

# 2021-22 STRATEGIC ACTION PLAN

## *Area I: Membership*

### **GOAL A: Raise the value of membership and communicate value to members**

**Tactics:**

1. Develop analysis of the market cost of the top 3 benefits cited by members as compared to those included in ACCCA membership.
2. Develop a communication distribution plan [including social media] identifying all stakeholder groups for specific messaging that will address the advantages of membership in ACCCA and leverage the launch of the new website.
3. A representative focus group of ACCCA members [new, long time, lapsed] will be engaged prior to the annual conference to provide feedback on the member experience.

| TACTIC | POINT PERSON[S]             | DELIVERY    | MEASURES   |
|--------|-----------------------------|-------------|--|
| 1      | Susan                       | October 31  | <b>A side-by-side comparison</b> of the market value and cost to members of top 3 benefits will be made available on the website |
| 2      | Susan Christel Patti Lonita | January '22 | <b>Communications Plan will include specific messaging</b> to educate member/others about advantages of membership               |
| 4      | Lonita, James and Susan     | October 31  | <b>A Focus Group will be engaged</b> to assess membership value from a variety of perspectives                                   |

### **GOAL B: Increase Membership**

**Tactics:**

1. Work with the retired board rep to assess current retired membership and craft a plan to engage PPL, ACHRO and others to identify future retirees and target them for membership by June 2022.
2. Work with the business member board rep to assess the current business membership model and provide recommendations by June 2022 that include a communication plan that targets current and potential business members.

3. To encourage regional dialogue on administrative issues, Regional Reps will be asked to set up recurring meetings and/or communications with/to their campus reps. The meetings/messages would help to build community and responsiveness, keep member data current and regularly gather information from the regions to inform decisions of the board.
4. Provide all campus/district HR directors with updated collateral and encourage them to share ACCCA information with new hires as a part of their onboarding process.
5. Complete the administrative census and update metrics by region of all members and non-member administrators in the system. **Include a metric on the retention of existing members as of 6/30/2021.**

| TACTIC | POINT PERSON[S]    | DELIVERY     | MEASURES   |
|--------|--------------------|--------------|--|
| 1      | Ken and Susan      | June 2022    | Recommendations for improving retired membership value will be presented to the Board, and secondarily a curated list of soon to retire admins will be established and a communications plan to inform them about ACCCA membership post retirement will be developed. <b>Target is an increase of 3 retired members in 2021-22.</b>                              |
| 2      | Diana and Susan    | June 2022    | Recommendations for improving business membership value, and a plan for consistent communications that targets current and potential business members will be presented to the Board in January. <b>Target is an increase of 3 new business members in 2021-22.</b>  |
| 3      | Lonita and James   | Sept 30      | Each Regional Rep will have calendared recurring meetings or communications [frequency/mode is their option] with their reps. Staff will provide access to updated reports and work with the reps on agenda topics. <b>Target is each region to supply a calendar of meetings or topic scheduled messages and outcomes of this effort reported in June 2022.</b> |
| 4      | Susan, Christel    | January 2022 | <b>A plan for initial communication and follow ups will be developed</b> and executed to provide HR officers with access to updated recruitment materials. Target is presentation in October at ACHRO and completed updates of existing material in January  |
| 5      | Susan and Christel | January 2022 | <b>The census will be completed and a recruitment goal will be set</b> with each region  |

## Area II: Organizational Structure and Operations

### GOAL A: Create a Culture of Inclusion within the Association

#### Objectives/Tactics:

1. Complete the *Ethics Statement* currently in draft form. Task a representative focus group of ACCCA members to vet the statement prior to distribution. Distribute the vetted Ethics Statement according to the previously approved Distribution Plan within the 2021-22 year.
2. To help form a solid foundation for a culture of inclusion within ACCCA, and assist the Board as they build upon the Equity Statement, the Ethics Team shall develop a plan to be presented to the Board in September, for Board training to provide them with tools and strategies for participating in difficult conversations about equity.

| TACTIC | POINT PERSON[S]  | DELIVERY   | MEASURE   |
|--------|------------------|------------|---|
| 1      | Susan            | October 31 | A finalized <i>Ethics Statement</i> will be approved by the Board and distributed according to the previously approved distribution plan. |
| 2      | Joshua and Susan | Sept 17    | DEI training will be provided to the Board  |

### GOAL B: Strengthen structure, operation and fiscal vitality of the Association

#### Objectives/Tactics:

1. Expand the current staffing plan to include options for employees to participate in a 401 K retirement plan that is partially funded by the Association within the 2021-22 year.
2. Establish a subgroup of the CFLA and Board to explore a reorganization of the existing political action committee ACCCA-PAC, and establish a plan to better engage members in the PAC through increased strategic communications that ties advocacy to member value.
3. Develop a comprehensive communications plan that leverages the launch of the new website, creates unique branding and engages members, volunteers and the Board in the redesign process of the new website.
4. Expand the existing calendar of regular communications and make them more consistent to keep members connected to ACCCA. Provide reliable and timely information and encourage the growth of our member's professional networks.
5. Undertake a comprehensive review of the awards program including an assessment of individual awards and the process for recognizing members and others.

| TACTIC | POINT PERSON[S]       | DELIVERY    | MEASURES   |
|--------|-----------------------|-------------|--|
| 1      | Kuldeep and Susan     | June 2022   | <b>A proposal for the Employee 401 K plan will go to the Board in June 2022 for action.</b>  |
| 2      | Willy and Susan       | Sept 2021   | <b>A workgroup of the CFLA will be appointed</b> to begin work on reforming the ACCCA PAC in 2022. They will report directly to the CFLA and the Board will receive regular progress updates. A final plan for the reformation will be submitted to the Board for concurrence in June 2022 |
| 3      | Susan                 | January '22 | <b>A comprehensive plan will be established</b> for communications that encompasses membership; advocacy; professional development and internal operations based on the Associations operating calendar.   |
| 4      | Susan                 | January '22 | <b>An appendix to the communications plan will be developed</b> that identifies established recurring communications and leverages the new website to integrate tracking of metrics  |
| 5      | Bonnie Eric and Susan | January '22 | <b>A proposal will be presented to the Board in January</b> for the reorganization of the recognition/awards programs including a thorough assessment of each award and related policy and processes   |

## *Area III: Professional Development*

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

***Tactics:***

1. Ensure that succession planning for all program chairs and team leads is actively undertaken including expansion of the MDC and program teams
2. Refine existing content of core programs to reflect current issues and training needs indicated through member feedback
3. Assess existing and future program content through an equity lens and provide training that reflects the Association’s commitment to diversity, equity and inclusion

| TACTIC | POINT PERSON[S] | DELIVERY  | MEASURES   |
|--------|-----------------|-----------|--|
| 1      | Geisce          | June 2022 | The leadership and each team of the MDC will have identified the next leaders for their programs.  |
| 2      | Geisce          | June 2022 | The annual report of the MDC will reflect specific changes in core content to keep pace with current issues/needs.                                       |
| 3      | Geisce          | June 2022 | The annual report of the MDC will reflect specific changes to program content and new additional program content targeted to DEI standards and practices |

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

***Tactics:***

1. The content Development Team will continue to explore networking opportunities for members who are not accepted into existing programs. This may include opportunities like “Lunch with a Leader;” creating an Admin “drop-in Hour” for safe space conversations or creating an intentional space for targeted audiences to explore specific topics.

| TACTIC | POINT PERSON[S] | DELIVERY  | MEASURES  |
|--------|-----------------|-----------|---|
| 1      | Geisce          | June 2022 | The annual report of the MDC will reflect all new networking activities initiated in the 2021-22 year that are developed. |

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

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

***Tactics:***

1. Continue to address parity in post-retirement work options between PERS and STRS through collaboration with K-12 and other entities, negotiation and possible legislation.
2. Develop and convene a group of administrator organizations to collaborate and build consensus on administrator priorities.
3. Develop a communication strategy [*via white papers, the website, targeted emails, social media, etc.*] to inform and engage members on issues of concern regarding policy, standards and practices, legislation and budget advocacy. This should be a benefit that is available to members only.
4. Provide an open-ended resource through which members may submit issues and ideas regarding policy, standards and practices, legislation and budget advocacy [*this could be a feedback link embedded in the weekly legislative update.*]

| TACTIC | POINT PERSON[S]  | DELIVERY    | MEASURES  |
|--------|------------------|-------------|---|
| 1      | Willy            | June 2022   | The annual report of the CFLA will reflect significant actions taken and/or progress made toward improving PERS/STRS conditions for members.  |
| 2      | Willy and Bonnie | June 2022   | A collaboration hub will be established that reflects the perspectives of established administrative groups considered affiliates to ACCCA for the purpose of exploring issues where consensus can be built and action can be taken. The Board will receive regular reports of the CFLA Chair about the progress of that group. |
| 3      | Willy and Susan  | June 2022   | The annual report of the CFLA will reflect all communications outside of the weekly recurring reports that were developed to inform members.  |
| 4      | Susan and John   | January '22 | Staff will establish an online portal through which members and others may submit issues/ideas regarding advocacy.  |