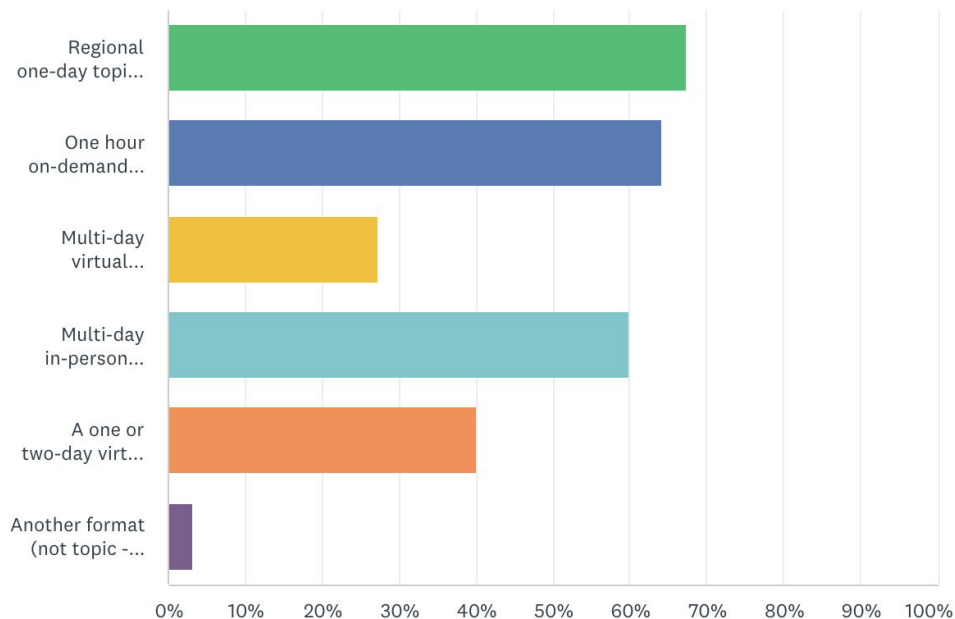


Given your recent experiences, preferences and your institution’s capacity to support you, which of the following program formats are you most likely to access in 2023-24? (check all that apply)

Regional one-day topical events with both in-person and online attendance options (Hybrid)	63.37%
1 hour, on-demand webinar trainings on topics related to your role...professional development	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%
<ul style="list-style-type: none"> • “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.” • “None of the above. Retired.” 	

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)

Answered: 95 Skipped: 10



Analysis: One-hour on-demand webinar trainings were the most commonly selected program format (64.21%). Create a video or module bank of resources that all members can access and derive value for their membership, even if they do not require legal services and are too busy for the conference or other events.

Additionally, administrators are time-deprived, but they see the value of attending a regional one-day topical event (63.37%)

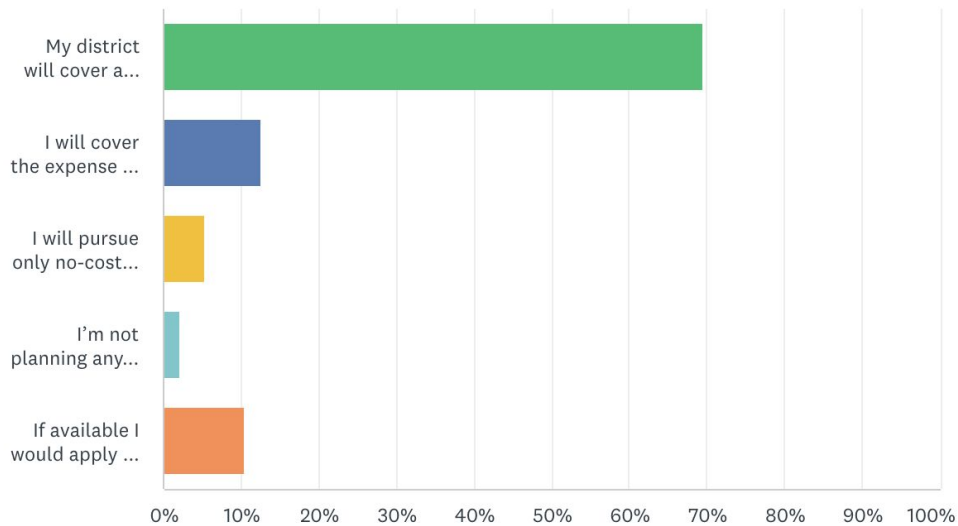


We understand that travel and professional development can be challenging for many of you, but we hope you will still find a way to pursue your professional growth and we want to help. Please describe the level of support you have for professional development at your institution. (Select one)

My district will cover all or a part of the cost of my professional development	69.47%
I will cover the expense of my professional development	12.63%
I will pursue only no-cost online training	5.26%
I'm not planning any professional development activities in the coming year	2.11%
If available, I would apply for scholarship or grants to cover the costs of my training	10.53%

We understand that travel and professional development can be challenging for many of you, but we hope you will still find a way to pursue your professional growth, and we want to help. Please describe the level of support you have for professional development at your institution. (Select one)

Answered: 95 Skipped: 10



Analysis: Administrators are largely supported by their districts/colleges to pursue professional development opportunities (69.47%). Offer scholarships to administrators in an engaging way (ask for feedback, hold a virtual contest, etc.)

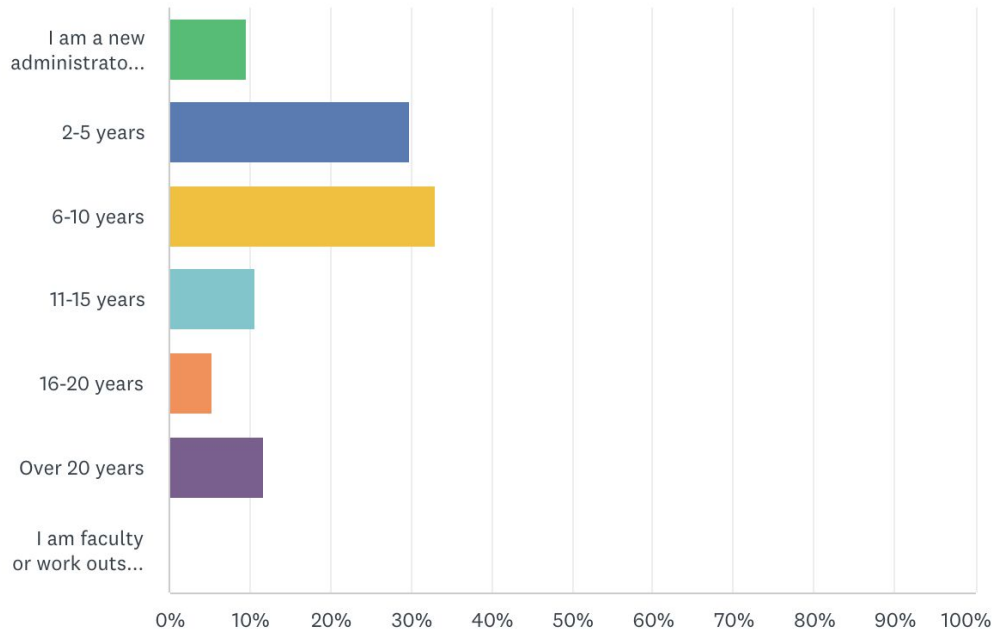


How long have you been an administrator in the California Community College system? (Select one)

I am a new administrator in my first year.	9.57%
2-5 years	29.79%
6-10 years	32.98%
11-15 years	10.64%
16-20 years	5.32%
Over 20 years	11.7%
I am faculty or work outside the system (Associate member status)	0.0%

How long have you been an administrator in the California Community College system? (Select one)

Answered: 94 Skipped: 11



Analysis: The majority of your members are early or mid-career administrators (2-10 years). If this does not align with your strategic vision for the organization, consider further research specific to experienced administrators (both ACCCA members and non-members).

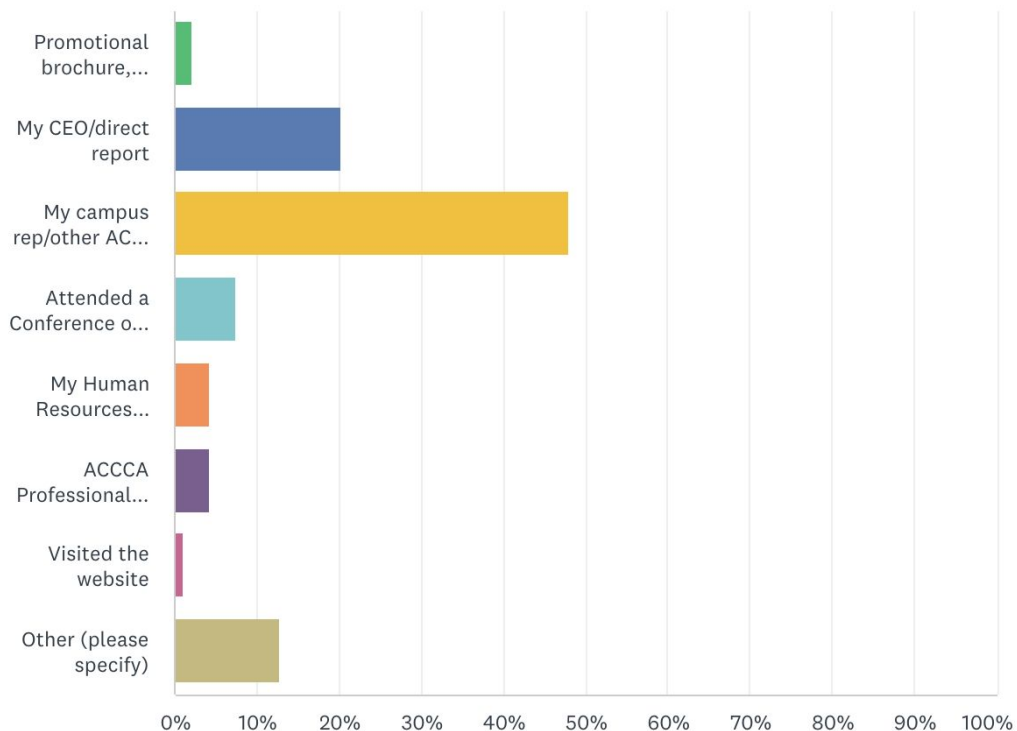


How were you introduced to ACCCA? (Select one)

Promotional brochure, flyer or email invitation	2.13%
My CEO or direct report	20.21%
My campus rep/other ACCCA colleague	47.87%
Attended a conference or ACCCA event	7.45%
My Human Resources office	4.26%
ACCCA professional development training program	4.26%
Visited the website	1.06%
Other (please specify)	12.77%
• Former colleague at another institution	
• Original member	
• Supervisor from another district	

How were you introduced to ACCCA? (Select one)

Answered: 94 Skipped: 11



Analysis: Word of mouth is by far and away the most significant way people hear about ACCCA (47.87%). This suggests that retention of membership is critical for growing the base as well. Create an incentive structure to recruit others to ACCCA.

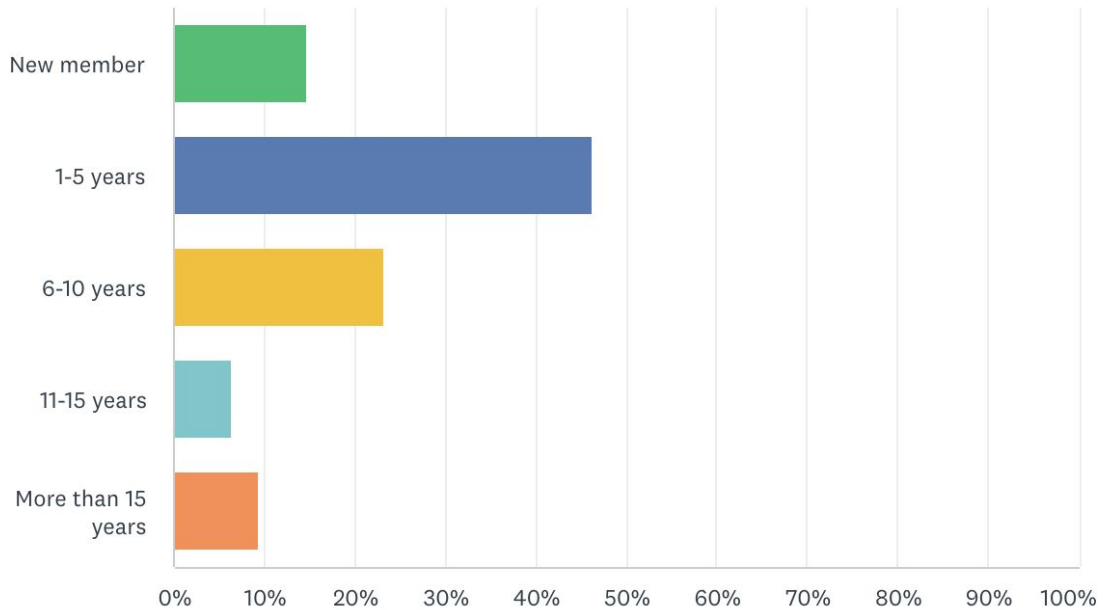


How long have you been a member of ACCCA? (Select one)

New member	14.74%
1-5 years	46.32%
6-10 years	23.16%
11-15 years	6.32%
More than 15 years	9.47%

How long have you been a member of ACCCA? (Select one)

Answered: 95 Skipped: 10



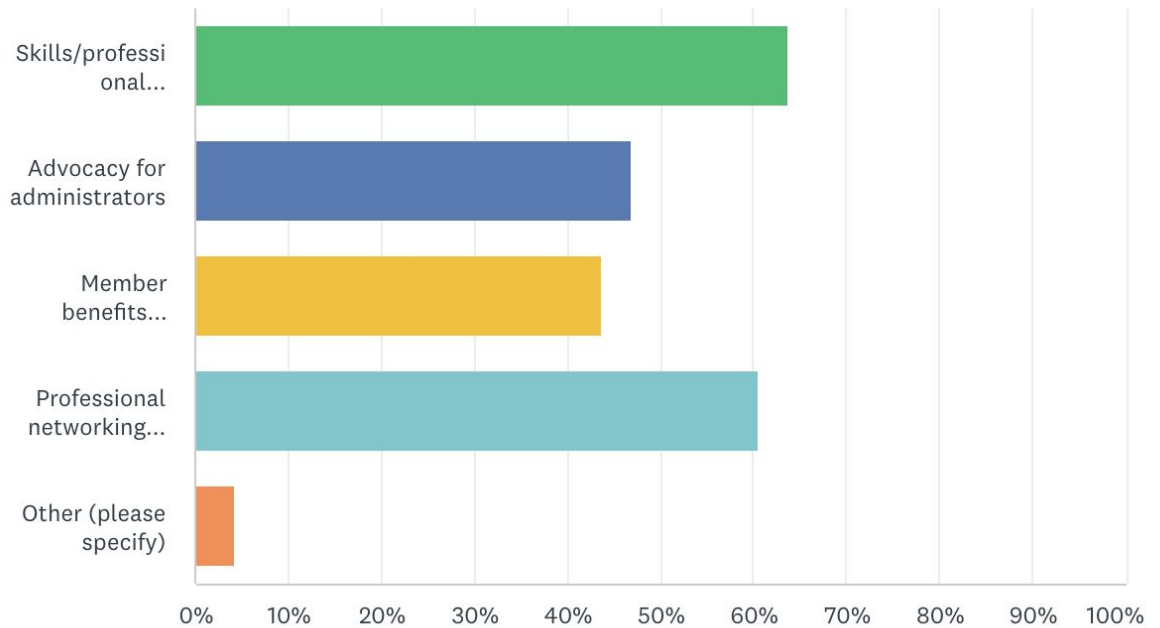
Analysis: Most of your members are newer. Further research is necessary to determine if there is a retention issue or if these numbers are consistent with retirement-related attrition.

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

Skills/professional development	63.83%
Advocacy for administrators	46.81%
Member benefits (insurance & legal benefits)	43.62%
Professional networking opportunities	60.64%
Other (please specify)	4.26%
• Legal benefits	
• The conference	

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

Answered: 94 Skipped: 11



Analysis: ACCCA is known for and draws members for its professional development (63.83%) and networking (60.64%) opportunities. These responses offer insight into strategic messaging potential.

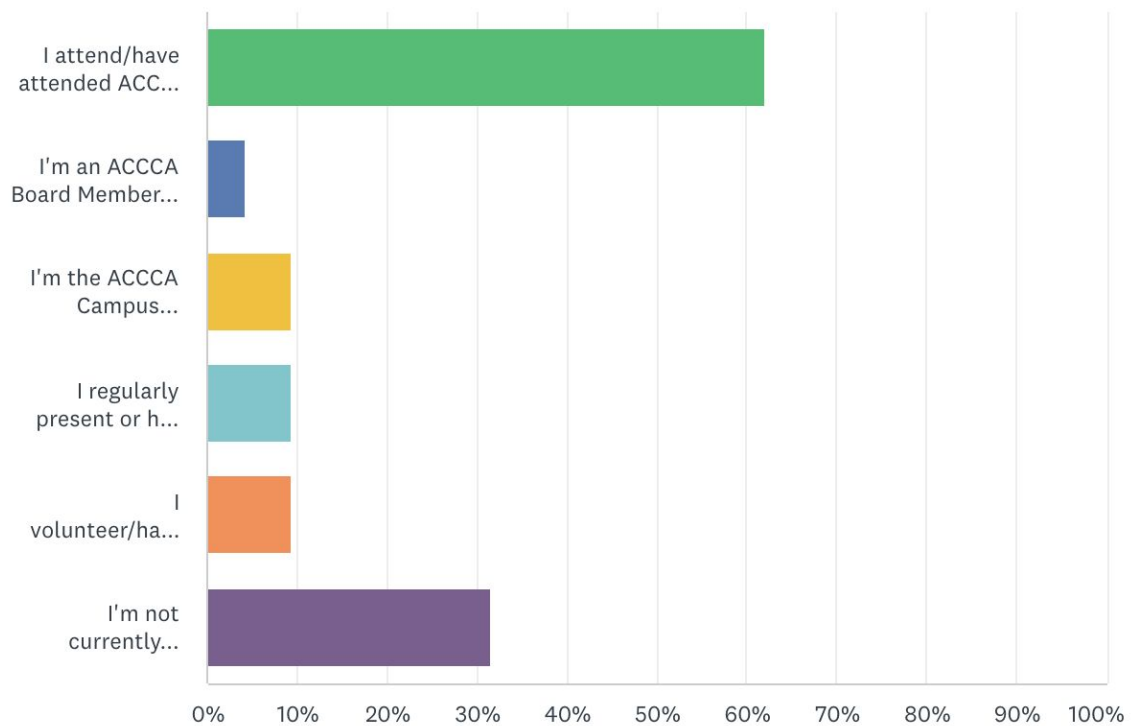


How actively are you involved in ACCCA?

I attend/have attended ACCCA events and/or training programs	62.11%
I'm an ACCCA Board Member or Commission Member	4.21%
I'm the ACCCA Campus Representative at my institution or region rep for the member council	9.47%
I regularly present or have presented in some capacity	9.47%
I volunteer/have volunteered in some capacity	9.47%
I'm not currently active in ACCCA.	31.48%

How actively are you involved in ACCCA? (Check all that apply)

Answered: 95 Skipped: 10



Analysis: Nearly one-third (31.48%) of respondents indicated they are not currently active in ACCCA. Finding ways to engage this population is critical and focus groups, polling and/or listening sessions with this segment is recommended.

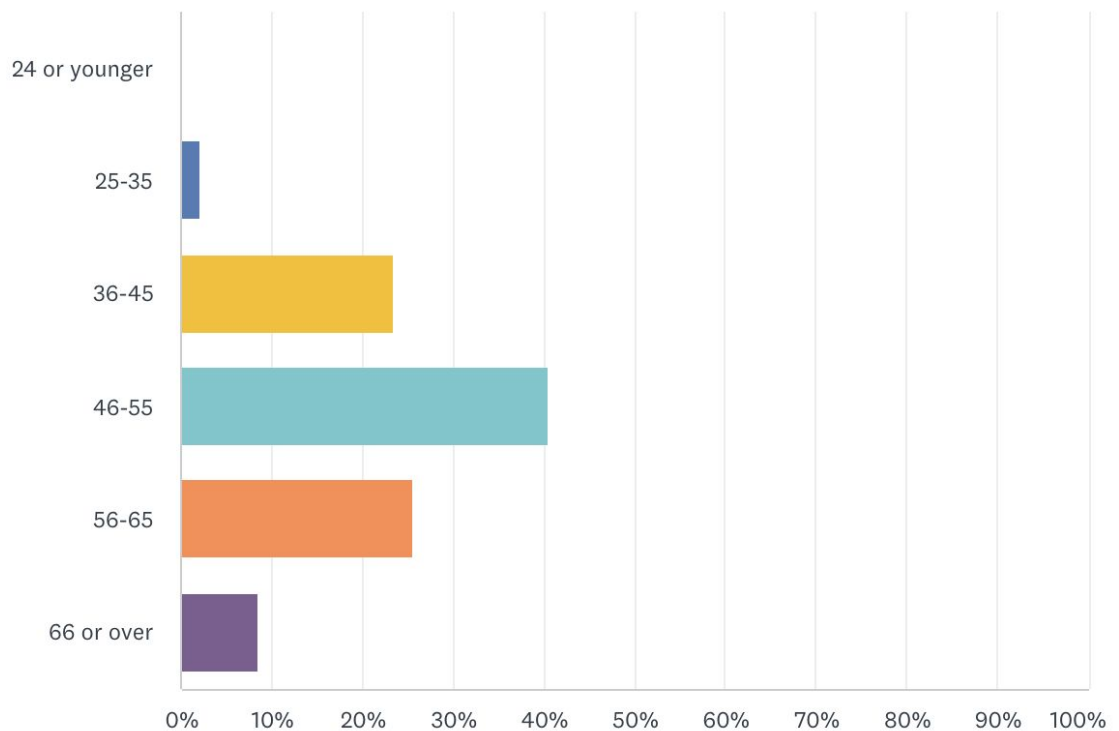
A cross tabulation analysis of those who indicated they were not currently active in ACCCA may offer some insight. Those that said they were not currently active in ACCCA said that time (46.67%) and budget (36.67%) were significant barriers to participation in professional development activities.

What is your age range? (Select one)

24 or younger	0.0%
25-35	2.13%
36-45	23.4%
46-55	40.43%
56-65	25.53%
66 or over	8.51%

What is your age range? (Select one)

Answered: 94 Skipped: 11



Analysis: Most administrators in ACCCA are between the ages of 36-65. Specific marketing strategies will be more resonant with this demographic (Instagram versus Tiktok, for example). Ensure your marketing and communications strategies make sense for these age ranges.

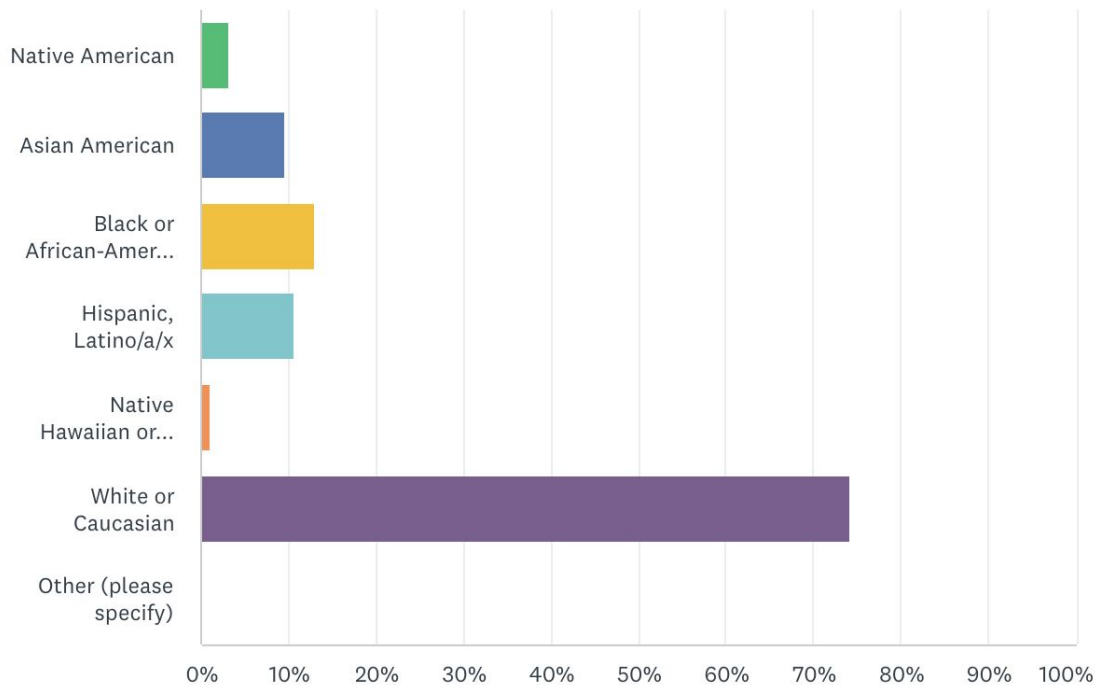


What is your race? (Select all that apply)

Native American	3.23%
Asian American	9.68%
Black or African American	12.9%
Hispanic, Latino/a/x	10.75%
Native Hawaiian or other Pacific Islander	1.08%
White or Caucasian	74.19%
Other (please specify)	0.0%

What is your race? (Select all that apply)

Answered: 93 Skipped: 12



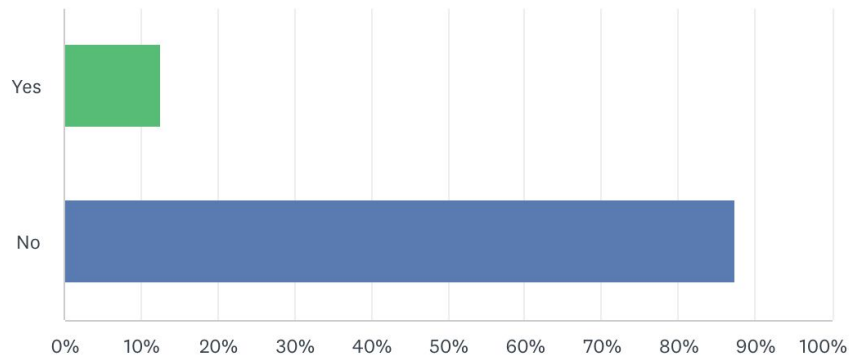
Analysis: ACCCA members are largely white or Caucasian, suggesting that either 1) the California community college system needs more diverse hiring practices or 2) ACCCA is potentially not seen as valuable or safe of BIPOC members. Further research speaking directly to BIPOC members is needed to determine the causes of the racial imbalance.

**Are you currently in a doctoral program, or do you have plans to start one in the next year?
(Select one)**

Yes 12.63%
No 87.37%

Are you currently in a doctoral program, or do you have plans to start one in the next year? (Select one)

Answered: 95 Skipped: 10



Analysis: Most are not in a doctoral program and have no plans to start one in the near future. Doctoral programs have a significant impact on engagement, as many respondents indicated they were not able to participate as much as they would like in ACCCA activities due to the demands of such programs.

Which community, organization or interest groups are you most engaged with besides ACCCA? (Short answer)

ACBO	6.66%
ACHRO	6.66%
CAPED	5.0%
CCCAOE	5.0%
Local/regional, non-higher education groups (rotary, chambers of commerce)	10.0%
NASPA	8.3%
Race/ethnic/social justice groups	6.66%
K-12 committees/boards	3.33%
Research and Planning Group	3.33%
None	11.6%

Analysis: Consider the above groups as potential partners or collaborators for professional development, advocacy and cross promotional recruitment activities.

We are always looking for subject matter experts! If you have presented on a particular topic and would consider sharing your knowledge with ACCCA, let us know what topic and how to reach you! Likewise, if you have a suggestion for a speaker, facilitator or keynoter and think we should know about them, please let us know here! (Short answer)

Answered	33.33%
Skipped	66.66%

Most responses were outliers.

DEIA-related topics	8.57%
AI-related topics	5.71%
Advancement/Grant writing	8.57%
None or N/A	28.57%
Technology-related, not AI	5.71%
Outliers	37.14%

Analysis: Consider the ways you can offer these eager members opportunities to get involved.

Qualitative Analysis & Study



ACCCA Member Engagement - Findings

Provide opportunities for everyone to get involved.

“The USP, the unique selling proposition, is that it's a great place to really network, to connect, to get PD, to get training, to get information, insights from folks who've perhaps been through some challenging situations and they can share and provide some lessons learned. Right. It's a safe space we're trying to create.”

ACCCA is a safe space for members to talk through administrator issues with others who understand or have been through it before. The organization is seen as a place where administrators (especially newer) can learn to navigate the political landscape.

“In the [REDACTED] years since I've been involved, it has shifted, and we pivoted to address the needs of newer administrators, newer managers. I think it's becoming more of a safe space for newer folks. The first five years of their career as an admin manager, I think it's becoming more space for them to come and find their village and find folks that they can be vulnerable and be authentic with.”

Veteran administrators feel ACCCA is not doing enough to keep them.

“ACCCA seems geared toward entry level to mid level administrators and does not seem to provide much vice presidents and presidents. We end up seeking out our own relevant opportunities.”

Some joined with the hope they could find a sense of belonging with peers who understand them, but not from their own colleges.

“ACCA is an official unofficial place where colleagues 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.”

A strong desire to network to expand social and political capital (create more opportunities for oneself). Members see ACCCA as a valid space to help them build up their professional networks.

“Engagement, meeting folks, building a network, mentorship, either being a mentor yourself or being a mentee and having a mentor, I think mentorship is a huge advantage to ACA. Just in a purely selfish standpoint career. Moving up in your career, I think, is something that ACA helps people do, finding that next job, that next elevated level.”



ACCCA Member Engagement - Findings

Create groups of like members/peers (a Deans group, or rural colleges, for example) for support on similar issues/topics.

"...I find in statewide trainings that individual needs are hard to address. For example, single college vs multi-college districts. Rural vs urban campuses, differentiations in staffing levels, merit district vs non-merit, strength of academic senate, combined areas of responsibility, etc."

Administrators need to engage in self-care to deal with the struggles of their professional lives.

"There's just so much stress and strain. You add in all these problems we're talking about. These are hard jobs. They're hard on people. I think people retire when they can, they get out when they can. They do it for a period of time, and then they're like, I'm out, and I have to do a lot to just maintain my own energy level and interest and engagement in order to keep going."

Business Members - Findings

Business members are not engaged as much as they could be. They would love to have a separate and consistent communication that is tailored to the ways they interact with the organization.

"So frequency I think is great because again, our inboxes are full. So I appreciate the two or three pings on different events coming up. Now I'm thinking of it from a business member side, unless I'm already familiar with it, I go in and dig and find the sponsorship opportunities. Maybe they could be a little bit better about and I'm just kind of thinking off the top of my head right now, maybe they could be a little better, a little bit better about when they are announcing an upcoming professional development flipping in. Also, if you're a current business member or you want to support in some way, click here and then it will take them to the sponsorship level opportunities."

Susan Bray has the connection with the business members. Because she is planning on retiring soon, it is critical to maintain and reinforce these relationships with her successor and other members within the organization.

"You can share ideas with your other ACA business members as well as Susan. So I just think that opportunity to help those business members feel a bit more of the family. I'm guessing without a doubt, Meg, they all feel individually very connected to Susan. And again, she's one person. We can't spread her too crazily thin. But if they had the opportunity to also look at the business member family and go, oh, that law firm is a member too, there's some credibility in that."

Implement membership renewal notifications to prevent lapses.

"So every year in January, I renew our annual membership and pay that fee...I don't think I ever received the push notification that says your [REDACTED] membership is about to expire. Please renew. I'm guessing that takes money, dollars time. So that's not a criticism of ACCCA, but I've got that set in my calendar...There may be something already built in that sends out saying, 'hey, may make your renewal was due in January. It's now February. Please take the time. Here's the link. Renew your membership. We know we'd love to continue to have you.' So just those little things on that frequency of communication."



ACCCA Member Engagement - Findings

Member Recruitment

“Get ACCCA closer to the colleges.”

ACCCA is trending toward younger and less experienced administrators.

“Again, I think ACA, at least I don't want to say in the last five, six years since I've been involved, it has shifted, and we pivoted to address the needs of newer administrators, newer managers.”

Mentorship is strongly desired among your members and can be used as a recruitment tool.

“I do think that there is a gap looking as far as the diversity of our membership and who's there and really catering and working and helping to mentor, move up, so forth and millennials.”

Campus representatives would like to have handouts or other collateral to help with recruitment.

“I think there there could be be more support. I think one one of the the other challenges challenges for me personally, and being an advocate advocate for ACCCA, I look.”

Analysis: Evaluate your current onboarding process to be sure it offers the right amount of information, without being too overwhelming.



Communication

There is a general sense that communication is inconsistent, so members miss important information.

“Let's be consistent. Every Monday there's this nonprofit organization and I think they're the smartest in terms of communication...Anyways, every Sunday at 6:00, no doubt they would have their weekly communication, all the upcoming webinars, all the upcoming events, every Sunday at 6:00...By having the communication out on Sunday at six by this organization, I anticipate that every Sunday and I would read what's happening. Consistency is helpful because then I can rely on XYZ being communicated in terms of communication, too, is sometimes we fall behind with communication...”

LinkedIn is an important social networking for many of your members.

Too many emails per week flooding administrators' inboxes, which are often already overflowing. Again, these sometimes are missed because they are inconsistent and therefore unexpected.

Communication processes are convoluted and would be better handled by those who know marketing and communications (like the Marketing and Communications Committee). Emails are forwarded from Exec. Director to the RMC leadership, to Campus Reps then to College/District administrators.

Diversity, Equity & Inclusion

There is a general sense that ACCCA has improved in this area from five years ago.

ACCCA needs to be sensitive in its delivery of DEIA-related messaging so as not to alienate other members.

“I think there's just too many attempts that is a bit too much, too strong, too abrasive in your face. And I don't think that works. It comes to Dei, it's not so much being subtle, but it's being consistent and being welcoming of folks, again, providing a sense of belonging. When you're able to get to that space of safe space and brave space, then real conversations can happen.”

Campus Reps

Most campus reps do not have a sense of ownership in their role. Some feel this role was given to them after other, more desirable roles were given to the “in-crowd.”

Campus reps want more support from ACCCA to help with recruitment.

Campus reps feel they had little to no training for their role and are often confused as to what they should be doing.

Many currently forward emails from the membership council and that is the extent of their volunteerism.

Institute qualifications to be a campus rep, such as minimum number of years on campus.

Need print collateral to share on campus



Professional Development Programs

PD programs are not able to enroll everyone who wishes to join as spaces are limited. Those who don't get into a program do not have a clear path to maintaining that engagement with ACCCA.

ACCCA's programs are unique and distinctive.

There is a desire for professional pathways to be implemented to assist with career advancement - For example, Academics/SS -> President / Custodial Manager ->?

"Navigate administrator environment without having to wait to learn things from a doctorate program -- that's too late".

A desire for PD on how to navigate politics

"Maybe I would pull off of that and just say something focused on or more developing individuals to be leaders on campus. Not just like an Admin 101 that teaches you about the system but really teaches you about leadership. Something that teaches you about managing politics and managing difficult situations and kind of really how to better on how to be a manager and then also how to navigate tough conversations around how to be an equitable leader and some of those kinds of things."

A desire for PD specifically for CEOs

"An area of continued learning I would like would be for Aspiring CEOs."

Need to do program review on a time schedule

Adjust program planning dates to allow sufficient time for planning, review, advertising, application period

Develop more succinct messaging. For example, those interested in the Great Deans Program -do I need to be a dean? Is this for if I want to be a dean?

**2017 Research Data Themes to Establish Baseline and
Future Measurement**



2017 Research Data to Establish Baseline

In 2017, 25th Hour Communications, Inc. conducted a research study and wrote the first-ever ACCCA communications and market plan. Listed below are the themes from segmented groups that were interviewed and participated in a survey. This data will be used to establish a baseline and identify any changes between 2017 and 2023.

Board of Directors

- Determine role of the Board - work or policy-making?
- Clearly identify the mission of the organization - professional development or revenue generating through association management?
- Establish secession plan for staff and directors
- Train Board members on their role

Staff and Executive Director

- Match current work product to job descriptions
- Create clearly defined processes and procedures
- Establish priorities and goals
- Meet on a regular basis for direction and expectations

Marketing and Communications

- Rebrand the organization
- Market ACCCA with bold, specific messaging
- Only group for administrators
- For all administrators, not just Deans, VPs and Presidents
- For all areas, not just instruction, student services, business office and human resources
- Explain member benefits

Professional Development

- Admin 101, Great Deans and the Mentor Program are held in very high regard. Curriculum is spot on and relevant to all levels of administration.
- Networking - need opportunities in different ways - not just an annual conference - ways to engage on a regional and digital basis.

Development of Communication Strategies for Core Operational Areas

**Member Connections
Recruitment, Retention, and Campus Rep Engagement
Website
Program & Event Branding and Promotion
Social Media**



Member Connections

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

- Create First Year Experience for new members
 - Quarterly membership cohorts go through the FYE together to foster collaboration, support, and friendship
 - Two members could serve as pseudo-mentors for each cohort; explain ACCCA benefits, one zoom meeting per quarter with topics such as navigating politics on campus, etc. to bond the cohort and help ensure future ACCCA leadership
 - Curate communications specific to first year ACCCA members
 - Segment FYE communications based on member's college role
- Create Board Member qualifications
 - For example: Must complete the "First Year Experience program", have two years of membership, unexpired and provide a statement of intent as a board member.
- Identify groups of like members interested in creating an informal cohort of support to discuss and help each other develop solutions for similar issues and topics
 - Conversation, scheduling and facilitation can rotate among members
- Through a series of communication, highlight ACCCA members to assist with personalizing ACCCA, recruitment, and retention
- Create a communications plan specifically for Business Members so they understand what type of information members are receiving
 - Include legislative report, key information regarding the system, provide opportunity for sponsorship of email series, newsletter, etc.
 - Important to send membership invoices to business members

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 #BlackStudentSuccessWeek 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.

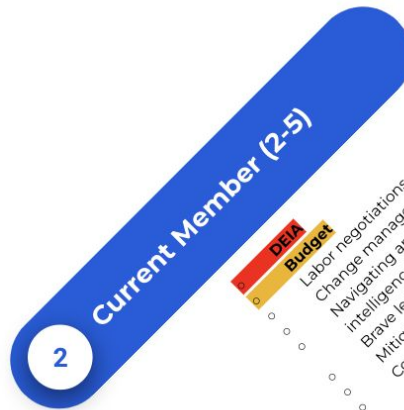
Recruitment

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

- Incentivize members to recruit new members
- Offer a sliding scale member fee or a first year discount on membership fees
- Recruit new members by promoting the value of membership to non-student service and instructional administration
 - Promote membership and benefits to gap audiences such as directors/managers of custodial, facilities, marketing and public information, IT, Student Health Center, Advancement, Safety and Security

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

- 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: Streamline all membership communication processes

- Director of Communications should write communication; Executive Director should proof; 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) campaigns that can be used to support email marketing
- Review metrics monthly on all social platforms and website
- Identify ACCCA digital influencers by college role and those who are system influencers but not ACCCA members; encourage them to join
 - Use influencers to reshare ACCCA information in digital spaces
- Provide social tool kits to members to engage on social platforms

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

- Create social media campaigns to support each email campaign
- Ensure that emails are succinct and do not go through an extended approval process
 - Backlink to the ACCCA website through all emails, blogs, social media platforms, and press releases
- Bi-annual web audit (2x/year)
 - Keep all information current & consistent; review on a weekly basis
- Legislative section
 - Include links to each bill listed so reader doesn't have to search
- Review Google Analytics weekly to determine member usage and activity

Program & Event Branding and Promotion

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

- Ensure that program enrollment deadlines are not during peak campus activity times
 - Avoid midterms, finals, holidays or Commencement
- Review payment schedules and options
 - Offer payment plan for all workshops and the conference
- Adjust program planning dates to allow sufficient time for planning, branding, review, advertising, application period
- Reconcile event promotions with college calendars

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



- Focus on providing technical skills for administrators to remain current in their roles
- Offer more programming for CEOs at all levels, new -> mid-career -> veteran
- Offer digital badges to members that complete specific coursework
 - Work with statewide HR organization to recognize the importance of the digital badge and enhanced education and experience

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

- Track event registration vs attendance
- Communications team to create conference and workshop graphics and promotion plans and implement
- Review email platform insights and metrics with web staff
- Offer and review an program/event satisfaction survey for each program/event
- Survey members on their media preferences and how they prefer to be communicated with about events and member news

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

- Implement a level of professionalism and less reliability on urgency
 - Editorial calendar and planned communication will reduce the ongoing sense of urgency to apply to a program
 - Design and messaging to be more professional in nature
 - 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

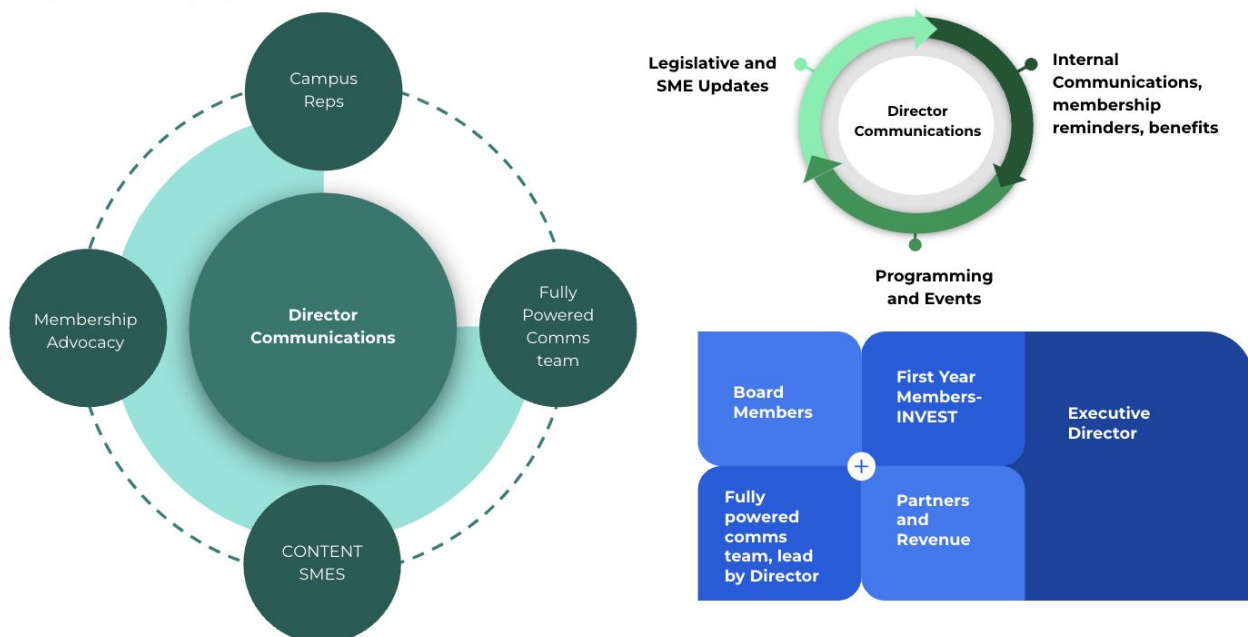
- Campus reps and/or board members to host at their campus
- Review data to identify topics
- For classes and workshops, consider offering ACCCA-branded digital badges

Organizational Capacity and Growth

Goal: Position internal 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
- 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 Executive Director

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





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. This could be an internal project for the ACCCA team to work on over the course of 12 months and present it to members as member benefit tool and eventually open access to the public as a leading resource.
- Collaborate with programming and strategic partners to offer credentialed digital badging.

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 vetted and approved by the Executive Director,.
- Use outside resources to implement branding and communications changes and to support during a transitional period to allow for the team to be built and processes to be implemented while the association conducts searches for open positions 12-24 months.



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