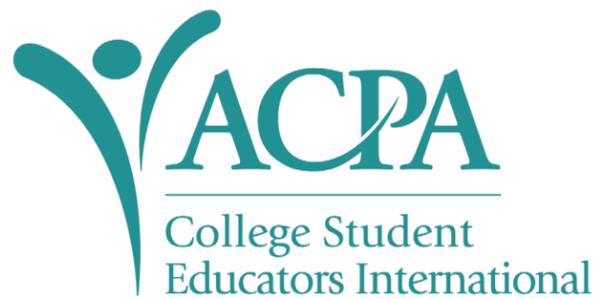


2016
**ANNUAL
REPORT**

BOLD.



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LETTER FROM THE PRESIDENT

Dear ACPA Friends,

I am still humbled by the fact that I had the honor of serving as the president of our beloved association for the 2016-2017 term. In my Presidential Address in March of 2016, I described the year ahead for us as a “new beginning,” a time when the seeds so diligently and lovingly planted by the bold, passionate, visionary leaders who preceded me would sprout and grow.

The year was one marked by challenges and issues that shifted the landscape in our communities, and in what has become an increasingly complex and global world. The truth is that who we are as ACPA – a community with a 93-year legacy of values-based practice, research, and education; an Association that centers student learning and development; an Association whose commitment to equity, inclusion, and social justice - is just what is needed to change the world. With this in mind, in November of 2016, the leaders of the Association, including members of the Governing Board, Assembly, and International Office gathered for a retreat to reflect upon our mission and to develop a bold plan to move our work forward, intentionally and strategically directing our energies, time, and resources, all while keeping centered our mission as an Association. Through a process of engaging leaders and members across the Association, what most powerfully and compellingly emerged was the Strategic Imperative for Racial Justice and Decolonization. This Imperative is an authentic demonstration of who we are as ACPA, and this Imperative, coupled with our steadfast commitment to our core values, is what will transform and further define our place as leaders in student affairs, in higher and tertiary education, and in our world.

The 2016 year was a financially healthy one; we ended the year with net revenue due to strategic investments, fiscally sound decisions, and your hard work. It is imperative that this work continue in the year ahead. Membership – both recruitment of new members and the retention of current ones – must remain a high priority. We must continue to garner new strategic partnerships with key associations and seek new ones as we widen our reach and deepen our work. Research and scholarship continues to ground, inform, shape, and guide our practice, and as we look to the future, this commitment must remain one of the highest of our priorities, and we will need to continue to invest in this. This strategic investment is critical as we continue to shape and impact policy and practice in the field. Career and professional development is a cornerstone of our Association, and we must leverage the good work that was accomplished in affirming and updating our professional competencies through the delivery of high quality resources and content that support our growth as professionals.

None of this important work could happen without you. From the Governing Board to the Foundation Board, the Assembly, our entity groups, and to all of our members, each of you is what makes ACPA special and unique. It is with deep gratitude, love, and appreciation that I say, “thank you.” And as I focus my attention on the light of the future - the work that we do – I believe that what we do, what we teach is what will change the world. Our curriculum is one of hope and transformation... the light of the future. And as we work towards the common good, we must never forget the power that is ACPA...the interconnections among us, the importance of turning to one another to discover what we might create together, how we might help each other, how we might strengthen one another. The truth is that we thrive and grow when we work together. We are ACPA!

Sincerely,

Donna A. Lee

FROM THE VERY BEGINNING ON BEHALF OF STUDENTS

ACPA began in 1924 as an organization advocating for students looking for work after graduation. May L. Cheney left the private sector to organize a teacher placement office at the University of California, Berkeley, and became the first president of ACPA’s predecessor, the National Association of Appointment Secretaries (NAAS). At that time, when a student was placed in a job, it was called an “appointment.” In 2018, ACPA will celebrate its 95th anniversary. We’ve evolved in our understanding of student learning, development and success, but our current identity, basic assumptions, core values, roles and responsibilities can be traced to statements made by a cross section of educators between 1919 and 1937 including publication of the widely acclaimed Student Personnel Point of View. While much has changed in the depth and breadth of student affairs work on campuses, the simple idea of “promoting the interests of the individual student” endures.¹

¹ R. C. Clothier in College Personnel Principles and Functions. Student Affairs: A Profession’s Heritage. Eds. G.L. Saddlemire & A.L. Rentz, 1986, p.10

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Fiscal 2016 was the final year of implementation of ACPA's Strategic Plan adopted by the Governing Board at the end of 2011. There were 267 discrete project goals aligned with APCA objectives of Career Development, Professional Development, Leadership in Higher Education, Social Justice, Research & Scholarship and Association Performance & Excellence. Of the project goals, 96.3 percent were completed and the remainder were reformulated or discontinued by the Governing Board.

The Governing Board would like to thank Tricia Fechter Gates, Gavin Henning, Deb Liddell, Cindi Love, and Kathy Obear for their service at Implementation Team Chairs and each of the members who served with them on the teams.

As part of the successful completion of the Strategic Plan, difficult decisions were made regarding budgetary management and investments between July 2014 and December 2016. More than \$750,000 was cut from the operating budget by sub-leasing part of the One Dupont office location and reducing staff and benefits. Benchmarks were set for achievement at the end of 2016.

-  Stabilize paid individual memberships at 6500 and college/university memberships at 450 at the end of 2016. ¹
-  Accelerate adoption of technology that increases efficiency in all areas (including myPROfolio, Salesforce, CVENT)
-  Expand professional development opportunities for members 24/7/365 worldwide
ACPA Video on Demand had 75,000 viewers during this time period and the 2015 Presidential Symposium had more than 2.4 million Twitter impressions in 6 hours.
-  Create new revenue streams that are not membership dependent.
ComplianceU was launched as the first comprehensive professional development platform in higher education for law, policy, governance and compliance.
-  Make strategic investments from reserves that propel us forward.
-  Total revenue to exceed expense (pre-depreciation) to correct the multi year deficit trendline for the Association. ACPA concluded 2016 with total revenue of \$3,030,881 and expense of \$2,992,297.

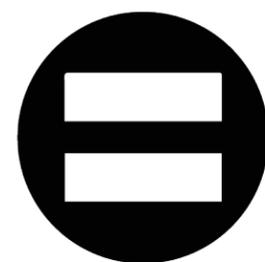
¹ We gave ourselves a check rather than a check plus on our 2016 membership goal. While we achieved and exceeded the C/U membership number by the end of the first quarter of 2017 at 464, individual membership persisted at 6200+ with the highest number of 6,302 achieved by the end of the quarter 2017.

REFINER'S FIRE

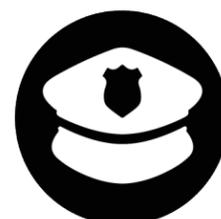
At the conclusion of the [2015 Annual Report](#), we referred to the past 92 years of ACPA work as the “refiner’s fire” for our community of student affairs educators. We insisted that we would need to be willing to be bold, that the world was demanding a new way forward in higher education, one that would bring an end to racism, gender bias and sexism in the Academy.

These words were prophetic in many ways:

On 29 January 2016, we traveled to Houston, Texas to begin what we knew would be a protracted protest of the repeal of the HERO legislation. This work continues at the time of this publication and will until HERO or its equivalent are restored. ACPA’s Convention in 2018 is in Houston and we have mobilized members in a grassroots effort to inspire new thought and leadership about LGBTQ residents.



In June, we grieved the massacre of members of the LatinX LGBTQ community at the Pulse Nightclub in Orlando, Florida and those killed on Bastille Day in Nice, France.



In November we grieved with the community of The Ohio State University when their campus was attacked.

There were many more tragedies in 2016 and student activism and protest rose to Kent State era rates. Students went to work and so did we, providing training in constructing cultures of advocacy rather than adversity and avoidance, throughout the United States on campuses and conferences.

We amplified the voices of our scholar practitioners on our [Racism in the Academy channel on ACPA Video on Demand](#). In March, we gathered in Montreal for our first Convention outside the United States and we celebrated the 2016 Most Promising Places to Work in Student Affairs winners with Diverse Issues, Diamond Honorees and hundreds of volunteers who provided support and leadership to students around the world. We launched the Elder in Residence and Special Advisor (NAIN) roles to address long-standing grievances expressed by our native, aboriginal and indigenous colleagues. We invited the leader of Trans Equality in Canada to be with us at Convention all week and we raised the Trans Equality flag as a symbol of solidarity.

In August, we launched the ACPA Special Edition of the Global Diversity and Inclusion Benchmarks (GDIB) with 75 campuses, Departments of Defense and Education colleagues.

[We engaged in advocacy regarding the proposed FSLA rules.](#)

Finally, we provided thought leadership regarding sexual assault and violence prevention to the US Surgeon General’s HHS staff. ACPA Executive Director, Cindi Love, was invited to speak to them on a panel about preventing college sexual assault. ACPA’s *Beyond Compliance* publication was shared.

JANUARY

JUNE

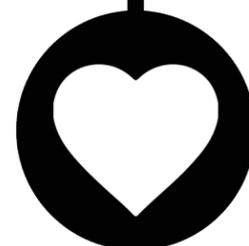
NOVEMBER

MARCH

By 23 March, there were 97 anti-LGBT bills either introduced, active or passed in 27 state legislatures across the United States and in Congress. North Carolina passed the most discriminatory legislation against Trans identified persons since before the Civil Rights Act of 1964. In April, we made the decision to withdraw our Institute for Assessment from Charlotte, North Carolina and moved it to Baltimore. [{ press release }](#)

JULY

In July, we struggled to absorb the impact of the deaths of Alton Sterling & Philando Castile, two of 509 people who had been killed by police in the United States by mid-year.





Certified Public Accountants

Independent Auditor's Report

AMERICAN COLLEGE PERSONNEL ASSOCIATION

FINANCIAL STATEMENTS
DECEMBER 31, 2016 AND 2015

KOSITZKA, WICKS & COMPANY
CERTIFIED PUBLIC ACCOUNTANTS



Governing Board
American College Personnel Association

We have audited the accompanying financial statements of **American College Personnel Association** (a nonprofit organization), which comprise the statements of financial position as of December 31, 2016 and 2015, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of **American College Personnel Association** as of December 31, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Kositzka, Wicks and Company

Alexandria, Virginia
July 31, 2017

American College Personnel Association

**Statements of Financial Position
as of December 31,**

	2016	2015
Assets		
Current assets		
Cash and cash equivalents	\$ 401,912	\$ 565,980
Investments	970,318	886,698
Accounts receivable	117,769	65,279
Prepaid expenses	87,398	195,240
Total current assets	<u>1,577,397</u>	<u>1,713,197</u>
Property, at cost, net	<u>64,180</u>	<u>91,314</u>
Total assets	<u>\$ 1,641,577</u>	<u>\$ 1,804,511</u>
Liabilities and net assets		
Current liabilities		
Accounts payable	\$ 50,075	\$ 78,946
Line of credit	89,133	88,132
Deferred income	1,255,073	1,369,858
Total liabilities	<u>1,394,281</u>	<u>1,536,936</u>
Net assets		
Unrestricted	211,633	232,780
Temporarily restricted	35,663	34,795
Total net assets	<u>247,296</u>	<u>267,575</u>
Total liabilities and net assets	<u>\$ 1,641,577</u>	<u>\$ 1,804,511</u>

The accompanying independent auditor's report and notes are an integral part of the financial statements.

American College Personnel Association

**Statement of Activities
for the year ended December 31, 2016**

	Unrestricted	Temporarily restricted	Total
Revenue			
Convention	\$ 1,169,217	\$ -	\$ 1,169,217
Membership dues	801,164	-	801,164
Educational programs	358,181	-	358,181
State CPA income	67,934	-	67,934
Publications	174,636	-	174,636
Other	89,811	-	89,811
Rental income	134,904	-	134,904
Ongoing placement	80,325	-	80,325
Contributions and sponsors	69,823	1,868	71,691
Labels and merchandise	266	-	266
Investment income	83,620	-	83,620
Net assets released from restrictions	1,000	(1,000)	-
Total revenue	<u>3,030,881</u>	<u>868</u>	<u>3,031,749</u>
Expenses			
General and administrative	672,934	-	672,934
Governance	118,789	-	118,789
Membership and marketing	239,507	-	239,507
Seminars	50,665	-	50,665
Periodicals	269,392	-	269,392
Media	46,755	-	46,755
Convention	993,019	-	993,019
Programs and services	456,057	-	456,057
Recognition, quality assurance and standards	23,552	-	23,552
Technology costs	58,478	-	58,478
Other	63,149	-	63,149
Total expenses before depreciation	<u>2,992,297</u>	<u>-</u>	<u>2,992,297</u>
Change in net assets before depreciation	38,584	868	39,452
Depreciation expense	59,731	-	59,731
Total expenses after depreciation	<u>3,052,028</u>	<u>-</u>	<u>3,052,028</u>
Change in net assets	(21,147)	868	(20,279)
Net assets, beginning of year	232,780	34,795	267,575
Net assets, end of year	<u>\$ 211,633</u>	<u>\$ 35,663</u>	<u>\$ 247,296</u>

The accompanying independent auditor's report and notes are an integral part of the financial statements.

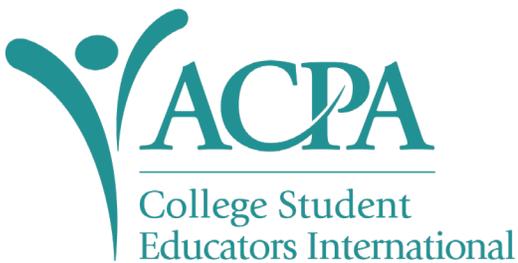
American College Personnel Association

**Statement of Activities
for the year ended December 31, 2015**

	Unrestricted	Temporarily restricted	Total
Revenue			
Convention	\$ 1,105,558	\$ -	\$ 1,105,558
Membership dues	916,268	-	916,268
Educational programs	286,831	-	286,831
State CPA income	137,209	-	137,209
Publications	125,218	-	125,218
Other	113,490	-	113,490
Rental income	67,452	-	67,452
Ongoing placement	61,964	-	61,964
Contributions and sponsors	47,914	-	47,914
Labels and merchandise	425	-	425
Investment loss	(21,055)	-	(21,055)
Total revenue	<u>2,841,274</u>	<u>-</u>	<u>2,841,274</u>
Expenses			
General and administrative	663,206	-	663,206
Governance	239,456	-	239,456
Membership and marketing	153,932	-	153,932
Seminars	63,520	-	63,520
Periodicals	256,845	-	256,845
Media	41,470	-	41,470
Convention	1,019,056	-	1,019,056
Programs and services	607,770	-	607,770
Recognition, quality assurance and standards	3,373	-	3,373
Technology costs	122,698	-	122,698
Other	62,654	-	62,654
Total expenses	<u>3,233,980</u>	<u>-</u>	<u>3,233,980</u>
Change in net assets before depreciation	(392,706)	-	(392,706)
Depreciation	47,609	-	47,609
Total expenses after depreciation	<u>3,281,589</u>	<u>-</u>	<u>3,281,589</u>
Change in net assets	(440,315)	-	(440,315)
Net assets, beginning of year	<u>673,095</u>	<u>34,795</u>	<u>707,890</u>
Net assets, end of year	<u>\$ 232,780</u>	<u>\$ 34,795</u>	<u>\$ 267,575</u>

The accompanying independent auditor's report and notes are an integral part of the financial statements.

ACPA wants to thank the Board of the ACPA Educational Leadership Foundation for its extraordinary generosity in supporting our members by funding initiatives involving research, scholarship, professional development and leadership programs. Founded in 1994, during the presidency of Charles Schroeder, the purpose of the ACPA Educational Leadership Foundation is to enhance the student affairs profession and to generate and disseminate knowledge of college students at all levels within higher education. The most compelling interest of the ACPA Foundation is the preparation of students for leadership roles in society. The ACPA Foundation supports Association members from the time that students first consider the profession of student affairs through NextGen, Ambassadors, ACPA Grow and Grad Prep recognition programs through each phase of career development with the Marylu McEwen Dissertation of the Year (DOY) award and research grants to those moments of recognition for their contributions to the field through Diamond Honoree.



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