

2020-21

STRATEGIC PLAN AMENDMENTS

Area I: Membership

GOAL A: Raise value of membership

1. *Increase and execute marketing options to educate members about current benefits*

Tactics:

- Review the current benefit package and supporting collateral
- Develop analysis of the market cost of individual benefits as compared to those included in ACCCA membership to show value
- Provide HR directors statewide with membership materials that emphasize value of membership and encourage them to share information with new hires as a part of their orientation
- Develop and provide orientation to Campus Reps/RMC about their role, and provide a tutorial on ACCCA benefits

TACTIC	POINT PERSON[S]	END DATE	MEASURES	STATUS
Review benefits/collateral and report to RMC	S. Bray	9/18/2020	Report to RMC/Board with recommendations for improvement	
Develop analysis of cost/benefit ratio	S. Bray/C. Mikami	9/18/2020	Report to RMC/Board and incorporate in marketing	
Distribute membership information to HR Directors	C. Mikami	10/31/2020	Updated membership materials will be delivered to all HR Directors in the state with commitments to share with new administrators	
Develop and distribute orientation to all Campus Reps	L. Cordova, E. Ramones and S. Bray	1/31/2021	All current campus reps will have a one on one orientation with staff or RMC leadership	

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

Tactics:

- Develop an initial communication to existing benefit providers
- Gather data on available options for enhancing existing package
- Implement adjustments and communicate widely [July 2021]

TACTIC	POINT PERSON[S]	END DATE	MEASURES	STATUS
Reach out to ACSA/SASS and CLC to inquire about process for expanding benefit packages in context of current agreement per member feedback	S. Bray	9/18/2020	Provide outcomes of outreach to the Board/RMC	

Research alternative benefit providers to add to array	S. Bray	7/31/2021	Report to the Board/RMC to vet alternative or additional benefits	
Incorporate new or upgraded benefits into array and communicate widely	S. Bray and C. Mikami	7/31/2021	Announce enhanced benefits in 2021 Annual Report; update website and collateral materials. Enroll members as appropriate	

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

Tactics:

- Form a subcommittee of the RMC to explore innovative networking opportunities for members
- Address member’s stated need for “support” and “consultation” by developing options

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Form a subcommittee that will explore if providing innovative networking opportunities for members one on one is feasible and if so, what options are possible.	L. Cordova and E. Ramones	8/28/2020	Subcommittee will be appointed by Chairs of the RMC at the 8/28 meeting and will be fully apprised of the challenge. Committee will report to RMC at next meeting on 10/23/2020 and the RMC will report their recommendations at the 1/19/2021 BOD meeting	
Subcommittee will consider results of the 2020 survey related to feedback on the support and consultation needs of members and make recommendations	L. Cordova and E. Ramones	1/19/2021	RMC report to the Board will include recommendations to address member’s concerns about support and consultation	

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

Tactics:

- Identify the retired/business member and add them to the roster
- Identify issues that relate to the retired member/business member perspective for agendas

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Appoint a business and a retired member to participate on the RMC	L. Cordova, S. Bray and E. Ramones	8/28/2020	Candidate names will be put before the RMC for consideration and two additional reps will be added to the council to provide perspectives of those member categories	
Quantify issues related to retired and business membership for RMC consideration	L. Cordova, S. Bray and E. Ramones	10/23/2020	A specific set of issues or topics for discussion will appear on the October, and all succeeding agendas of the RMC	

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*

Tactics:

- Conduct administrative census and update metrics by region of all members and non-member administrators in the system
- RMC and Campus Reps provide regular follow up to ensure a full response by the system
- RMC will use the data gathered to prepare a by-region campaign to invite non-members to join, and to target current members for retention messaging

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Conduct Administrator Census throughout the system	S. Bray and C. Mikami	10/23/2020	Census Results provided to RMC at October meeting which they use to conduct regional recruitment campaigns	
Initiate regular follow up by Council members to their reps	S. Bray and C. Mikami	10/23/2020	Every region has returned data from each campus within the region	
RMC to conduct recruitment by region	L. Cordova and E. Ramones	6/30/2021	The ratio of member to non-member in each region has increased in 2020-21	

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

Tactics:

- RMC will define the concept of a membership collaboration strategy with affiliates by developing talking points on mutual benefit by organization
- Develop messaging targeted to unique groups and a timeline for delivery
- Explore collaborative webinars and other events to bring groups in
- Explore applying concept to district-based management organizations where they exist

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Frame concept of joint membership with state and national affiliates	S. Bray and L. Cordova	1/15/2021	Concept is articulated for the Board at their January meeting for their feedback	
Action Plan articulating the pitch/messaging, which affiliates should be pursued and timeline.	S. Bray and L. Cordova	1/15/2021	Included with concept proposal to Board.	
Explore webinars/events to promote joint membership	S. Bray and L. Cordova	1/15/2021	Recommendations to promote joint membership are defined	
Expand concept to district Mgnt. organizations with separate campaign	S. Bray and L. Cordova	6/30/2021	Affiliate campaign is replicated and deployed to all CCC district-based management orgs.	

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

Tactics:

- Explore alternative messaging vehicles [i.e., tic toc; Instagram; Linked In]
- Develop a roster of viable subgroups for delivery
- Utilize quarterly newsletters and weekly Motivational messaging to educate members and prospective members about benefits/value of membership
- Distribute collateral material to HR offices for administrative on-boarding
- Collaborate with ACHRO to reinforce messaging

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Explore and identify alternative messaging vehicles on social media	RMC Leadership	10/23/2020	Discuss with RMC and report to the Board on alternative methods to engage social media	
Develop subgroup rosters of members for delivery	S. Bray and C. Mikami	10/23/2020	Staff will make recommendations to the RMC for separating the membership into subgroups for targeted messaging	
Emphasize value of membership by coordinating messaging on multiple communication vehicles	RMC Leadership	6/30/2021	RMC leadership will review messaging in the context of each monthly meeting throughout 2020-21	
Provide updated recruitment materials to HR offices for administrative on-boarding	Staff	10/31/2020	Staff will prepare print and electronic resources for distribution to all campus based HR officers and directors	
Collaborate with ACHRO to reinforce messaging	S. Bray and D. Fiero	Post HR mail out	Message to statewide HR directors from the President of ACHRO to consider ACCCA membership	

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*

Tactics:

- President of ACCCA to appoint retired administrator to the vacant seat, seek Board concurrence at the September meeting
- ED provide orientation to new board member to identify priorities for their work and provide appropriate background information
- Develop a list of administrators pre/post retirement in the system and work with PPL and HR contacts to obtain regular updates to the tracking roster
- Survey retired members about existing benefits and gather feedback for improving them [may require a focus group to vet]

- Develop recommendations to the Board in January to improve the retired member model 20-21

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Retired Board Rep Appointed by President	B. Dowd and S. Bray	9/18/2020	A retired member of ACCCA is confirmed by the Board in September	
Orientation provided to new retired member	S. Bray	9/30/2020	Newly appointed board rep is provided with a thorough orientation regarding their role on the Board	
Develop a roster to track retiring and recently retired administrators to engage	S. Bray	1/31/2021	Report to the Board in January about status of the roster; completed roster shared with Retired Board Member rep for their communication purposes	
Deploy retired member survey	S. Bray and Retired BOD rep	2/1/2021	Survey results that guide the articulation of member benefits for retired administrators are analyzed and published	
Develop recommendations for improvement of the retired member benefit model	S. Bray; retired BOD rep	6/30/2021	Propose recommendations to the Board at the 2021 annual meeting.	

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

Tactics:

- Work with Business Member Board rep to conduct a survey of existing business members and enterprises doing business with California community colleges to gather data on potential for engagement, preferred type of engagement
- Work with the RMC to consider feedback and improve the business member model in 20-21

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Conduct a survey of business members and potential business members	S. Bray and D. Kot	6/30/2021	Survey deployed to gather data to assess business membership value and guide enhancement of the existing benefits.	
Work with RMC to analyze survey results and prepare recommendations for enhanced benefits	S. Bray and D. Kot	6/30/2021	Recommendations for the improvement of business member benefits will be presented to the Board at the 2021 retreat.	

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.*

Tactics:

- Review ACCCA’s existing Statement of Ethics [attached] and explore other models [AAUP, AAUA and other resources] to draft an official statement that includes an emphasis on equity.
- Form an Ad Hoc workgroup chaired by a Board member consisting of other board members and association members to develop a process to fully vet the statement with members
- Plan a virtual member forum/focus group to vet and solicit input from the membership so the Board can provide final action
- Work with the MDC to explore options for using the updated statement as a basis for ACCCA training opportunities

TACTIC	POINT PERSON[S]	END DATE	MEASURE	STATUS
Update existing Statement of Ethics for inclusion of Equity/Diversity and Inclusion elements	S. Shears	9/18/2020	Proposed revisions provided to the Board for the 9/18 meeting	
Form Ad Hoc Group to oversee revisions	B. Dowd	6/25/2020	An ad hoc workgroup is formed and meetings are scheduled	COMPLETE
Plan a virtual group of members to vet recommendations as approved by BOD in September	S. Shears	10/23/2020	Plan for a focus group to vet statement[s] is provided to the Board along with recommended revisions	
Collaborate with MDC to incorporate revised, vetted statements in training content	S. Shears	9/30/2020	ACCCA’s revised ethics and equity vision are part of training content for all major programs and appropriate webinars and events	

2. *Expand the existing Employee Staffing Plan.*

Tactics:

- Address working conditions and benefits including minimum requirements regarding physical work space provide for flexible work options.
- Consider other employee related matters that encourages staff retention and provides recommended processes to follow in the event of planned or unexpected departure of staff. Include a process for replacement of staff that also clarifies that staff replacement

is operational and is to be addressed by the Executive Director (ED); however, replacement of the ED is the responsibility of the Board’s Executive Committee.

- Involve the Finance Committee to assist with identifying ways to enhance monetary benefits for all staff including establishment of a 401K plan.
- PPC and Finance Committee to jointly address this task and develop specific recommendations for the Board’s review in September.

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Address working conditions within existing staffing plan to reflect remote work options	W. Fong and S. Bray	1/19/2021	Recommendations for improving the existing staffing plan will be presented to the Board at their January meeting	
Update existing policies and processes to include staff retention strategies and succession planning	S. Bray and W. Fong	1/19/2021	Recommendations for new retention strategies and succession planning will be presented to the Board at their January meeting	
Finance Committee to explore the salary schedule per current financial realities and pursue a final recommendation for a 401K plan for staff	K. Kaur, W. Fong and S. Bray	1/19/2021	Finance Committee will review the existing salary schedule and proposed 401 K plan and will collaborate with the PPC to develop recommendations for implementation	
PPC/Finance Committee develop specific recommendations for updating staff retention strategies, succession planning, and working conditions for employees	S. Bray; W. Fong and K. Kaur	1/19/2021	Vetted recommendations for improving staff retention strategies, succession planning and working conditions will be presented to the Board at the January meeting	

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

Tactics:

- PPC and ED should quantify facility, technology and collateral needs in the short and long term, and align those needs with a flexible workspace policy for the Board’s review.
- Assess existing contracts and leases and evaluate options
- Explore alternative facility solutions and related financial projections
- Establish a timeline for transitioning ACCCA to an alternative physical location
- Provide recommendations to the Board for action

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Assess facility/tech needs and align with a flexible workspace policy	S. Bray; W. Fong	9/18/2020	A thorough assessment of options for facilities, remote work will be completed that will drive a recommended policy for the Board’s review in January	

Assess existing contracts and leases	S. Bray	9/11/2020	Staff will report to the PPC about contract/lease status	
Develop options for space solutions and related costs	S Bray	9/18/2020	Based on PPC feedback staff will prepare a report on options for office space and remote work for the Board's consideration at the 9/18/20 BOD meeting	
Develop a facility plan with related budget and timeline for implementation	S. Bray	1/19/2021	Based on Board feedback in September, prepare a final plan to transition ACCCA to a smaller facility or completely remote operation. Plan will be presented for action to the Board in January	

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

Tactics:

- Staff/RMC/CFLA to develop options to solicit direct donations to the PAC in support of advocacy efforts
- Increase communications and develop messaging that illustrates how the PAC supports advocacy efforts on behalf of all administrators

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Develop a plan to increase PAC contributions	S. Bray and W. Duncan	9/18/2020	A recommendation to solicit new donations and grow the PAC fund will be developed and provided to the Board in September 2020 for action.	
Create a communications plan to promote PAC and highlight advocacy efforts on behalf of members.	S. Bray and W. Duncan	9/18/2020	The recommendation to grow the PAC will include a communications plan to address messaging and timeline for promoting the Advocacy benefit	

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

Tactics:

- Form an Ad Hoc group led by a designated member of the Board to establish technology needs for the Association in expanding its capacity for data base management; reporting functions; and learning management.
- Explore possible collaborations to reduce direct cost to ACCCA
- Develop a phased in approach to accomplish this goal with a timeline for implementation

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Form an Ad Hoc team to assess technology needs	S. Bray and S. Conrad	9/18/2020	Ad Hoc Committee formed and initial needs assessment conducted	
Explore collaborations to reduce costs of new software	S. Bray and C. Conrad	1/19/2021	A summary report of affiliates and providers where collaboration will expand ACCCAs ability to purchase a new CMS will be provided to the Board	
Establish a plan to implement a technology conversion that will be phased in over multiple years	S. Bray and S. Conrad	1/19/2021	A comprehensive plan will be recommended to the Board at their January 2021 meeting. The plan will include cost estimates and timeline for implementation.	

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*

Tactics:

- Continue to pursue a re-negotiation of the existing contracted space to hold ACCCA harmless in 2021
- Provide an alternative plan to the Board at their September meeting
- Continue to evaluate existing programs

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Continue to negotiating existing contracts to hold ACCCA harmless for facilities costs in 2020-21	C. Clark and T. Newell	6/30/2021	ACCCA will not be assessed any attrition costs related to existing event contracts	COMPLETE
Provide alternative plan for specific 2021 events	C. Clark and S. Bray	9/18/2020	MDC will present recommendations related to appropriately facilitating pending events in 2021	
Evaluate existing programs to assess their effectiveness in virtual format	C. Clark	9/18/2020	Staff will report on participant feedback from summer programs to inform decisions about how to proceed with 2021 and 2022 events	COMPLETE

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*

Tactics:

- Task the Content Development Team to conceptualize this new program and provide recommendations to the MDC on how best to pilot and market this program. Seek consensus on when to launch this program and how best to sustain it in future years.

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Develop a recommended concept for delivering the “Aspiring to Administration” program sanctioned by the Board at their retreat in June.	S. Hancock	4/7/2021	A concept for delivery, marketing and sustaining of a new program [Aspiring to Administration] will be presented to the MDC at the April meeting so the Commission can vet the concept and provide a recommendation to the BOD at the 2021 annual planning meeting.	

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*

Tactics:

- Task the Content Development Team to conceptualize this new program and provide recommendations to the MDC on how best to seize this opportunity during the pandemic to address an untapped need
- Create short 5-10 minute videos to demonstrate unique tools and “how to” topics
- Confer with the CCCCO to explore tying this program to the new Vision Resource Center

TACTICS	POINT PERSON[S]	END DATE	MEASURES	STATUS
Develop a concept for a subscription service for districts to access online training for their administrative teams	S. Hancock	4/7/2021	A concept will be presented to the MDC at their April meeting so they can vet the concept and prepare a recommendation for the Board at their annual planning meeting	
Create short instructional videos to demonstrate tools and “how to” topics for the proposed subscription service	S. Hancock	6/30/2021	An essentials list of training video topics, and a timeline for recording them will be developed and ready for vetting by the Board at the annual meeting. Identifying presenters and gathering the videos will be pursued by the MDC in the 2021-22 year.	
Initiate discussions with the CCCCO about co-marketing the subscription service on the VRC	G. Ly and C. Clark	6/30/2021	A contact will be identified and discussions scheduled with a representative of the Chancellor’s Office to engage them in the promotion of the subscription service. Additional support from Business Members may be solicited.	

Area IV: Advocacy for Legislative and Regulatory Improvement

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

- Continue to address parity in post-retirement options through collaboration, negotiation and possible legislation*

Tactics:

- Maintain contact with STRS leadership as well as key legislators and faculty associations

TACTIC	POINT PERSON[S]	END DATE	MEASURE	STATUS
Continue to communicate with PERS/STRS leaders, key legislators/staffers and faculty groups to address post retirement employment protections for administrators	M. Underwood	6/30/2021	The CFLA and BOD will receive regular reports from the advocate regarding issues around post retirement options for administrators	

- Work within the Administrative Leadership Council to collaborate and build consensus on administrator priorities*

Tactics:

- Share ACCCA’s updated Advocacy Platform with Council members and discuss issues that would benefit all with a consensus approach and insure that those issues are on the agenda of appropriate meetings in 2020-21.
- Report to the CFLA and Board regarding monthly meeting outcomes of the Administrative Leadership Council

TACTIC	POINT PERSON[S]	END DATE	MEASURE	STATUS
Work with L. Galezio to get on the agenda of a future ALC to share platform and key issues ACCCA is pursuing; get feedback	D. Houston	1/31/2021	An ALC agenda will feature an ACCCA presentation on Advocacy Issues to initiate feedback and consensus	
Continue to include an ALC report with Consultation report at each CFLA	D. Houston	6/30/2021	Robust communications will be established between ACCCA	

meeting; keep board informed			and the ALC to inform Advocacy efforts	
------------------------------	--	--	--	--

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*

Tactics:

- Collaborate with the RMC as they develop recommendations for an appropriate social media presence and expand their concept beyond recruitment messaging to include advocacy.

TACTIC	POINT PERSON[S]	END DATE	MEASURES	STATUS
Collaborate with the RMC to develop recommendations for connecting with members about advocacy via social media	W. Duncan	6/30/2021	A recommendation for using social media to connect with members will be provided to the Board at their annual retreat in 2021	

4. *Continue to advocate for flexibility for administrators and colleges in order to better serve students*

Tactics:

- Develop plan to eliminate or suspend 50% Law and/or other regulations that make it difficult to serve students during financial crisis

TACTIC	POINT PERSON[S]	END DATE	MEASURES	STATUS
Develop a plan to address regulatory changes [including 50% law] to mitigate impacts of the financial crisis	W. Duncan	1/19/2021	The Board will be presented with a plan that identifies specific regulations and/or policy for which ACCCA will advocate changing or suspending due to the financial crisis, and the steps that will be taken to promote these positions	

5. *Advocate for the development of protections for administrators in the workplace to ensure they can work effectively and safely to support student success*

Tactics:

- Develop a “best practices” document and/or online tools that provide support and guidance to districts for improving operational strategies in their relationship with the administrative ranks. Examples of this include time management guidelines [remote and in-office], email protocols, contract templates and related protections and workplace support for administrators
- Explore legislative and regulatory changes to increase support and protection for administrators

TACTIC	POINT PERSON[S]	END DATE	MEASURES	STATUS
Develop a best practices document and/or online tools to provide guidelines and support for improving protections for administrators.	W. Duncan	1/19/2021	ACCCA members will have access to guidelines that can be shared with their district for improving protections and support for administrators.	
Explore statewide regulatory or legislative solutions to increase support of and protection for administrators.	W. Duncan, M. Underwood	1/19/2021	A report on the possible regulatory and/or legislative changes to increase protections and support for administrators in their management role.	

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

Tactics:

- Gather and review current demographics among administrators statewide. Expand fields to gather data that highlights identity to support a more diverse workforce that is inclusive of those that are historically disadvantaged and marginalized. Cite data in advocacy communications where appropriate, and use it to inform advocacy efforts.
- Identify and advocate for the elimination of existing systemic barriers effecting administrators of color with regard to equity, diversity and inclusion throughout the system.

TACTIC	POINT PERSON[S]	END DATE	MEASURES	STATUS
Gather demographic data on administrators and managers via the Administrative Census and use data to inform advocacy platform development and communications	S. Bray and W. Duncan	11/24/2020	Staff will report to the CFLA on data results at the November 2020 meeting. Messaging will be developed for advocacy communications and to inform the advocacy platform	
Identify existing systemic barriers to equity in the system and advocate for their elimination	W. Duncan and M. Underwood	6/30/2021	The CFLA will report at each Board meeting specifically about systemic barriers they've identified, and the advocacy they've engaged in to create more equity throughout the system	