While ACCT’s efforts are too numerous to detail each and every one in this state of the association report, we promise that all activities will continue to adhere to the association’s values, and to our vision that through the Association of Community College Trustees, community college governing boards are the leading advocates of the nation’s community college system.
The past year has been revolutionary for ACCT and our members, beginning with the relocation of ACCT’s Washington, D.C. headquarters just two blocks from the White House this January. It was fortuitous timing, as just days later, President Barack Obama announced America’s College Promise—a proposal to make good on a promise over 60 years old to make two years of college education universally available to all Americans. The proposal, which is one of several that have also been introduced by members of U.S. Congress and governors, represents what the association and our members have worked toward for so long: the merging of our mission to provide access to high-quality higher education to all Americans and a commitment to student success.

To complement the theme of new beginnings, the association has partnered with publishing company Rowman and Littlefield to introduce The Futures Series on Community Colleges—the most ambitious series of books in ACCT’s history. The Futures Series brings some of the country’s most forward-thinking and visionary community college thought leaders to boards and presidents. We are confident that through this series of texts, community college leaders will gain a greater perspective of the nation’s community colleges, along with practical guidance on how to guide our colleges toward a brighter future.

ACCT’s department of public policy has also undertaken a great deal of important original research over the past year, most notably the report Protecting Colleges and Students: Community College Strategies to Prevent Default, which helps trustees and presidents understand the risks posed to both students and institutions when students can’t make their loan payments. We are currently developing a follow-up report, to be issued in fall of 2015, as well as a report on mental health needs of community college students.

Our services continue to be indispensable resources to member boards. Last year, ACCT placed 16 college presidents and 7 vice presidents, conducted 36 board retreats, 11 board self-assessments, and six CEO evaluations, in addition to expanding the Governance Institute for Student Success to five more states.

With so many new developments underway, it is vital to be anchored by a clear mission and vision. Last year, the ACCT Board of Directors issued an updated vision statement to guide the association and our activities. Included in the vision statement are that we exist to promote and advance through ACCT programs and services:

1. Boardmanship 4. Innovation
2. Advocacy 5. Diversity

While ACCT’s efforts are too numerous to detail each and every one in this state of the association report, we promise that all activities will continue to adhere to the association’s values, and to our vision that through the Association of Community College Trustees, community college governing boards are the leading advocates of the nation’s community college system. We thank you for being a part of ACCT, and for helping to keep our promise to our colleges, our communities, and our nation’s students.
This summer, ACCT issued a College Promise Campaign toolkit, encouraging member trustees, presidents, students, and other community college advocates to support this groundbreaking nonpartisan campaign that promises to advance our nation by guaranteeing two years of college education to all American students.
The past year could be called “the year of keeping promises.” In 1947, a special commission authored “Higher Education for American Democracy,” a report to U.S. President Harry S. Truman. The report called for “the extension of free public education through the first 2 years of college for all youth who can benefit from such education,” concluding ultimately that, “the report urges establishment of community colleges; the expansion of adult education programs; and the distribution of Federal aid to education in such a manner that the poorer States can bring their education systems closer to the quality of wealthier states.” Referencing the Truman Commission report in his Bellwether Award-winning 2013 book First in the World: Community Colleges and America’s Future, ACCT President and CEO J. Noah Brown wrote that “we need to revitalize the compact between government and community colleges… community colleges are ‘what is right with America.’ The rest is up to us.”

America heard the call for renewal in 2014, beginning with Tennessee Governor Bill Haslam introducing the Tennessee Promise plan to “provide two years of tuition-free attendance at a community or technical college in Tennessee.” During his State of the Union Address in January of 2015, President Barack Obama introduced a proposal called America’s College Promise “to make two years of community college free to all Americans who are willing to work hard toward graduation.” Inspired by these proposals, a new national nonpartisan College Promise Campaign launched to build a movement around the broader vision of debt-free college classes, greater investment in higher education, and student success.

While it is early in the College Promise Campaign to project the outcome, ACCT lauds these plans to make community college education accessible—keeping a promise made nearly 60 years ago to invest in Americans—as education yields unparalleled dividends for our communities and our nation. This summer, ACCT issued a College Promise Campaign Toolkit, encouraging member trustees, presidents, students, and other community college advocates to support this groundbreaking nonpartisan campaign that promises to advance our nation by guaranteeing two years of college education to all American students.
2015 Community College Federal Legislative Priorities

1. Fund the Pell Grant Program and Restore Year-Round Pell

2. Reauthorize the Higher Education Act

3. Continue to Fund the Workforce Innovation and Opportunity Act; Federal Supplemental Educational Opportunity Grants; Federal Work Study; Carl D. Perkins Basic State Grants; Institutional Aid through Strengthening Institutions, Hispanic-Serving Institutions; Asian American and Native American Pacific Islander-Serving Institutions; Tribal Colleges; and Predominantly Black Institutions; and the National Science Foundation’s Advanced Technological Education Program

4. Reauthorize the Carl D. Perkins Career and Technical Education Act

5. Fund the HEA’s Centers of Excellence for Veterans Success Program

6. Pass the DREAM Act, Including Access to Federal Student Aid for DREAMers

7. Streamline Current Higher Education Tax Benefits to Support an Expanded American Opportunity Tax Credit

8. Extend the Trade Adjustment Assistance Act Community College and Career Training Grant Program

For background information on these priorities, go to www.acct.org/legislative-priorities
SERVING BOARDS+
RESEARCH
THAT MATTERS

ANALYZE

PRIORITIZE

CATALYZE
ACCT spent a year collaborating with The Institute for College Access and Success (TICAS) to research student-loan cohort default rates at ACCT member colleges throughout the country and authoring a groundbreaking report, Protecting Colleges and Students: Community College Strategies to Prevent Default, which garnered a New York Times editorial dedicated to the issue.

“Cohort default rates” may not sound exciting, but they are extraordinarily important for community colleges: The consequence of student loan defaults for students is a compromised financial future; the consequences for colleges with high student loan cohort default rates can impact institutions’ eligibility for Pell Grants and federal loan participation.

Key Findings of the Study:
• Completion is paramount.
• Compared to completion, student characteristics are less conclusive.
• Default rate drivers differ across colleges, so default reduction strategies must, too.

Key Recommendations for Colleges:
• Embrace default reduction as a campus-wide endeavor.
• Analyze who borrows and who defaults.
• Provide counseling and information to student borrowers.
• Participate in the Federal Student Loan Program.

Key Recommendations for Federal Policy:
• Support institutional administrators and staff who seek to understand and reduce default.
• Improve the administration of CDR challenges and appeals.
• Improve entrance and exit counseling.
• Improve and streamline loan servicing.
• Consider changes to federal student loan amounts for part-time students.
• Automatically enroll severely delinquent borrowers in income-driven repayment.
• Implement a Student Default Risk Index (SDRI) for college accountability.

Download the report: www.acct.org/reports-white-papers

COMING UP IN 2015-16
This fall, ACCT will release a follow-up to Protecting Colleges and Students that profiles and analyzes cohort default rates throughout the state of Iowa and identifies more specific recommendations for institutional and federal policy changes to improve default rates.

A report on mental health policies at community colleges will be released in 2016. For more information, contact publicpolicy@acct.org.
The Futures Book Series

ACCT and co-publishing partner Rowman & Littlefield are proud to present a forward-thinking new series of books by some of today’s most visionary community college leaders, edited by Richard L. Alfred and Debbie Sydow.

Minding the Dream: The Process and Practice of the American Community College (Second Edition)
By Gail O. Mellow and Cynthia M. Heelan
Available Now

Developing Tomorrow’s Leaders: Context, Challenges, and Capabilities
By Pamela L. Eddy, Debbie Sydow, Richard L. Alfred, and Regina L. Garza Mitchell
Available Now

The Urgency of Now: Equity and Excellence
By Marcus M. Kolb, Samuel D. Cargile, Jason Wood, Nassim Ebrahimi, Lynn E. Priddy, and Lauren Dodge
Available Now

Financing America’s Community Colleges: Where We Are, Where We’re Going
By Richard M. Romano and James C. Palmer
Available October 2015

Unrelenting Change, Disruptive Innovation, and Risk: Forging the Next Generation of Community Colleges
By Daniel J. Phelan
Available November 2015

The Completion Agenda in Community Colleges: What It Is, Why It Matters, and Where It’s Going
By Chris Baldwin
Available December 2015

Institutional Analytics: Building a Culture of Evidence
By Karen Stout
Available June 2016

To order, go to www.rowman.com or call (800) 462-6420. Mention code CCS15 to save 30% on your order.

New this year from ACCT...

Public Community College Boards: Structure and Composition
Edited by ACCT Staff

Tribal Colleges and Universities Governing Boards: Structure and Composition
Edited by ACCT Staff and American Indian Higher Education Consortium

www.acct.org/acct-bookstore
National Meetings, Webinars & Networks

This year, ACCT brought together record numbers of participants at gatherings throughout the country and online. From the annual Community College National Legislative Summits held each February in Washington, D.C. to the ACCT Leadership Congresses in Seattle and Chicago, and Governance Leadership Institutes in Miami, New York City and Washington, ACCT offers ample opportunities for community college leaders to connect and share best practices from peers while taking on national trends in public policy and higher education. In addition, the Governance Institute for Student Success has expanded to include three new state partners—Arizona, Oregon, and Illinois, as well as a new regional Northern California partnership. ACCT members are encouraged to get in touch with their State Coordinators and volunteer to serve on the Coordinators Network to help ACCT’s national office stay abreast of state priorities, and to communicate federal issues that affect community colleges at home.
With ongoing support from the Bill and Melinda Gates Foundation, the Governance Institute for Student Success (GISS) continues to engage community college trustees and presidents from across the country in results-oriented training to strengthen governance practices and build an institutional culture of evidence to improve student outcomes. During its fourth year, the GISS welcomed three new state partners, Arizona, Oregon, and Illinois, and one new regional partnership with Northern California, bringing the total number of GISS states to nine. In addition to these new partnerships, the GISS also maintained relationships with existing state partners through advanced institutes in Ohio, Nebraska, and Southern California.

Results that Matter
After participating in GISS, trustees and presidents have reported the following institutional changes/actions:
• Increased data use, evidence-based decision making, and institutional accountability
• Incorporation of a student success data review in board meeting agendas
• Review/revision of the college mission statement
• Formation of student success board sub-committees
• Development of action plans to strengthen the board and promote student success
• Realignment of resources
• Appointments of institutional research staff

<table>
<thead>
<tr>
<th>2014-15 GISS INSTITUTES</th>
<th>DATES</th>
<th>LOCATION</th>
<th>COLLEGES REPRESENTED</th>
<th>ATTENDEES</th>
</tr>
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<tbody>
<tr>
<td>Nebraska</td>
<td>November 3</td>
<td>Lincoln, Nebraska</td>
<td>5</td>
<td>35</td>
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<tr>
<td>2014 Leadership Congress (2 GISS Sessions)</td>
<td>October 23 &amp; 25</td>
<td>Chicago, IL</td>
<td>13</td>
<td>40</td>
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<tr>
<td>Oregon</td>
<td>August 26-28</td>
<td>Silverton, OR (with the Oregon Community College Association)</td>
<td>15</td>
<td>70</td>
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<tr>
<td>Northern California</td>
<td>March 14-16</td>
<td>Hayward, CA</td>
<td>3 (Districts)</td>
<td>15</td>
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<tr>
<td>Arizona</td>
<td>April 10-11, 2015</td>
<td>Phoenix, AZ</td>
<td>8</td>
<td>60</td>
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</table>

SERVING BOARDS
ACCT keeps our commitment to community college boards by filling needs for vital services that keep the college running like a well-oiled machine.
• Presidential Searches: 17
• Vice Presidential Searches: 7
• Board Retreats: 36
• Board Self-Assessments: 11
• CEO/ Presidential Evaluations: 6
Focus on equity and diversity

Robin M. Smith declared equity and diversity the focus of her term as Chair, and the association has made good on the promise. A few of this year’s special efforts include:

• Hosting a special Governance Leadership Institute on Diversity in Miami, Florida.
• Building diversity-related programming into the 2014 and 2015 ACCT Leadership Congresses and Symposiums on Student Success.
• Hosting Julian Bond, Chairman Emeritus of the NAACP, Deputy Assistant Secretary for Community Colleges Mark Mitsui, and a cohort of African American students from the Pulaski Technical College Network of Student Success in the ACCT Conference Center.
• Dedicating the winter 2016 issue of Trustee Quarterly to equity and diversity-related interests.

2,800+
Participants in ACCT events, including the ACCT Leadership Congress, Community College National Legislative Summit, and Governance Leadership Institutes
**Trustee Quarterly**

Giving boards what they are asking for

This spring, over 200 members completed a survey asking what works and what would work better about *Trustee Quarterly*—your ACCT membership magazine.

**Satisfaction**

- 92.5% of respondents said *Trustee Quarterly* addresses their needs moderately well to extremely well.
- 86% of respondents said that *Trustee Quarterly* is an important part of their ACCT membership overall.
- The overall quality of content, writing, and design all rated as strong.

**Interests**

- Approximately 71% prefer the magazine in print, while 29% prefer an online reading experience.
- The top three issues of interest to readers are:
  - Board and trustee education and case studies
  - Trends (student success, new funding models, etc.)
  - Federal policy updates and analysis

Future issues of *Trustee Quarterly* will take into account reader interests and place greater focus on trustee education, trends, and federal policy updates and analysis. We are also looking into more versatile and reader-friendly online publishing applications to keep up with readers’ changing needs.
# STATEMENT OF FINANCIAL POSITION

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<th>Assets</th>
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<td></td>
<td>2015</td>
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<td>Current assets</td>
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<td>Cash and cash equivalents</td>
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<td>Accounts receivable</td>
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<td>Prepaid expenses</td>
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<td>Publication inventory</td>
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<td>Total current assets</td>
<td>3,451,539</td>
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<tr>
<td>Investments</td>
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<td></td>
<td>3,590,714</td>
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<td>Property and equipment, net</td>
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<tr>
<td>Deposits</td>
<td>133,689</td>
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<tr>
<td>Receivable for subscribers saving account</td>
<td>23,491</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>$8,151,433</td>
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</tbody>
</table>

| Liabilities and net assets      |          |          |
| Current liabilities            |          |          |
| Accounts payable and accrued expenses | $173,134 | $185,141 |
| Deferred revenue               | 2,424,763| 2,785,065|
| Current portion of capital lease obligation | 22,282  | 18,289   |
| Total current liabilities      | 2,620,179| 2,988,495|
| Capital lease obligation, net of current portion | 81,658  | 29,720   |
| Deferred rent expense          | 1,053,959| 49,541   |
| TOTAL LIABILITIES              | $3,755,796| $3,067,756 |

| Unrestricted net assets        |          |          |
| General                        | 3,814,642| 3,976,259|
| Board designated:              |          |          |
| ACCT Trust                     | 201,456  | 195,454  |
| Categorical                    | 379,539  | 505,487  |
| Total Board designated         | 580,995  | 700,941  |
| Total net assets               | 4,395,637| 4,677,200|
| TOTAL LIABILITIES AND NET ASSETS| $8,151,433| $7,744,956 |
ACCT STAFF

EXECUTIVE STAFF

J. Noah Brown
President and CEO

Narcisa A. Polonio
Executive Vice President for Education, Research, and Board Services

Jee Hang Lee
Vice President for Public Policy and External Relations

Tonya Harley
Finance & Operations Management Officer

Andrew Laine
Board Services Program Associate

Jeremy Lightner
Recruiter and Project Associate

Laurie Savona
Operations Officer for Board Services

Christina Sage Simons
Education Events Specialist

Marc Wollenschaeger
Board Services Associate

COMMUNICATIONS

David Conner
Communications and Publications Manager

EXECUTIVE AND BOARD RELATIONS

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Executive Coordinator, Office and the President and Board of Directors

Indya Rogers
Board and Communications Associate

MEMBERSHIP SERVICES

Diane Hsiung
Membership Services Associate

PUBLIC POLICY

Colleen Campbell
Senior Policy Analyst

Jennifer Stiddard
Senior Public Policy Associate

BY DEPARTMENT

ADMINISTRATIVE SERVICES

Shamika Myles
Administrative Assistant

BOARD LEADERSHIP SERVICES

Semhar Abed
Board Services Associate

Colleen Allen
Board Program Specialist

Morgan Chandler
Board Services Associate

Julie Golder Alion
Search Services Coordinator

Enrique Huaiquil
Program Associate for Audio Visuals

Andrew Laine
Board Services Program Associate

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Recruiter and Project Associate

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Senior Policy Analyst

Jennifer Stiddard
Senior Public Policy Associate
GOVERNANCE

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Alamo Colleges, TX

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Emily Yim
Edmonds Community College, WA

LeRoy W. Mitchell,
Immediate Past Chair
Westchester Community College, NY

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Central Regional Chair
Highland Community College, IL

William E. Coleman, Jr.,
Northeast Regional Chair
Mercer County Community College, NJ

Jane Strain, Pacific Regional Chair
Cochise College, AZ

Randall Jackson,
Southern Regional Chair
Midlands Technical College, SC

Kent Miller,
Western Regional Chair
Mid-Plains Community College Area, NE

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Portland Community College, OR

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Joliet Junior College, IL

Norwood Oge
Louisiana Community and Technical College System, LA

Clare Ollayos
Elgin Community College, IL

Hector Ortiz
Harrisburg Area Community College, PA

Robert Proctor, Diversity Committee Chair
Lansing Community College, MI

Dennis Troy
Bladen Community College, NC

Rafael Turner
Mott Community College, MI
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574 Member Boards

Student Success Partners

![Partners Logos]
THANK YOU

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[Logos of various sponsors]