

**COMMUNITY COLLEGE LEAGUE
OF CALIFORNIA**

Connecting community colleges for a strong California.

***DRAFT Strategic Plan
2007-2012***

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July 1, 2007

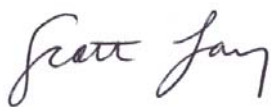
Over 2.5 million students are currently enrolled in California's 110 community colleges. Whether seeking developmental education and English as a second language, preparation to transfer to a four-year university, cutting-edge skills to work in the state's high technology workforce or engaging in lifelong learning, Californians are turning to community colleges as their access to a better life.

California's community colleges face increasing significant challenges as the state's employers demand a more highly skilled workforce, a large number of college leaders reach retirement, and the state's budget difficulties continue to limit opportunities for increased investment. Through its position as a leader in providing programs and services that meet core operational and policy needs of California's community college districts, the League is uniquely positioned to assist colleges meet the challenges they face.

It is with this challenge and vision that the Community College League of California's board of directors launched the process to develop a strategic plan for the League. The strategic plan was developed by local college officials and is crafted to ensure that the League's current and future activities are guided by the mission, and directed by the needs, of California's community colleges.

The plan recognizes critical needs for strengthened advocacy, increased leadership development opportunities for elected and appointed leaders of districts, and expanded services opportunities to maximize district resources.

The goals and objectives that follow are ambitious, yet achievable, and are guided by the core mission and values of the organization. Developed under the leadership of the League's elected board members with the consultation and involvement of all staff members, I am confident this strategic plan will enable the organization to continue on its path of strength for the next five years.



Scott Lay
President and Chief Executive Officer

COMMUNITY COLLEGE LEAGUE OF CALIFORNIA
Connecting community colleges for a strong California

Mission

The Community College League of California promotes student access and success by strengthening colleges through leadership development, advocacy, policy development, and district services.

Values

| | | |
|---|-------------|--|
| L | Leadership: | Is the voice of community college leaders |
| E | thics: | Acts with integrity and honor |
| A | ction: | Responds to district needs with innovative solutions |
| G | uided: | By the community college mission |
| U | nity: | Promotes inclusiveness and cooperation while embracing diversity |
| E | xcellence: | Committed to service and quality |

Goals

- Goal 1: Advance the League as the primary advocacy organization for community college districts.
- Goal 2: Promote effective leadership at all levels for community colleges.
- Goal 3: Deliver outstanding services and programs that engage districts and support their operations.
- Goal 4: Be a highly effective and innovative organization.

Goals, Outcomes and Objectives

GOAL 1

Advance the League as the primary advocacy organization for community college districts.

Outcomes

- ◆ Districts have the information and training to effectively advocate for legislative priorities.
- ◆ Districts have sufficient resources to achieve the community college mission.
- ◆ Districts have maximum local control and authority.

Objective 1.1

By December 15, 2009, The League will distribute to legislators a biennial document on the League's vision, mission, and services.

- Measure of Success: Distribution of document.

Objective 1.2

By December 2008, League staff will develop a grassroots advocacy network with individual participation registered by 90% of CEOs and 50% of local community college trustees.

- Measure of Success: Registration statistics.

Objective 1.3

By June 30, 2010, 50% of the districts will respond to League requests for action on legislative and budget issues within 7 days.

- Measure of Success: Percent response within 7 days.

Objective 1.4

By September 30, 2010, 50% of CEOs will host a legislator on their campus each semester.

- Measure of Success: Percent of visits.

Objective 1.5

By June 30, 2010, 50% of the CEOs and 50% of local community college trustees will attend the League Legislative Conference.

- Measure of Success: Registration statistics.

GOAL 2

Promote effective leadership at all levels for community colleges.

Outcomes:

- ◆ Trustees and CEO's have the knowledge and skills necessary to effectively govern their districts.
- ◆ Colleges have effective leaders at all levels within the colleges.

Objective 2.1

Over a four-year period, 100% of trustee education materials will be reviewed and updated.

- Measure of Success: Percent of materials reviewed and updated.

Objective 2.2

By July 2008, have a plan to evaluate the effectiveness of current trustee education materials.

- Measure of Success: Completion of evaluation plan.

Objective 2.3

By July 1, 2009, 50% of experienced trustees will participate in at least one annual education program.

- Measure of Success: Percent participation in programs.

Objective 2.4

By November 30, 2009, 75% of new trustees will complete a "New Trustee Program" in the first 18 months of their appointment.

- Measure of Success: Percent completing within first 18 months.

Objective 2.5

By January 2010, the current trustee education programs and services will be expanded to include access to online training.

- Measure of Success: Access to online training.

Objective 2.6

By July 2008, The League will develop a model CEO succession plan for districts.

- Measure of Success: Completion of model succession plan.

Objective 2.7

By December 2008, 75% of new CEO's will be mentored by an experienced CEO for at least 6 months.

- Measure of Success: Percent of new CEOs mentored for at least 6 months.

GOAL 2

Promote effective leadership at all levels for community colleges.

Objective 2.8

By December 31, 2008, 75% of experienced CEO's will participate in at least one annual education program.

- Measure of Success: Percent participation in programs.

Objective 2.9

By September 1, 2009, 75% of new CEO's will complete a "New CEO Program" in the first 18 months of their appointment.

- Measure of Success: Percent completing within first 18 months.

Objective 2.10

Annually, the League will coordinate with the Community College Leadership Development Initiative, the Association of California Community College Administrators and other organizations to ensure adequate opportunities for leadership development of future CEOs.

- Measure of Success: Annual coordination.

Objective 2.11

By July 2008, The League will establish at least one strategy to identify and address current and future trends that impact community colleges, and educate community colleges about the impact of these trends.

- Measure of Success: An established strategy.

Objective 2.12

By June 30, 2011, the League will take specific steps to ensure that themes and speakers embracing and representing the diversity of California are included at all League conferences, meetings and trainings.

- Measure of Success: Incorporation of diverse themes and speakers

GOAL 3

Deliver outstanding services and programs that engage districts and support their operations.

Outcomes:

- ◆ Districts will achieve fiscal savings and administrative efficiencies.
- ◆ Districts will make better informed decisions.

Objective 3.1

By June 1, 2008, form an Advisory Committee on District Services to enable more district leaders to inform the League how it may be of greater service.

- Measure of Success: Formation of advisory committee.

Objective 3.2

By December 31, 2008, commence a biennial comprehensive review and fiscal analysis of all current district services and programs.

- Measure of Success: Commence the review and analysis.

Objective 3.3

By June 30, 2009, double the number of entities participating in the League Corporate Partners program.

- Measure of Success: Increase in number of partners participating.

Objective 3.4

By June 30, 2012, increase by 20% systemwide fiscal savings from League-sponsored programs.

- Measure of Success: Achieve percent increase in savings.

GOAL 4

Be a highly effective and innovative organization.

Outcome:

- ◆ The League is a dynamic organization that responds to district needs.

Objective 4.1

Attain 100% membership by community college districts in the League.

- Measure of Success: Percent membership attained.

Objective 4.3

Annually, the League will update the staffing plan to ensure a staff that, to the maximum extent possible, is diverse and sufficient to meet the requirements of the strategic plan.

- Measure of Success: An updated staffing plan.

Objective 4.4

Annually, 100% of League staff will have an individual development plan and performance evaluation.

- Measure of Success: Percent of staff with development plan and performance evaluation each year.

Objective 4.5

By June 2007, implement a quarterly staff meeting to monitor the strategic plan accomplishments.

Measure of Success: Quarterly staff meetings.

Objective 4.2

By June 2009, the Internet4Associations association management software suite will be 100% operational.

- Measure of Success: Percent of desired software functions operational.

Methodology and Analysis

Methodology

The League Board commenced a Strategic Plan Initiative in October 2006. A multiple constituency approach was used to elicit information from CEO's, Trustees, Staff, other stakeholders, and the Board. A survey was designed that asked about organizational effectiveness, accomplishments, and SWOT – Strengths, Weaknesses, Opportunities, and Threats. The League executives identified 116 potential respondents and 49 responded. After results were presented to the Board, they requested that a validation survey be sent to all CEO's and Trustees in the community college system. An additional 158 respondents – all CEO's and Trustees -were identified and 40 responded. There were a total of 89 usable responses from the 274 potential respondents who received the survey. The survey response rate of 32.5 percent was considered acceptable for making generalizations about the survey data.

The most important information from the surveys was the SWOT data. The First Survey Group was asked totally open-ended questions concerning the Strengths, Weaknesses, Opportunities, and Threats of the League. Comments from these open-ended questions were grouped under a common theme (such as "District Involvement" in the Strengths category). For the validation survey, executives wrote a brief statement about each theme for the respondents to consider. The Validation Survey Group was asked to indicate on a 5-point Likert scale with an option of 'Don't Know', the degree of agreement for each theme and its corresponding statement.

The Steering Committee and Staff met many times over the next several months to evaluate the SWOT data and craft goal statements that aligned with the critical ideas gleaned from the survey. The Board approved the goal statements. The Steering Committee also suggested themes for objectives under each goal and staff wrote the objectives.

The SWOT themes that were derived from the survey are listed below in order of importance. The first list comes directly from the survey and is the starting point for crafting goals. The chart is the intermediary for generating the goal statement and reflects goal alignment. It compares common themes across the SWOT categories. Information plotted this way validates the importance of the theme for goal setting purposes. The last list is the goal statement with the themes aligned. Finally, to demonstrate that the themes are addressed, themes are then listed under the goal statements.

Strengths, Weaknesses, Opportunities, and Threats

Strengths

Staff: Knowledgeable staff members dedicated to community college mission and values.

Trustee and CEO Leadership: Strong support from CEOs and trustees is a strength of the League.

League Leadership and Professionalism: Dynamic leadership that understands issues of statewide concern and is very responsive to local district needs.

District Involvement: League identifies and represents local district perspective in the capital and facilitates communication among districts

Weaknesses

The CC System: Large system with sometimes divergent needs.

District Involvement / Participation: The difficulty of getting all members of the community college community actively involved.

Relationships and Political Visibility: Need to recognize potential to better influence the legislature.

League Staffing and Resource Limitations: Funding limits; small number of staff; staff training to keep up with needs of districts. (A large number of Don't Know responses)

Opportunities

Leadership Development: Leadership development and support for new leaders, and professional development to help "old" leaders and traditional trustees to thrive in changing environments with new strategies.

Legislative Relationships and Advocacy: Opportunity to step up advocacy/lobbying efforts.

Communications and Information: Enhance updates, research, database, technology, public relations and website.

Student Preparation: Dealing with the growing numbers of students who are not prepared to do college level work on entry into the community colleges.

District Services: More services to local districts.

Threats

Leadership Succession and Retirements: The limited number of individuals prepared to step into administrative roles in the districts.

Limited State Resources: Inadequate and uncertain funding will continue to be a challenge.

CC Factions and Competition: Difficulty of getting all districts to agree on a common vision.

Internal Training and Accountability: Insufficient staff training in technology and other areas. (a large number of Don't Know responses)

Comparison of Themes across SWOT categories

The following chart reflects a comparison across the SWOT categories of how often a general theme was repeated. Before the goals were drafted, the staff examined the frequency of the themes across the SWOT categories. Themes were ranked in order of importance in order to generate a theme for a goal. The Steering Committee subsequently used the themes to write the goal statements. The Board then made some minor edits to the goal statements. The last column represents the goal alignment for each theme.

| Theme | Strength | Weakness | Opportunity | Threat | Goal |
|--|-----------------|-----------------|--------------------|---------------|-------------|
| Staff | X | X | | X | 4 |
| District Leadership and Leadership Development | X | | X | X | 2 |
| Legislative Relationships | | X | X | | 1 |
| District Involvement | X | X | | | 3 |
| CC System | | X | X | | 1,2 |
| League Leadership | X | | | | All |
| Communications | | | X | | 1,2,3 |
| Student Preparation | | | X | | 2 |
| District Services | | | X | | 3 |
| Limited State Resources | | | | X | 3,4 |

Goals with Themes from SWOT Data

Another way of ensuring that the important SWOT themes are addressed in the goals is to align the themes under the corresponding goal. Thus, the following list uses all the themes derived from the SWOT. Sometimes, as shown in the above table, a theme is repeated under more than one goal.

Goal 1: Advance CCLC as the primary advocacy organization for community college districts

- Relationships and Political Visibility
- Legislative Relationships and Advocacy
- Communications and Information
- The CC System
- CC Factions and Competition

Goal 2: Promote effective leadership at all levels for community colleges

- Trustee and CEO Leadership
- Leadership Development
- Leadership Succession and Retirements
- Communications and Information
- The CC System
- CC Factions and Competition
- Student Preparation

Goal 3: Deliver outstanding services and programs that engage districts and support their operations

- District Involvement
- District Involvement / Participation
- Communications and Information
- District Services
- Limited State Resources

Goal 4: Be a highly effective and innovative organization

- Staff
- Limited State Resources
- League Leadership and Professionalism
- Internal Training and Accountability
- League Staffing and Resource Limitations