2020-21 STRATEGIC PLAN
Status Report: June 2021

Following are the four areas of the established strategic plan as defined by the Board in June 2020. Each area features goals and tasks/activities deemed by the Board at that time to be priorities in the 2020-21 year.

The current status of each goal/task is indicated below as of June 1, 2021 as either being **Completed, In Progress/Ongoing,** or where **Challenges** have been encountered.

From the progress indicated below, and taking into account the current impressions of a segment of the membership provided, your team should assess each goal/tactic within the designated area assigned to your team and formulate specific recommendations for updating that strategic area for 2021-22.

Area I: Membership

GOAL A: Raise the value of membership

TASK: Increase education about current benefits to members

In Progress/Ongoing: 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 membership in ACCCA as an option for their management personnel, we continue to provide information to HR offices as opportunities arise.

Going forward the work that will soon be taken up to transition to a new website and database will include a branding and marketing campaign to better connect members to their benefits.

Challenges: 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.

TASK: Approach service providers about expanding membership benefits under existing contracts/agreements

Completed: Both SASS and CLC were approached about the potential for expanding benefits under existing agreements.

The membership committee of ACSA that advises SASS is not inclined to facilitate any increase of benefits in the foreseeable future, however, a review of their website shows significant changes have been made in how ACSA/SASS communicates about existing benefits. Adopting their model and the

tools it has [premium calculators, insurance needs assessment tool] will greatly enhance our member's understanding and access to their benefits. For example, they now prominently feature *free financial planning* [a $500 value] for members and more user-friendly links to the AD&D beneficiary forms; the actual certificate of insurance and narratives that more clearly explain each benefit.

If branded and promoted well at the launch point of our new website, I believe our members will view this as an increase in their understanding of the benefits they have.

CLC is now doing business as "10 EAP" and initially they were not inclined to enhance benefits under the existing arrangement with us. However, in subsequent conversations, we have discussed expanding member access to identity theft protections through their services. This could be a value-add to the existing legal services. Additionally issues of accessibility are also being addressed now by CLC that will reduce the need for staff involvement in connecting members to this benefit.

TASK: Explore options for a virtual advisory group or peer to peer feedback for informal personal professional advice or mentoring/coaching

Challenges: The RMC discussed, and even drafted, a possible proposal for ACCCA to provide a regular peer to peer convening to take up professional issues brought forward by members and provide guidance on an individual basis, possibly engaging a 3rd party coaching service to counsel members. This approach was tabled given cost and liability concerns in an uncertain fiscal environment.

TASK: Add a retired member and business member perspective to the RMC

Completed: Retired member rep on the ACCCA Board, Ken Stoppenbrink, participated in developing and distributing the revised "Retired Member Survey''. The data that will be gathered from the survey will be used to improve the current retired membership model, and Ken will be invited to participate and engage other retired members in facilitating those changes in the coming year.

The Business Member rep on the Board, Diana Kot, was similarly engaged and the membership model for member businesses will also be influenced by the data we gather and adjusted appropriately for the Board's consideration.

GOAL B: Increase Membership

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

In Progress/Ongoing: The initial request to campus reps to forward their current management roster and follow up communications are still underway. To date, about 40% of district data is in. The process continues, hopefully to reach conclusion by August in anticipation of a Fall recruitment drive.

TASK: Identify key affiliate groups to collaborate with on potential joint membership recruitment efforts

In Progress/Ongoing: Key collaborations with the League and ACHRO have been strengthened this year, and we were able to connect with new constituencies through sponsorship of their programs. 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 members aspiring to the CEO position and developed a new training program for them. The new program had 65 applications and took 32 into the first cohort. We remain involved and will co-facilitate each of the sessions and also leverage the program to recruit those who are not yet members.

This spring we were also a sponsor of the LBGTQ+ Summit with an audience of over 900. This is a previously untapped source of potential new members, and the visibility through their online platform was well done. We will be following up with their attendee list filtered for current management personnel in the California system.

Lastly, we were approached by the Kern CCD management association about the potential of partnering to provide a limited membership at a discounted fee for one year at which time they would transfer to regular membership and expand our regular membership base.

This concept was reviewed by the RMC, the PPC and the Board and the consensus was to explore what such a membership model would look like, the financial model and determine the potential in the system for expanding to other management associations. This research will commence in 21-22 and a recommendation for action will be prepared for the Board's January 2022 meeting.

TASK: Develop a recruitment and social media campaign and target fall for launch

Challenges: We need to better understand the actual effectiveness of social media for ACCCA recruitment. Previous survey results don't indicate that administrators would access ACCCA via social media, however, should that become a priority, allocating sufficient resources and staff time to establish an ongoing operational plan will be needed.

TASK: 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

Completed: Ken Stoppenbrink was appointed by the Board in January to fill the open seat.

TASK: Assess value of business membership & explore new opportunities for engagement

In Progress/Ongoing: The 2021 survey of Business Members was designed to gather data that will inform a review and adjustment of the existing Business Member model.

Area II: Organizational Structure and Operations

GOAL A: Strengthen structure, operation and fiscal vitality

TASK: Revise the existing statement of ethics and create a new combined code or standard of Equity and Ethics.

In Progress/Ongoing [Partially Completed]: Both the equity and ethics statements were drafted and presented to the Board in September. The *ACCCA Statement of Ethics* continues to be edited and formatted, and a final version will be presented to the Board in June.

The *ACCCA Equity Statement* was vetted by a focus group of ACCCA volunteers and members, and based on their input was finalized and distributed with Executive Committee approval.

The work of the appointed team continues as they advise the ED and the Board on the implementation of board training around equity issues in 2021-22 and prepare training content for a webinar. Both the *Statement of Ethics* and the *Equity Statement* will be incorporated into the redesign of the website, and will continue as guiding documents for the Board and all commissions and committees of ACCCA in the course of their work.

TASK: Expand the existing Employee Staffing Plan

In Progress/Ongoing: New language for the Operating Manual has been drafted that authorizes remote work for ACCCA staff. The draft was reviewed by the PPC and additional language and a template for an employer/employee agreement to acknowledge the criteria for the remote work arrangement, and stipulate responsibilities related to possession of ACCCA owned property at remote locations.

The addition to *Operating Manual: Chapter 2: Section 2.6* will be reviewed by the internal auditor this spring for their recommendations, and a final draft is anticipated for Board information in June, with full implementation anticipated in the 2021-22 year.

TASK: Explore options for right-sizing ACCCA's physical location over the next year

Completed: A successful negotiation between ACCCA and the Foundation for California Community Colleges [FCCC] resulted in ACCCA acquiring more size-appropriate office space, support and board room access in view of the remote work status of the majority of employees. The agreement offers an opportunity to expand should that become necessary. The physical move, including an improvement in the Association's storage capacity, filing systems and technology, is complete. The transition will mean a significant savings in operating costs in future years.

TASK: Increase funding in the Political Action Committee (ACCCA-PAC) Fund

Challenges: Although individual Board members did set the tone in June 2020, no major shift in payroll-deducted monthly contributions to the PAC have been noted. We attribute this to a variety of reasons including the timing of the dues adjustment in the same year and the lack of targeted communications.

We see an opportunity to capitalize on the promotions around the new website to develop a more compelling narrative on the "Join ACCCA" page that illustrates the importance of the PAC in sustaining the Advocacy efforts being taken on behalf of administrators.

TASK: 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.

Completed: Working with a board appointed team lead, Scott Conrad, a systems needs analysis was conducted to identify all areas where a new platform could integrate and streamline current processes to improve member data management and accommodate a new website.

An RFP was distributed to a comprehensive list of likely vendors and of those, two companies with different approaches were vetted. A proposal to transition our current technology to a new platform designed and maintained by Aeronet will be presented to the Board at the June meeting.

Area III: Professional Development

GOAL A: Strengthen core programs and make them more sustainable

TASK: Develop a virtual solution to the Annual Conference and the Budget Workshop

Completed: A virtual Budget Workshop and a new virtual Summit to replace the Annual Conference were developed and successfully facilitated bringing in event revenue that was $45,000 above projection for those two events.

In March ACCCA 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. A planning team of board members was formed, and that series has now become an ongoing training opportunity for members with "lunch and learn" webinars offered on a monthly basis.

The topics for these webinars come from the attendees and other members and are designed to be free, accessible, timely and topical. Any resources, links or materials shared during the webinars, including presenter powerpoint presentations, are being added to the existing Webinar Resource page on the website for members to access on demand.

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

TASK: Create a new "Aspiring to Administration" program creating a pipeline of faculty, counselors, department chairs, and classified professionals into administrative & management roles

Completed: A subgroup of the MDC, assisted by staff, researched applicable content and created "Admin 001"—a completely new program to address this long standing need. The inaugural cohort is being selected now, and applications exceeded capacity with a total of 132 being vetted for just 50 seats. This newest addition to the ACCCA PD lineup will launch on June 22nd and run for two days. A one year Associate Membership in ACCCA is included in the registration fee of $200.

TASK: 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

In Progress/Ongoing: With the launch of the new website, we may have options for facilitating on-demand training videos either by partnering with an existing content service or creating original content and housing those resources on the website for on-demand access by subscription. If this task continues to be a priority in the updated Strategic Plan, we will pursue those options through that specific outlet.

However, given the bandwidth of existing staff, and the capacity of volunteers to produce and bank a series of training videos on our behalf, without acquiring a service provider that would sustain the effort, success of this initiative isn't likely.

Area IV: Advocacy for Legislative and Regulatory Improvement

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

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

In Process/Ongoing: The ACCCA Advocate continues to maintain liaisons with both PERS and STRS oversight groups to keep CFLA informed on policy shifts and legislation, however in recent years there hasn't been support for increasing post-retirement benefits. We will continue to monitor.

TASK: Work within the Administrative Leadership Council to collaborate and build consensus on administrator priorities.

In Process/Ongoing: ACCCA's Consultation rep continued to participate in the monthly meetings in 20-21, however, the agendas for these meetings are framed by the League and the group operates more as a pre-Consultation administrative caucus to review the issues brought forward by the Chancellor's Office rather than one focused on being an administrative coalition pushing their agenda and seeking solutions to problems. The CFLA suggests working with Larry Galizio and the CEO Board President to reframe this group to use Consultation as a place to bring critical management issues forward.

TASK: 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.

Challenges: The CFLA did not address this task in the 20-21 year, and it is unclear if social media is the best way to solicit feedback on these issues. Currently the members are asked for their input on advocacy issues in the annual member survey and through Quick Polling in the Fall prior to the meeting with RMC.

TASK: Continue to advocate for flexibility for administrators and colleges in order to better serve students.

In Progress/Ongoing: The CFLA feels this is less of a task and more of a given as it is represented in our annual Legislative Platform and has been incorporated into the annual position paper on the State Budget. We suggest this "task" be dropped.

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

In Progress/Ongoing: 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, however concerns were expressed by a majority of the Board 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 ACCCAs perspective would be more useful.

It is the recommendation of the CFLA that this work continue outside this Commission with an appointed subcommittee of the Board, working with staff, and that any work product be vetted through the PPC and the CFLA as appropriate prior to distributing to members.

TASK: Ensure the ACCCA Legislative Platform reflects social justice and racial equity efforts to support all administrators

Completed: The ACCCA Legislative Advocacy platform and our annual position paper on the state budget were amended to reflect our commitment to these ideals as stated in the *ACCCA Equity Statement*. Both documents are shared online and with external stakeholders and are referenced in the development of official policy and legislative positions.