

CALIFORNIA COMMUNITY COLLEGES ATHLETIC ASSOCIATION (CCCAA) STRATEGIC AND HUMAN RESOURCES PLAN

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JENNIFER CARDONE, INTERIM EXECUTIVE DIRECTOR, CCCAA

BACKGROUND

- The last time the CCCAA engaged in a Strategic Plan was over 15 years ago.
- Eaton Cummings Group (ECG) was selected to engage the organization in a strategy and planning process that built on the Association's central purpose and aligned with the California Community Colleges *Vision for Success*.

THE PLAN

- Key stakeholders from the Board, Management Council, Commissioners, Athletic Directors, Staff and others engaged in the following:
 - Extensive review of documentation including a self-analysis by staff of how their time is spent on key job responsibilities
 - Confidential interviews
 - SWOT Analysis and futures survey
 - Day-long planning workshop to review, discuss and prioritize results
 - Plenary session at the CCCAA Convention on March 28, 2019

PROCESS

- The Strategic and Human Resources Plan, with specific steps for each goal over the course of three years, was created with initial implementation to begin September 2019 but was delayed to September 2020 for a variety reasons.
- Implications of the Strategic and Human Resources Plan include:
 - Support and Engagement of CCCAA members and member institutions will be essential to success.
 - Additional CCCAA capacity will be required including new revenues, personnel (full/part-time), contract, and interns.
 - Cultivating and achieving endorsement of college CEO's and governing boards will be a priority.

OVERARCHING GOALS

- The five Overarching Goals established were:
 1. Ensure effective leadership for the intercollegiate athletic programs of the California Community Colleges consistent with the *Vision for Success* ensuring honesty, transparency and fairness in the administration of CCCAA rules, regulations and enforcement.
 2. Ensure continuous, vigorous support for the California Community Colleges *Vision for Success*.

OVERARCHING GOALS

3. Strengthen the brand and elevate the image of California Community Colleges athletics and our student-athletes.
4. Leverage statewide presence and associated influence for revenue enhancement that benefits student-athletes through CCCAA initiatives and furthers opportunities to achieve collective impact for members and their institutions.
5. Ensure adequate staffing and access to specialized talent as required for ongoing future success.

GOAL I – ENSURE EFFECTIVE LEADERSHIP

- Enhanced Professional Development Opportunities
- Appropriate Revision to the Constitution & Bylaws to address emerging issues
- Promote clarity and improve understanding of the important role of student-athletes.

GOAL 2 – ENSURE CONTINUOUS, VIGOROUS SUPPORT OF VISION FOR SUCCESS

- Strengthen data-gathering, assessment, interpretation and promotion of the role of athletics in support of student-athletes and the mission of California Community Colleges.

GOAL 3 – STRENGTHEN THE CCCAA BRAND

- Build capability to engage and message to strategically determined audiences
- Amplify data-informed benefits of participation in athletics and role and value of California Community Colleges intercollegiate athletics

GOAL 4 – LEVERAGE STATEWIDE PRESENCE

- Build CCCAA fundraising capacity to attract private philanthropic investment
- Pursue joint purchasing arrangements in partnership with CCLC and/or other appropriate partners

GOAL 5 – ENSURE ADEQUATE STAFFING

- Opportunities to deploy current personnel more productively
- Engage specialized temporary talent via use of consultants or qualified interns
- Explore shared personnel with the Community College League of California and member colleges

NEXT STEPS

- Share the five strategic goals with CEO's, college leadership teams and the various Boards and Committees of the CCCAA.
- Community College CEO's, can provide their feedback on the CCCAA Strategic and Human Resources Plan to Jennifer Cardone, Interim Executive Director, CCCAA, by Friday, March 13, 2020, at JCardone@cccaasports.org.
- Adopt the 2020-2023 CCCAA Strategic and Human Resources Plan at the 2020 Convention Board Meeting.
- The five strategic goals will serve as CCCAA's working framework for the Board of Directors and staff.
- Initiate steps to strengthen communication and advocacy regarding the important role of California Community College athletics and value to student-athletes.

QUESTIONS?

