

# Appalachian College Association

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ACA

# Strategic Plan

- ❖ Mission Statement
- ❖ Strategic Focus
- ❖ Strategic Priorities
- ❖ Measures of Success

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# Mission Statement

Recommended by  
Executive Board  
3-22-2017

An association of private liberal arts  
colleges and universities  
dedicated to serving Appalachian  
communities through the  
transformational work  
of its faculty, staff and students.

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# Strategic Focus

Recommended by  
Executive Board  
3-22-2017

Dedicate ACA's next decade to improving education at all levels throughout Appalachia.

- ❖ Undertake a pivotal role in improving education at all levels within member home communities, so that the next generation of Appalachian children will be confident and ready to succeed in life and work.
- ❖ Reframe college affordability so that private higher education nearby is understood to be both desirable and within reach of Appalachian families.
- ❖ Demonstrate and market this value as an explicit advantage to campus communities with an economic impact study and by raising the profile of our association.

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# Strategic Priorities

Recommended by  
Executive Board  
3-22-2017

- ❖ Focus ACA programmatic energy on the opportunities and challenges of education across the Appalachia. Prioritize fellowship and scholarship awards to fund efforts that will directly benefit Appalachia.
- ❖ Provide an umbrella of expertise and resources to support each campus' chosen role for their specific locale and academic infrastructure needs.
- ❖ Feature Appalachian studies as a focus of promotion and academic research, including the educational, social, economic, environmental, cultural and demographic aspects of Appalachian life.
- ❖ Leverage partnerships with other organizations and entities focused on the wellbeing of Appalachia.

# Revised Governance Structure

## Council of Presidents

Authorize Mission, Strategic Focus and Priorities.  
Authorize changes to membership, member fees or Bylaws.  
Monitor endowment, set investment /spending policy.  
Authorize branding profile.  
Act on agenda items that come to the Presidents from the Executive Board and/or the ACA President.  
Meet 1X year at Annual Meeting; Elect members of Executive Board; At least 5-person overlap with EB.

## Council of Chief Academic Officers

\*Advise VPAA and President about new programs/ opportunities for campus faculty and staff [ACA residencies, leadership internships, etc]; participate in the development & implementation of programs and initiatives.  
\*Advise VPAA regarding professional development and funding programs for campus constituents.  
\*Nominate members for service on Executive Board.  
3-person overlap with EB.

## Executive Board

\*Set strategies for achieving ACA Mission. Establish Measures of Success.  
\*Conduct ACA business in between annual meeting of Presidents.  
\*Monitor financial indicators; assure investment/ spending policies are followed.  
\*Hire & evaluate ACA President; oversee President's management of ACA Headquarters.  
\*Recommend branding profile.  
\*Authorize partnerships, contracts, terms.  
\*Develop slate of potential EB members to offer for election by Council of Presidents.  
\*12 members: 7 Presidents [2 may be former presidents], 3 CAO's, 1 CFO, 1 Marketing expert.  
ACA president is *ex officio*.

## ACA President

\*Bring passion, creativity and vision to ACA plans, programs, profile, influence.  
\*Implement Strategic Focus & Strategies.  
\*Track and pursue Measures of Success.  
\*Conduct ACA business on behalf of EB and campuses.  
\*Steward, preserve and grow ACA's resources, partnerships and influence.  
\*Advocate for ACA with various publics and potential donors.  
\*Manage ACA headquarters & staff.

# ACA

## Association President

- Articulate the vision for ACA's new strategic focus and priorities; serve as lead ACA spokesperson across higher education and the Appalachian region.
- Be the face and voice of education across Appalachia; establish partnerships with other organizations and attract new donors and financial support for our vision for the region.
- Staff, inspire and lead a central office that will support and affirm the new mission and direction. Hire next VPAA. Lead staff in pivoting toward the future.
- Work with presidents to clarify the extent and nature of each campus's participation in the new mission. Become a visible and accessible presence on member campuses.
- Facilitate revision of Bylaws to adjust Executive Board membership, ACA membership guidelines, and other structural changes to support the new focus.
- Cultivate and oversee expanded membership and/or expanded service offerings.
- Capitalize on ACA headquarters as both a revenue-generating asset and member asset.
- Promote new branding/profile for ACA. add external relations, grants,
- Maintain solid and transparent management practices to support EB's fiduciary responsibility. Maintain oversight of ACA endowment, financial practices, adherence to investment & spending policies.



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Vice  
President  
for  
Academic  
Affairs  
[new]

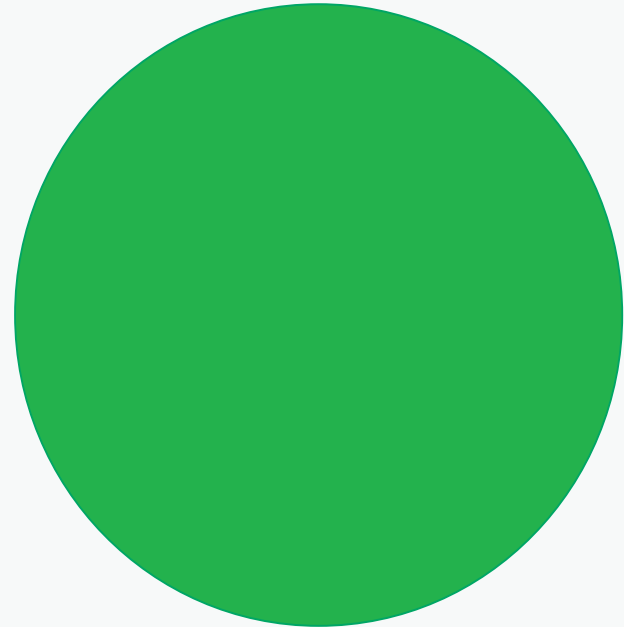
- Serve as the academic leader of ACA initiatives and programs.
- Work with ACA president & campus presidents to identify and manage each campus' chosen role within ACA new Strategic Focus.
- Serve as a visible and accessible resource to all member campuses. Orient and welcome new members or shared service clients.
- Lead the Council of CAOs initiatives and deliver programs. Work with CAOs to manage and improve academic and campus programs and services to faculty, students and member campuses.
- Create, implement and oversee new opportunities for fellowships, internships, residencies at ACA, and other opportunities for faculty of member campuses.
- Participate with ACA President in efforts to establish partnerships and/or funding partners, in alignment with ACA's Mission and Strategic Focus.
- Assist in promoting new branding/profile for ACA.

# Implementation Sequence

# Phase 1: March - July 2017

## Build on existing capacity and potential:

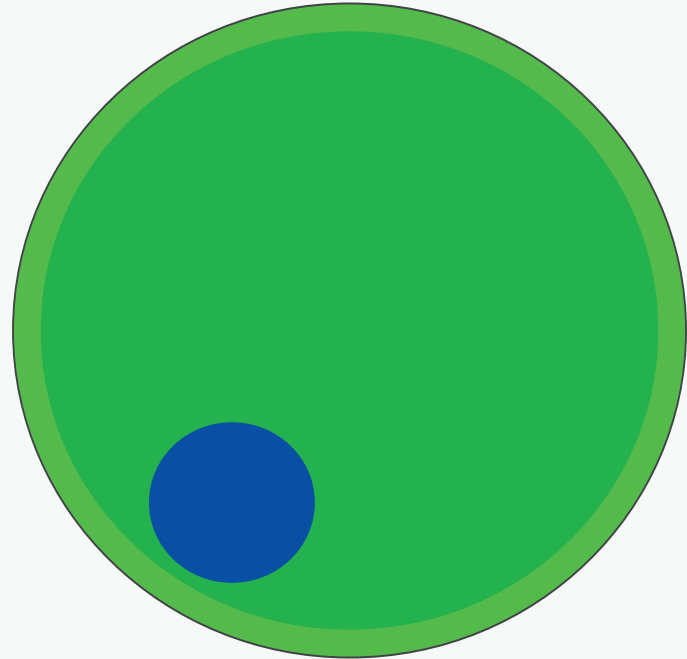
- Seek alignment from member campuses on revised Mission, Focus and Priorities; plan for formal adoption at June 2017 meeting
- Identify most valuable legacy programs and shared services to maintain and feature; Prune least valuable initiatives, consolidate events
- Adjust organizational complexity - match staffing to mission; plan for new leader of academic and campus programs
- Determine profile for new President; search for and fill position by July 2017.



## Phase 2: July - October 2017

### Open up to the future:

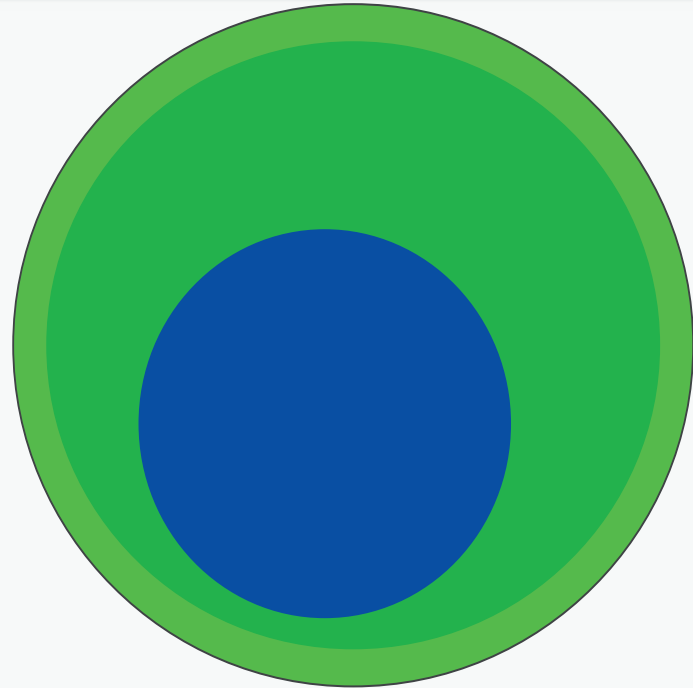
- Identify whether and how to grow the membership/ expand access to services to non-members; review and enhance revenue streams
- Revise roles/committee structure to reduce time demands from campus leaders
- Plan for reconfigured Executive Board; plan to adjust Bylaws accordingly
- Standardize/ streamline financial reports to Executive Board for efficiency and transparency



# Phase 3: October 2017 - October 2018

Serve Appalachia with new profile and new resources:

- Invest in the new strategic focus to improve education at all levels in the region
- Update the Bylaws to match the new mission & focus
- Hire new Vice President for Academic Affairs
- Signal new era with new ACA branding/profile
- Seek new external funding/support/partnerships
- Develop measures of success for ongoing accountability



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## Next Steps

### Decisions still to be made:

1. Test this new direction with potential donors.
2. Resolve ambivalence about Appalachia [as a term and a concept].
3. Determine timeframe for developing new messaging and branding platform.
4. Expand geography and/or membership of ACA vs. expanding services to non-members.
5. Determine which programs to phase out.
6. Draft and approve measures of success to complete ACA strategic plan.

## Notes

