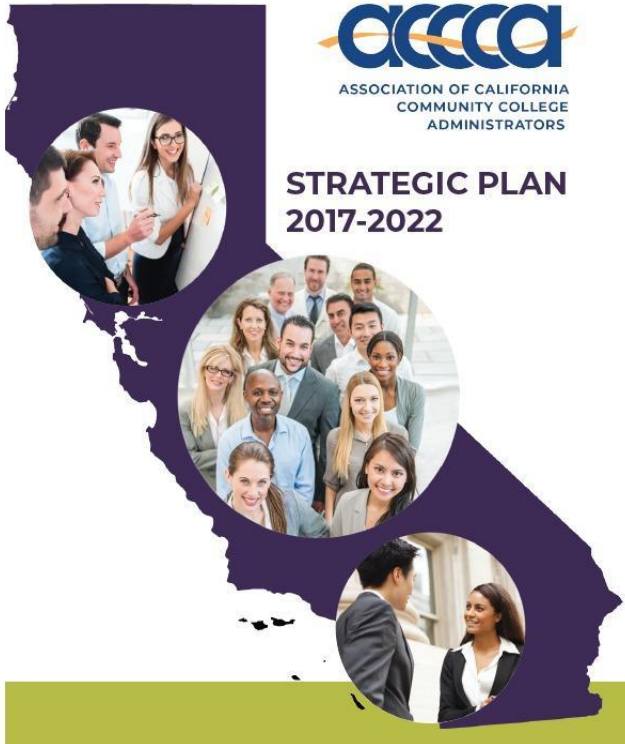


ACCCA

Developing Exemplary Administrators to Lead and Serve California Community Colleges Strategic Plan 2017-2022



As an organization of individual professional members, the Association of California Community College Administrators (ACCCA) is unique among interest-based community college organizations in California. Members pay dues to support the Association, and are therefore personally invested in the organization on a financial level.

ACCCA members include administrators across a broad spectrum of management areas, from classified administrators and student services managers, to academic and instructional administrators, business as well as human resources officers and personnel, technical and research managers. ACCCA members also encompass administrators along a wide range of position levels, from directors and deans to vice presidents and presidents within single-college and multi-college districts, and varied managerial

and chancellor-level positions at district offices. This diversity provides a unique forum for all of management to work together, nurturing the system and contributing their various perspectives.

COMPELLING NEED FOR CHANGE

In the interests of its members, ACCCA must respond to the demographic shift that has occurred, and is occurring in the administrative workforce. This is reflected within our membership, and while the Boomer generation continues its exit from the profession, the remaining Boomers continue to engage on our campuses. Alongside these administrators is a growing contingent of equally energized Millennials, Gen X and Gen Y administrative professionals, who are increasingly transitioning into new leadership roles.

The California community college system itself is standing at its own transformational crossroad with an ever-urgent focus on student success, and now, immersed in a crisis environment that is spanning fiscal years. ACCCA must continue to innovate as we develop needs-based, innovative solutions to questions of member services and benefits, professional development, advocacy,

communications and information to support administrators and managers in the 115 colleges and 72 districts in the state.

NEW VISION, MISSION & VALUES STATEMENTS

In 2017 ACCCA's Board of Directors updated its organizational vision, mission, and values to reflect the evolving and dynamic context within which the organization exists and operates. These statements were designed to strengthen the ACCCA brand for current and future members, further differentiate the Association's positioning with external stakeholders, and guide the organization's activities moving forward.

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

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

Our Values—*ACCCA values leadership excellence through:*

- Collaboration based on trust
- Commitment to service and quality
- Ethical and effective advocacy
- Honesty, integrity and professionalism
- Respect for uniqueness, diversity and creativity

Then of course, in the spring of 2020 the world changed dramatically. The global pandemic, along with a re-ignited battle for racial justice and an unprecedented financial crisis—all of which impacting our colleges and our members for the foreseeable future—destroyed our concept of “normal” and replaced it with uncertainty. These multi-crises pulled back the curtain to reveal deficits in our infrastructure, training and preparation. It also revealed our collective blindness to the inequities that exist in our systems and that are infused in our policies and processes. These realities demand that ACCCA intentionally reconsider our vision, mission and our values to ensure that they are, in fact, a reflection of our members.

In addition, as you review our goals and activities for the current year, you will see each area of our operation reflects this mandate.

DATA INFORMED STRATEGIC PLANNING

For 16 months from February 2016 through May 2017, the Board of Directors oversaw the most comprehensive research study of the Association's effectiveness ever conducted in its 43-year history. Surveys, personal interviews, and a focus group were utilized to elicit opinions, gain

perceptions, and solicit ideas from internal and external stakeholders, and thereby obtain a 360° perspective of the organization.

All Board and staff members provided input via assessment surveys and/or personal interviews; over two hundred current members responded to surveys, 310 were interviewed, and 9 participated in a focus group; 64 lapsed members and 211 non-member administrators were interviewed; and 9 representatives of affiliate and partner organizations participated in an external stakeholder survey.

That research indicated that, while ACCCA continues to be important to members and vital to the community college landscape in California, the organization must change in significant ways to adapt to and better serve the needs of its evolving membership. An articulation of how ACCCA intends to accomplish this change is the basis of the annual strategic planning work undertaken by the Board and ACCCA staff.

The Plan is thoroughly reviewed each year by the Board and updated and adjusted according to member input via an annual survey of the membership. The goals and activities of the plan are continuously monitored by the Board and are directly overseen by the Executive Director.

The original research process established in 2017 will be undertaken once again in 2022 at the conclusion of the first 5-year cycle of planning. The 2022-23 plan will include a comparison of the 2017 and 2022 data which will drive an assessment of trends over the following 5-year cycle and development of assumptions for future Boards to consider.

Strategic Plan of the Association of California Community College Administrators 2017-2022

We, the Board of Directors of the Association of California Community College Administrators [ACCCA], on behalf of our members, do hereby establish this plan to strategically focus our efforts and resources to the benefit, and in the interests of those that support the organization. In so doing, we declare that the plan represents our vision as an organization, our values as individual members and as a board, and it follows the mission agreed to by the Associations members when they approved the Constitution of the organization.

*ACCCA Board of Directors
June, 2017*