

ACCCA STRATEGIC PLAN 2019-2024

Approved by the Board, June 2019

Strategic Focus Area I: MEMBERSHIP

GOAL A: RAISE MEMBERSHIP VALUE BY BETTER CONNECTING MEMBERS TO THEIR BENEFITS

1. **TASK: Use the launch of the new quarterly newsletter in to introduce a regular column that profiles a key member benefit in each issue**

[Existing newsletter has been reformatted as a tabloid publication delivered electronically each quarter, addresses ACCCA member issues, advocacy and regulatory information, standards and practices, skills and techniques, profiles members.]

2. **TASK: Explore the cost/benefit of creating an ACCCA app and using it for push notifications to members.**

3. **TASK: Assess the value of Retired Membership and make recommendations to the Board for improvement/change.**

[This work will include a new survey of all current retired members, and those set to retire within the next few years to assess needs. Recommendations for improvements to membership value, better communications and a plan to regularly leverage retired members as volunteers will be developed. Anticipated completion set for 6/30/2020.]

4. **TASK: Assess the value of the Business Membership model and establish guidelines for future Mutual Benefits Agreements with ACCCA Business Members.**

5. **TASK: Explore ways to better leverage our established Linked In account to engage members, and define the staff time involved in maintaining communications through that mode.**

GOAL B: INCREASE MEMBERSHIP BY 15% IN 2019-20

1. **TASK: Execute an outreach and recruitment plan at 4 ACCCA sponsored Regional Events in 2019-20.**
2. **TASK: Leveraging the Volunteer Pool and Board Members, establish a presence at selected affiliate conferences for recruitment purposes.**

3. **TASK: Establish a process for reviewing retention statistics and working with the RMC to set annual member retention goals by region.** Selected Board and RMC members will be provided with contact lists for lapsed members and be asked to contact them.

Strategic Focus Area II: Organizational Structure and Operations

GOAL A: *Strengthen Structure, Operation and Fiscal Vitality*

1. **TASK: Provide Strengths Finder-based Board development with a focus on specific topics/issues that would benefit board members. In 2019-20 focus that training on developing a Code of Conduct for board members with an emphasis on equity practices.**
2. **TASK: Review/revise the existing Statement of Ethics for Administrators with a focus on equity practices and gender roles and widely publicize the revised document.**
3. **TASK: Draft operational guidelines for the replacement of key staff by 6/30/20.**
4. **TASK: Collaborate with ACHRO to establish a select committee on Administrative Standards and Practices to develop best practices to address concerns in the areas of administrator on-boarding; hostile environments [i.e., “Administrator Bashing”]; and model gender/equity practices. Widely publicize resulting documents to members and affiliates.**
5. **TASK: Review the existing member dues structure and recommend change where appropriate.**
6. **TASK: Explore outside funding to replace the Association’s web site and database platform (I4A).**

Strategic Focus Area III: Professional Development for Members, Administrators and Managers of the CCCs

GOAL A: *Sustain and strengthen core programs over the next 5 years [2024].*

1. **TASK: Address succession planning for key roles in program planning and deployment, as well as Subject Matter Experts [SMEs] and presenters.**

GOAL B: Nurture and support members throughout their professional career with targeted training and networking.

- 2. TASK: Address capacity issues by defining and adapting “Admin 150” content in core programs.***
- 3. TASK: Deploy “Admin 150” topics and Subject Matter Experts [SMEs] as needed for six ACCCA sponsored webinars and four Regional Events in 2019-20.***
- 4. TASK: Review existing Affiliate Conference Engagement plan for inclusion of additional statewide and regional groups. Collaborate with selected affiliate groups to bring pre/post conference workshops.***

Strategic Focus Area IV: Advocacy for Legislative and Regulatory Improvement

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

- 1. TASK: Continue to address parity in post-retirement options through collaboration, negotiation and possible legislation.***
- 2. TASK: Work within the Administrative Leadership Council to collaborate and build consensus on administrator priorities. Address these issues in Consultation as appropriate, and widely publicize progress to members and affiliates.***
- 3. TASK: Explore wider use of social media [Linked In/texting links] as a tool to inform and engage members on issues of concern regarding policy, standards and practices, legislation and budget advocacy.***