

# 2020-21

## ACCCA STRATEGIC PLAN

### 3<sup>RD</sup> QUARTER REPORT

#### *Area I: Membership*

##### **GOAL A: Raise value of membership**

1. *Increase education about current benefits to members*

**Progress Made:** Increased communication through Monday Motivational messaging and using our webinar platform to inform. Developed a formal orientation program for new Campus Reps to inform them about the benefits so they can communicate advantages at the campus level. In lieu of a structured campaign to educate all HR offices about the ACCCA option, we continue to provide information to HR offices as opportunities arise.

**Challenges Encountered:** Sufficient time/focus is needed to conduct a thorough comparison of costs between individual ACCCA benefits and the open market. Equally important, any campaign to provide information to HR Officers about engaging new Administrators on the benefits of ACCCA has been difficult given the remote environment and is by electronic means only. Once campuses open up, we can also provide them with our membership brochures and related collateral for inclusion in their employee orientation packages.

2. *Approach service providers to expand membership benefits under existing contracts/agreements*

**No Progress as yet.** Initial overtures to both SASS and CLC have not gotten responses. Will keep trying.

3. *Explore options for a virtual advisory group or peer to peer feedback for informal personal professional advice or mentoring*

**Progress Made:** The RMC discussed, and even drafted a possible proposal for ACCCA to provide a regular peer to peer webinar to take up professional issues brought forward by members. This approach was tabled given liability concerns and in view of the work already underway to address member rights.

4. *Add a retired member and business member perspective to the RMC*

**Progress Made:** Retired member rep on the Board, Ken Stoppenbrink, has been invited to participate in the 3/26 RMC meeting as the Council begins development of the annual member survey.

## **GOAL B: Increase Membership**

1. *Conduct the Administrative Census in 2020-21 to identify current pool of non-member administrators and recruit regionally using the RMC/Campus Reps*

**Progress Made:** Initial request to campus reps and follow up communications underway. To date about 1/3 of district data is in. The process continues, hopefully to reach conclusion by June. However, vacancies among the reps and on the council have slowed progress.

2. *Identify key affiliate groups to collaborate with on potential joint membership recruitment efforts*

**Progress Made:** Key collaborations with the League and ACHRO have been strengthened this year and we are reaching out to new constituencies. In the fall we sponsored the ACHRO conference and ran ads in their publications to sustain awareness of ACCCA. We also enlisted their help in promoting our Salary Survey. We collaborated with the League to target future CEOs for a new program and will use this new platform to recruit.

3. *Develop a recruitment and social media campaign and target fall for launch*

**Not started.** Questions remain as to the effectiveness of social media for ACCCA recruitment.

4. *Appoint a retired member to the vacant Board seat, and work with them to identify new retirees. Assess value of, and articulate benefits for, retired members in ACCCA*

**Progress Made:** Ken Stoppenbrink was appointed and has attended two board meetings. He is invited to also participate in a discussion with the RMC on 3/26 on outreach to newly retired administrators and those who will retire in the near future. We also want to focus on ways retired members can continue to serve in roles as mentors and facilitators.

5. *Assess value of business membership & explore new opportunities for engagement*

**Not started.** Unfortunately, as with several of our strategic tactics, this project became a casualty of the pandemic this year. Good intentions aside, our current business member rep, Diana worked on a survey of likely business members that we were never able to produce/distribute. Once the shutdown happened, the priority became to keep the sponsors we had invested in our virtual opportunities. As we move into the next year and are on more solid footing, it is my hope we can return to this effort and re-envision what business membership in ACCCA looks like.

## *Area II: Organizational Structure and Operations*

### **GOAL: Strengthen structure, operation and fiscal vitality**

1. *Revise the existing statement of ethics and create a new combined code or standard of Equity and Ethics. Provide a draft for the Board's consideration at the September meeting.*

**Progress made:** Both the equity and ethics statements were drafted and presented to the Board, and the appointed committee continues to refine them. The ethics statement has been reworked based on feedback from the Board in January and the PPC has vetted both documents. A planned focus group will review the final version of the Equity Statement on 3/19 and both will be presented to the Board in June.

2. *Expand the existing Employee Staffing Plan.*

**Progress Made:** New language that allows the flexibility of remote work for ACCCA staff has been reviewed by the PPC and incorporated into the operating manual. The language stipulates the conditions for remote work and outlines responsibilities of both staff and the employer in those conditions. A successful transition of key employees to permanent remote work status has been completed and the processes that have changed will be reviewed by the internal auditor this spring for recommendations.

3. *Explore options for right-sizing ACCCA's physical location over the next year.*

**Progress Made:** A successful negotiation between ACCCA and the Foundation for California Community Colleges [FCCC] resulted in ACCCA acquiring more appropriate office space given the remote work status of the majority of employees, with an opportunity to expand should that become necessary. The actual move is nearly complete as the current I Street lease expires on 3/31/21 and the transition will mean an annual savings of \$25,000 to \$30,000 in facility and equipment costs.

4. *Increase funding in the association's Political Action Committee (PAC) Fund.*

**Challenges Encountered:** In spite of appeals by the ACCCA Board and their own contributions to the cause, no major shift in monthly contributions to the PAC have been documented. We attribute this to the dues adjustment [poor timing to ask for additional funds on top of the adjustment] and the lack of targeted communications. The effort to grow the PAC will be sustained into next year and a more comprehensive information campaign tied directly to member's advocacy benefits will be developed to encourage new members to ACCCA to contribute monthly and existing members to incorporate a one time or ongoing contribution.

5. *Explore options and identify cost for either collaborating on, or investing in, a comprehensive database that includes an LMS [learning management system], member database, website and point of sale platform.*

**Progress Made:** Working with a board appointed team lead, Scott Conrad, we retained the services of a consultant to project manage the effort. A systems needs analysis was conducted to identify all areas where a new platform could integrate systems and streamline current processes to management member data and accommodate a new website. An RFP was distributed to a list of likely vendors and a proposal to transition our current technology to a new platform will be presented to the Board, along with a budget to do so, in June.

## ***Area III: Professional Development***

### **GOAL A: *Strengthen core programs and make them more sustainable***

1. *Develop a solution to the Annual Conference and the Budget Workshop*

**Progress Made:** A very successful virtual Budget Workshop and a new virtual Summit were developed and successfully produced. The Summit nearly doubled budget expectations and far exceeded the usual attendance and profit margin for the annual conference. But the work did not stop there.

Back in March we also collaborated with the Foundation to co-sponsor a significant webinar series to assist members as they struggled to navigate remote work and address equity and anti-racism on their campuses. That series has now been established as a mainstay of the professional development line up and monthly “lunch and learn” webinars are being created based on the needs of members.

### **GOAL B: *Nurture and support members throughout their careers with targeted training and networking opportunities***

1. *Create a new “Aspiring to Administration ” program to create a pipeline of faculty, counselors, department chairs, and classified professionals into an administrative role and better prepare them to be successful*

**Progress Made:** Incredibly, our MDC has actually managed to research content and create a new Admin 001 program from scratch to address this long standing need. Registration is open for 001 and it’s getting a lot of interest. In addition, we have successfully collaborated with the

League to help develop another new program for about-to-be CEOs. That also launches this spring.

2. *Explore the potential for a new strategic opportunity for individual colleges to pay an annual subscription fee to access online training videos for their managers/administrators*

**Progress made:** We are currently exploring models for this on a couple of fronts. First, with the launch of the new website, we will have more flexibility to offer such a program either by partnering with an existing content service or creating original content and housing those resources on the site for on-demand access by subscription. Second, we are exploring the feasibility of a district management association or district council level of membership. As these concepts are assessed, we will keep the board apprised.

## ***Area IV: Advocacy for Legislative and Regulatory Improvement***

***GOAL: Contribute to a legislative and regulatory environment that supports members and contributes to the system***

1. *Continue to address parity in post-retirement options through collaboration, negotiation and possible legislation **Ongoing Effort.***
2. *Work within the Administrative Leadership Council to collaborate and build consensus on administrator priorities. **Ongoing Effort.***
3. *Explore social media as a way to inform and engage members on issues of concern and to provide them access to submit issues regarding policy, standards and practices, legislation and budget advocacy. **Not Started.***
4. *Continue to advocate for flexibility for administrators and colleges in order to better serve students. **Ongoing Effort.***
5. *Advocate for the development of protections for administrators in the workplace to ensure they can work effectively and safely to support student success*

**Progress Made:** Spinning off from the June 2020 strategic planning work, the “Administrative Rights” conversation continued within a subgroup of the CFLA. The concept of developing an Administrative Rights statement was discussed by the Commission and a draft outline was put

together. This was shared with the Board in January and concerns were expressed that such a statement veered into HR territory and might step on district policies that vary from district to district. Most agreed that a more comprehensive resource document for administrators with references linked to supporting ed code and outlining best practices from ACCCA's perspective would be more useful. It is the recommendation of staff that this work continue outside the CFLA with an appointed subcommittee of the Board and any work product be vetted through the PPC and the CFLA as appropriate.

6. *Ensure legislative platform reflects social justice and racial equity efforts to support all administrators*

**Progress Made:** The ACCCA Legislative Advocacy platform was amended to reflect our commitment to these ideals. The platform is shared online and with external stakeholders and is used to guide the development of official positions on statewide policy and legislation.