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DEAR ACCT MEMBERS AND PARTNERS,

At ACCT, we’re harnessing the power of transformation not just to adapt to recent changes, but to craft a brighter and more sustainable future for community college students.

From outside pressures of ever-changing cultural norms and economies to changes at colleges and inside our own organization, we’re embracing evolution not only as a theory, but in practice.

Guided by the 2020 Strategic Vision developed by the ACCT Board of Directors, ACCT has been transforming to better suit members’ needs and to identify and account for future needs. This report highlights some of the work that your association has done to achieve these goals, from advocating on behalf of the nation’s community colleges and building exemplary governing boards through educational services to improving our executive searches and enlisting the insights of students more than ever before.

Thank you to all of our members and our partners in student success for your commitment to the community college mission and to transforming “business in usual” into best practices for the future.

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

– Margaret Mead

2017-2018 ACCT Board of Directors
Over the past couple of years, ACCT members have deliberated on how best to advance equity, diversity and inclusivity at community college campuses.

ACCT’s *Equity Action Agenda for Community College Governance* is a guide based on the responsibilities of community college trustees and the college’s leadership to promote policies that support access, affordability, equity and completion for all community college students. College diversity, equity, and inclusivity policies facilitate academic progress and economic and social mobility for all.

This guide is intended to assist community and technical college boards and CEOs to:

- Engage in meaningful and productive discussions around equity and the role of the college in ensuring access and opportunity for all campus and community members;
- Embrace and reinforce a culture that values and promotes equity, diversity, and inclusion;
- Understand the board’s role in shaping and supporting goals, policies, practices, and procedures that promote equitable experiences and outcomes;
- Identify and examine appropriate metrics and indicators of equity success (e.g., access, use of specialized student support services such as writing and speaking labs, tutors, specialized academic advisors, etc., course completion, English as a Second Language enrollment, degree and certificate completion, transfer, etc.), as well as diversity of staff, faculty, and students;
- Provide leadership, support, and assistance (where appropriate) in developing next steps for designing and implementing equitable institutional policies, practices, and processes;
- Establish appropriate reporting and accountability measures to monitor progress toward achieving equity goals and outcomes.

Download the Equity Action Agenda at acct.org, or contact accinfo@acct.org to request printed copies for your entire board.
ADVOCACY

SECURING FUNDING THROUGH EFFECTIVE ADVOCACY

Following on the heels of last year’s reinstatement of year-round Pell Grants, Congress provided significant funding increases for many community college priority programs for fiscal year 2018.

- The Pell Grant maximum award was increased by $175 for the 2018-2019 academic year, enabling students to be eligible for up to $6,095 for the fall and spring terms, and up to $3,048 for the summer term.
- Community college priority programs received over $500 million in additional funding in fiscal year 2018.
- Programs that received additional support include: Federal Work Study; Supplemental Educational Opportunity Grants; TRIO; state grants under the Perkins Career and Technical Education, state grants under the Workforce Innovation and Opportunity Act; and grants supporting development at Minority Serving Intuitions.

This additional funding helps support college access, students supports, and innovation.

Increases for these key programs were bolstered by a larger federal allocation for education in 2018. ACCT worked in conjunction with other education groups and associations to support this investment in education and training. Advocacy efforts by our community college leaders during the National Legislative Summit and throughout the year help facilitate federal investments in our colleges and students.
Advocacy efforts by our community college leaders during the National Legislative Summit and throughout the year help facilitate federal investments in our colleges and students.
EXECUTIVE LEADERSHIP TRANSITIONS

The urgency attached to the board’s role in selecting, supporting, and positioning their institution and new presidents to thrive and excel cannot be overstated. In 2016, more than 50 percent of the presidents of colleges that award associate degrees reported that they anticipated stepping down within the next five years, yet only 21 percent of these colleges report having a succession plan in place. Of course, good intentions alone will not yield the caliber of results demanded by higher education’s consumers and the competitive global marketplace in which the nation now competes. Moreover, the enlarged demands placed on the higher education sector are not expected to abate any time soon, and the urgency and speed of change in the sector already are accelerating in quantum leaps that were unfathomable just a few years ago.

If these variables were not sufficiently daunting, community colleges are facing intense competition from for-profit schools and certification programs. As such, the roles and responsibilities of boards and presidents will continue to be increasingly challenging.

This year, ACCT in partnership with the American Association of Community Colleges published Executive Leadership Transitioning at Community Colleges, a report designed to help guide community college leaders—and especially boards of trustees—through the process of transitioning from one college chief executive officer to the next. The paper discusses board responsibilities, the presidential search process, onboarding, and how to handle “a botched handoff” should one occur. The paper can be downloaded at www.acct.org.

“The board–president partnership is a shared leadership role and perhaps the single most crucial ingredient to institutional success.”

“Failed presidencies are costly, and not just financially. Momentum and the valuable, irreplaceable time it takes to move the college forward can be lost along with the board’s reputation as competent trustees.”
ACCT SEARCH SERVICES EVOLVE WITH COLLEGE NEEDS

In conjunction with an increased focus on executive leadership transitions, ACCT Search Services continue to evolve to help member colleges identify and cultivate the best possible presidents to meet the high demands of a changing higher education model. “The number of retirements taking place has risen dramatically compared with a decade ago,” said ACCT Vice President for Search Services Julie Golder, J.D. “We’ve strengthened our commitment to the success of a new college leader even after a search is completed,” she said.

Golder, who has led over 100 senior executive searches for community and technical colleges throughout the country as part of ACCT’s Search Services team since 2006, is implementing changes to make the search process more holistic and presidential placements more sustainable. “Early on,” she said, “the board should have an open, candid and collaborative discussion about the overall process, including a discussion regarding when it is best to go public with the search, the timeline, and reviewing the current president’s contract and compensation. The board should keep in mind that determining fit and satisfaction is mutual: The most competitive candidates, like the board, determine how they will fit in at the campus during the interview process.”

“To support a successful tenure,” Golder said, “we now reach out to the board chair for three-month and six-month check-ups after placement to assess how the new president is meeting the expectations of the board and college. We use a team approach for conducting all searches, which offers a powerful combination of a keen understanding of community and technical colleges and hands-on experience in higher education leadership.”

<table>
<thead>
<tr>
<th>2017 – 18 EXECUTIVE SEARCHES</th>
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<tbody>
<tr>
<td><strong>Bellevue College, Washington</strong></td>
</tr>
<tr>
<td>Kristen Jones, Provost for Academic and Student Affairs</td>
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<tr>
<td><strong>Chandler-Gilbert Community College, Maricopa Community Colleges, Arizona</strong></td>
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<tr>
<td>Greg Peterson, President</td>
</tr>
<tr>
<td><strong>College of Eastern Idaho</strong></td>
</tr>
<tr>
<td>Rick Aman, President</td>
</tr>
<tr>
<td><strong>Glendale Community College, Maricopa Community Colleges, Arizona</strong></td>
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<tr>
<td>Teresa Leyba-Ruiz, President</td>
</tr>
<tr>
<td><strong>Hagerstown Community College, Maryland</strong></td>
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<tr>
<td>Jim Klauber, President</td>
</tr>
<tr>
<td><strong>Hudson County Community College, New Jersey</strong></td>
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<tr>
<td>Christopher M. Reber, President</td>
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<tr>
<td><strong>Mesa Community College, Maricopa Community Colleges, Arizona</strong></td>
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<tr>
<td>Richard Haney, President</td>
</tr>
<tr>
<td><strong>Northern Wyoming Community College District, Wyoming</strong></td>
</tr>
<tr>
<td>Estella Castillo-Garrison, Vice President of Academic Affairs</td>
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<tr>
<td><strong>Nunez Community College, Louisiana Community and Technical College System</strong></td>
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<tr>
<td>Tina Tinney, Chancellor</td>
</tr>
<tr>
<td><strong>Otero Junior College, Colorado</strong></td>
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<tr>
<td>Timothy Alvarez, President</td>
</tr>
<tr>
<td><strong>Prince George’s Community College, Maryland</strong></td>
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<tr>
<td>Clayton Railey, Executive Vice President and Provost</td>
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<tr>
<td><strong>Mt. Hood Community College, Oregon</strong></td>
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<tr>
<td>Lisa Skari, President</td>
</tr>
<tr>
<td><strong>Phoenix College, Maricopa Community Colleges, Arizona</strong></td>
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<tr>
<td>Larry Johnson, Jr., President</td>
</tr>
<tr>
<td><strong>Reading Area Community College, Pennsylvania</strong></td>
</tr>
<tr>
<td>Susan Looney, President</td>
</tr>
<tr>
<td><strong>Riverside Community College District, California</strong></td>
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<tr>
<td>Wolde-Ab Issac, Chancellor</td>
</tr>
<tr>
<td><strong>Southeast Arkansas College (SEARK)</strong></td>
</tr>
<tr>
<td>Steven Bloomberg, President</td>
</tr>
<tr>
<td><strong>Westchester Community College, New York</strong></td>
</tr>
<tr>
<td>Brian Murphy, Vice President and Dean of Administrative Services</td>
</tr>
</tbody>
</table>
GOVERNANCE INSTITUTE FOR STUDENT SUCCESS: EVOLVING WITH BOARDS

GOVERNANCE INSTITUTE FOR STUDENT SUCCESS

The Governance Institute for Student Success (GISS) was developed in 2012 as a means by which to refine and align community college policies across states to improve student persistence and outcomes. With new programming, consultants and new leadership, the GISS has had a busy year of reaching out to new states and to statewide board systems.

In March 2017, ACCT completed a two-day GISS institute in Pittsburgh for 55 participants from four colleges in Western Pennsylvania.

A major new element added to the GISS has been the development of regional institutes to engage these state systems. With support from Strada Education Network, GISS held a Southern Regional GISS in Birmingham in April for four states: Alabama, Louisiana, Kentucky and Mississippi. Alabama’s governor welcomed the group, which met for two days to explore student success and workforce preparation issues for the region and to share best practices.

As a part of the Strada grant for state systems, GISS staff conducted part one of a unique two-part institute for Ivy Tech Community College in Indiana.

Demand for state and regional institutes continues to increase as the GISS model transforms colleges. In partnership with college systems and organizations such as Lumina Foundation, ACCT will be bringing GISS to tribal colleges, and community colleges in Arizona, California, Connecticut, Massachusetts, Mississippi, New Hampshire, North Dakota, Rhode Island and Vermont. To learn more, visit governance-institute.org or contact Norma Goldstein at ngoldstein@acct.org.
QUALITY ASSURANCE AND THE FUTURE OF ACCREDITATION

New technologies. Disruptive innovations. Evolving student demographics. Higher education is changing more rapidly than ever before. While maintaining our core identities, community colleges are keeping up with the trends—and ACCT is working with members and partners to lead both conversation and policy.

ACCREDITATION AND COMMUNITY COLLEGE TRUSTEES

Issued in March, Accreditation and Community College Trustees is an essential toolkit for new and experienced trustees alike, designed to assure and improve academic quality in higher education. This report was authored by Judith Eaton, president of the Council for Higher Education Accreditation (CHEA) and supported by Lumina Foundation. A webinar-formatted version of the report, including video footage of presentations from ACCT events, was created to supplement this report.
TRANSFORMING COMMUNICATIONS:  
BE IN THE KNOW

We know that not everyone has time to read pages and pages of research or news every day. That’s why, in response to member requests, we’ve launched “In the Know with ACCT,” our new podcast series dedicated to community college interests. Our first season features provocative conversations on a variety of topics, including:

- College Promise
- The PROSPER Act
- Tribal Colleges
- Accreditation 101
- A Legal Perspective of #MeToo and Gender-based Pay Bias on Community College Campuses
- The Applied Baccalaureate Degree
- Phi Theta Kappa Honor Society
- What Trustees Need to Know About Accreditation
- Industry-Recognized Certifications for Workforce Development
- Single-Stop Services to Help Community College Students in Need
- Perspectives on Quality Assurance and the Future of Accreditation
- The Societal Value of Higher Education
- Higher Ed for Higher Standards—K-12 Alignment
- Entrepreneurship at Community Colleges
- Not Just for Emergencies: Understanding the Value of Board Retreats

Podcasts are made for on-the-go people. We hope that, if you aren’t already, you’ll become familiar with the format and listen to these and other conversations during your downtime and learn a little more about the association and movements within the community college sector.

As you listen, let us know what you think. How do you like the format? What topics would be most interesting and useful for you and your board? Email acctinfo@acct.org with your feedback.
# STATEMENTS OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Assets</th>
<th>June 30,</th>
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<tbody>
<tr>
<td></td>
<td>2018</td>
</tr>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,056,083</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>172,304</td>
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<tr>
<td>Prepaid expenses</td>
<td>193,548</td>
</tr>
<tr>
<td>Publications inventory</td>
<td>25,585</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>2,447,520</td>
</tr>
<tr>
<td>Investments</td>
<td>4,916,852</td>
</tr>
<tr>
<td>Deferred compensation plan assets</td>
<td>129,131</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>701,206</td>
</tr>
<tr>
<td>Deposits</td>
<td>77,199</td>
</tr>
<tr>
<td>Receivable for subscribers savings account</td>
<td>14,804</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$ 8,286,712</td>
</tr>
</tbody>
</table>

| Liabilities and net assets          |          |
|                                     |          |
| **Current liabilities:**            |          |
| Accounts payable and accrued expenses| $143,400 | $172,155 |
| Deferred revenue                    | 2,327,485| 2,523,284|
| Income taxes payable                | –        | 1,800    |
| Current portion of capital lease obligation | 21,231 | 23,208 |
| **Total current liabilities**       | 2,492,116| 2,720,447|
| Capital lease obligation, net of current portion | 81,776 | 35,709 |
| Deferred rent liability             | 986,702  | 1,020,999|
| Deferred compensation liability     | 129,131  | 90,039   |
| **TOTAL LIABILITIES**               | 3,689,725| 3,867,194|

| Unrestricted net assets:            |          |
|                                     |          |
| General                             | 4,136,218| 4,391,878|
| Board designated                    | 460,769  | 487,543  |
| **Total net assets**                | 4,596,987| 4,879,421|
| **TOTAL LIABILITIES AND NET ASSETS**| $ 8,286,712| $ 8,746,615 |
BY THE NUMBERS

- **4,800+** Followers on Twitter, including member trustees, presidents, colleges, federal officials and educational thought leaders. [www.twitter.com/CCTrustees](http://www.twitter.com/CCTrustees)
- **2,800+** Participants in ACCT events, including the ACCT Leadership Congress, Community College National Legislative Summit, and Governance Leadership Institutes
- **43** Member board retreats, self-assessments & CEO evaluations
- **110,000** ACCT website sessions
- **1,300+** Facebook fans. “Like” us on Facebook to keep up with the latest news, and find yourself in ACCT’s photo albums. [www.facebook.com/CCTrustees](http://www.facebook.com/CCTrustees)
- **28** Completed chancellor and presidential placements
BUILDING PARTNERSHIPS

ACCT WOULD LIKE TO THANK THE GENEROUS SUPPORT OF OUR MEMBERS, SPONSORS, AND DONORS

509 MEMBER INSTITUTIONS

STUDENT SUCCESS PARTNERS
American Institutes for Research
Bill & Melinda Gates Foundation
EdFinancial Services
Education Commission of the States
Excelencia in Education
Gallup
Georgetown University Center on Education and Workforce
Institute for Women's Policy Research
Kresge Foundation
Lumina Foundation
Strada Education Network
The Institute for College Access and Success
Wisconsin HOPE Lab

CORPORATE SPONSORS
Campus Management
CampusWorks
Civitas Learning
Clarus Corporation
EdFinancial Services
Edunav
Ellucian
EMSI
FATV
Guardian Life Insurance Company
MOHELA
Single Stop
Strada Education Network
TIAA

LIFETIME MEMBERS
BOARD OF DIRECTORS

September 2017 – October 2018

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Edmonds Community College, WA

CONNIE HORNBECK
Chair-Elect
Iowa Western Community College, IA

DAWN ERLANDSON
Vice Chair
Minnesota State Colleges & Universities, MN

DAVID MATHIS
Secretary-Treasurer
Mohawk Valley Community College, NY

BAKARI G. LEE
Immediate Past Chair
Hudson County Community College, NJ

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Central Regional Chair
Parkland College, IL

STEPHAN CASTELLANOS
Pacific Regional Chair
San Joaquin Delta College, CA

DEBRA BORDEN
Northeast Regional Chair
Frederick Community College, MD

TAMELA CULLENS
Southern Regional Chair
South Florida State College, FL

KENT MILLER
Western Regional Chair
Mid-Plains Community College, NE

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South Texas College, TX

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Johnson County Community College, KS

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Moberly Area Community College, MO

TIM HARDY
Louisiana Community and Technical College System, LA

MACK JACKSON
Midlands Technical College, SC

JOHN LEAL
State Center Community College District, CA

JOHN LUKAS
Lakeshore Technical College, WI

WILLIAM KELLEY
Harper College, IL

TOMMY LEWIS, JR.
Diné College, AZ

LARRY MEYER
Lansing Community College, MI

ROSAELENA O’NEIL
Northern Virginia Community College, VA

HECTOR ORTIZ
Harrisburg Area Community College, PA

BERNIE RHINERSON
San Diego Community College District, CA

DENNIS TROY
Bladen Community College, NC

RAFAEL TURNER
Mott Community College, MI

GILBERT WONG
Foothill De-Anza Community College District, CA

BENJAMIN WU
Diversity Committee Chair
Montgomery College, MD
STAFF

J. NOAH BROWN
President and CEO

BY DEPARTMENT

ADMINISTRATIVE SERVICES
TONYA HARLEY
Finance & Operations Management Officer
ANDREW LAINE
Contracts and Projects Associate
SHAMIKA SMITH
Administrative Assistant

COMMUNICATIONS
JUSTIN BAKER
Multimedia Specialist
JACOB BRAY
Associate Writer
DAVID CONNER
Director of Strategic Communications

EDUCATIONAL SERVICES
SEMHAR ABED
Assessment Specialist
COLLEEN ALLEN
Director of Educational Services
CHRISTINA SAGE SIMONS
Director of Educational Events
NORMA GOLDSTEIN
Director of the Governance Institute for Student Success and Special Projects

EXECUTIVE AND BOARD RELATIONS
KAREN LOMAX
Executive Coordinator, Office and the President and Board of Directors
INDYA ROGERS
Information Services Specialist

MEMBER SERVICES
DIANE HSIUNG
Membership Services Associate

PUBLIC POLICY
ALLISON BEER
Senior Policy Analyst
JEE HANG LEE
Vice President for Public Policy and External Relations
JENNIFER STIDDARD
Director of Government Relations

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JULIE GOLDER ALION
Vice President for Search Services
CATHY GRAY
Search Services Associate
ALEXIS VICTOR
Search Services Associate