

ACCT STRATEGIC PLAN: 2020 VISION

For nearly 45 years, the Association of Community College Trustees (ACCT) has focused on empowering community and state leaders who govern our nation's public community and technical colleges. Located in the nation's capital, ACCT has continuously met the in-service education, support and advocacy needs of more than 6,000 appointed and elected trustees who oversee 1,108 community, technical and tribal colleges.

ACCT has expanded its public policy and research activities, and has broadened its educational outreach and services to assist boards and CEOs with boosting student educational attainment and completion. More than ever, the association's work is better connecting college programs and services to workforce and employer needs, while making sure that robust pathways to financial security and fuller participation in the nation's social and economic institutions exist for students, irrespective of their backgrounds or economic circumstances.

To achieve its mission and vision, ACCT fosters the principles and practices of exemplary governance while promoting high-quality and affordable higher education, cutting-edge workforce development and training, student success and the opportunity for all individuals to achieve economic self-sufficiency and security.

In short, through the impact ACCT creates, community college governing boards are **THE LEADING ADVOCATES** of the nation's community college system.

To further the strategic work of ACCT and its membership, the ACCT Board of Directors in 2014 re-imagined the association's core values in the following fashion:

CORE VALUES

We exist to promote and advance through ACCT programs and services:

BOARDSMANSHIP – value accountability, integrity, and transparency;

ADVOCACY – advance equitable and open access to higher education by representing the interests of community colleges at the national level;

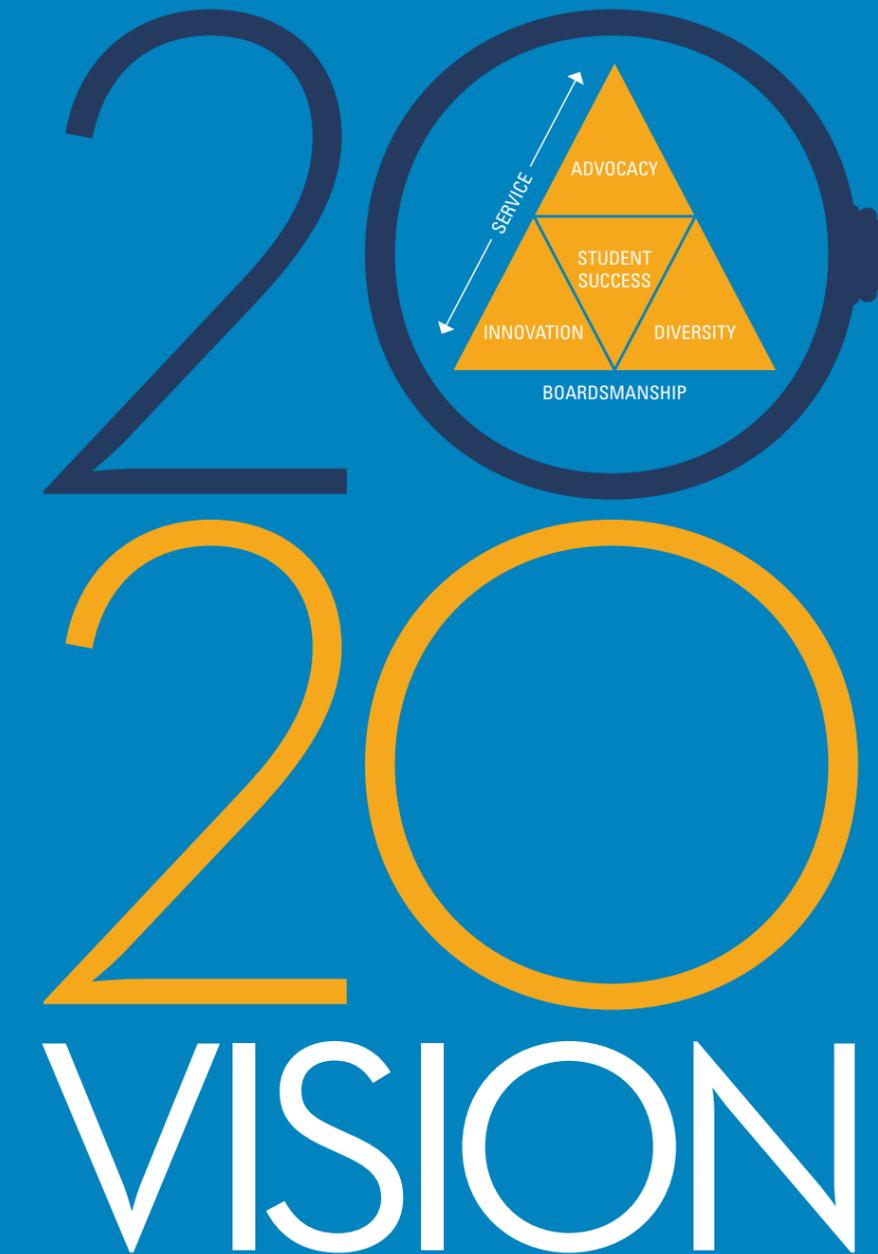
STUDENT SUCCESS – promote innovative policies and services that foster completion, workforce training, and transfer;

INNOVATION – embrace experimentation and risk-taking and evolution of the community college model;

DIVERSITY – sustain values of inclusion, respect and support for, and commitment to diversity; and

SERVICE – elevate and honor the importance of public service through role modeling, mentorship and recognition.

ACCT STRATEGIC PLAN:



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MISSION STATEMENT

To foster the principles and practices of exemplary governance while promoting high quality and affordable higher education, cutting-edge workforce and development training, student success, and the opportunity for all individuals to achieve economic self-sufficiency and security.

CORE BELIEF

The Association of Community College Trustees (ACCT) Board of Directors, elected by member boards to represent the nation's community college governing boards, believes that citizen governance is an appropriate and democratic means by which to achieve the educational and economic goals of the nation.

In 2016, the ACCT Board of Directors adopted a new vision and a set of new strategic priorities designed to further deepen our impact and to leverage the great momentum of community colleges around student success and completion. The ACCT Board wants to capitalize on the spotlight and enhanced visibility currently enjoyed by the community college sector to effect even greater change and progress.

The ACCT Board has adopted a creature named BHAG—the Big Hairy Audacious Goal—to drive this new vision and strategic priorities is to double-down on ACCT's commitment to support and catalyze the movement:

Student Success Strategies brought to scale at ACCT member institutions

The priorities to drive ACCT's programs and services to its membership focus on two primary goals, outlined right, along with select strategies for implementation.

GOAL ONE: ADVANCE STUDENT SUCCESS AND COMPLETION STRATEGIES.

OBJECTIVES

- Achieve a **consensus-based understanding of the term "student success"** that is specific to community and technical colleges, and apply this understanding to completion-driven strategies.
- Develop and fund an **innovation hub** through which to incubate and disseminate student success practices.
- Identify and promote immediate and longer-term strategies and approaches to help boards lead through policy—strategies that **reshape and refocus institutional efforts to boost student success and completion.**
- Advocate for **universal access to community college** as the 21st century evolutionary equivalent to the universal public kindergarten-through-high-school movement a century ago.

SELECT STRATEGIES

- Continue to produce **topical, specific data-based independent analyses** to inform members of trends, their causes and effects, and to recommend interventions when necessary to improve student success.
- Continue to apply ACCT's **improved Governance Institute for Student Success practices** through increased board and institutional participation, gauging student success with proven indicators and momentum points.
- Build and promote **educational programs focused on policies** to help boards use student data and to develop priorities to push success efforts forward.
- Expand policy and partnership efforts to further **link community college boards with K-12 boards** to improve student outcomes and pathways to success.
- Develop resources for institutions seeking to expand **student access and participation in federal benefits programs**, or with local community-based organizations and other external partners.
- Disseminate examples of state and national data that **enable reporting on job and wage earnings of all community college completers.**
- Publish best policies and practices for **student success from colleges throughout the country.**
- Design materials to **tell the universal access story**, including examples of policies and winning strategies.
- Design special sessions at the ACCT Leadership Congress that **focus on universal access and completion.**

GOAL TWO: PREPARE TRUSTEES FOR THE EVOLUTION OF THE COMMUNITY COLLEGE

OBJECTIVES

- Cultivate a means by which to better **select and equip community college trustees who possess a strong understanding of and commitment** to their roles as college governors.
- Develop and disseminate models to **advance diversity, governance and advocacy** in consideration of evolving practices, policies, technologies and other variables.
- Retool trustee training to align with a **focus on student success, universal access and college completion.**
- **Increase access to ACCT programs, services and membership** through innovative business approaches and delivery modes.

SELECT STRATEGIES

- Launch **Governance by Design**, a new tool currently under development by ACCT in partnership with national organizations that will facilitate new trustee orientation education and training.
- Partner with relevant organizations to **build fundraising capacity at community colleges** and to strengthen partnerships between boards of trustees and foundation boards.
- Expand longitudinal surveys of trustees to **better inform governance practice** and in-service education programs.
- Increase trustee-training opportunities through a variety of **forums focused on student success, security, advocacy, workforce development, accreditation, universal access, diversity, college completion** and other priorities.
- Build educational programs focused on **policies to help boards to use student data** and to develop priorities to push success efforts forward.
- Expand capacity for ACCT services to **meet the needs of community colleges offering baccalaureate degrees, state systems and colleges with dormitories.**
- Publish a new series of books and related content that **offer in-depth discussions of forecasted changes to the community college sector** in the coming decades.