



2018

ANNUAL REPORT

ACPA traces its beginnings to May L. Cheney who organized a teacher placement office at the University of California, Berkeley, and who became the first president of ACPA's predecessor, the National Association of Appointment Secretaries (NAAS), in 1924. ACPA continues to be recognized for its leadership in addressing issues and trends in student affairs within the context of higher education. Its mission is to support and foster college student learning through the generation and dissemination of knowledge, which informs policies, practices, and programs for student affairs professionals and the higher education community. Its core values remain:

- Education and development of the total student;
- Diversity, multi-cultural competency and human dignity;
- Inclusiveness in and access to association-wide involvement and decision-making;
- Free and open exchanges of ideas in a content of mutual respect;
- The advancement and dissemination of knowledge;
- The continuous professional development and personal growth of student affairs educators; and
- A sustained program of outreach and advocacy on behalf of students.

ACPA's ability to adapt, grow, and change throughout its nearly 95 year history is a testament to its commitment to serving student affairs educators and will continue as ACPA enters the next phase as an association.

FROM THE
VERY BEGINNING
**ON BEHALF
OF STUDENTS**

5 // LETTER FROM THE PRESIDENT

7 // 2018 AT A GLANCE

8 // 2018 MONTH-BY-MONTH

10 // FINANCIALS

TABLE OF
CONTENTS

I want to start by acknowledging all of the hard work done by our governing board, Assembly leaders, and International Office staff, and you, our membership. We could not be here today without your dedication and commitment to association that is Boldly Transforming Higher Education. As I started my presidency follow the leadership of Stephen Quaye and Donna Lee, I was reminded that there has been 94 years of amazing leaders committed to preparing, supporting and developing professionals to serve our students, campuses and society. I shared in my presidential address that I would focus on the following:

- Telling our story
- Engaging the Strategic Imperative for Racial Justice and Decolonization
- Creating memories, collaborate and sharing resources
- Critique and offer solutions
- Appreciating each other and Self Care

I closed my remarks and set the tone for our convention in Boston: We are the Leaders We've been Waiting For. The 2018 year reflects our moving boldly in these areas of focus and our operating as the leaders that higher education needs at this time.

Following the ACPA18 Convention in Houston, where we experienced a drop in attendance over prior years, we paid particular attention to achieving a rebound in our membership and finances. In fiscal year 2018, the Association brought in just over \$2.5 million in revenue, with membership and convention representing the greatest proportion of that revenue. However, convention revenue from ACPA18 in Houston did not meet the established revenue goal, so a number of additional professional development institutes and events were planned in the remainder of 2018. In the end, revenue only fell short of goal by just over \$39,000. Related to expenses, the Association spent just under \$2.78 million last year, but still more than the \$2.55 million originally budgeted. The additional spending is largely attributed to the addition of new professional development institutes. In order to bring in more revenue to compensate the Houston convention, we had to spend more to make additional events happen. To make up for the 2018 budget shortfall, the Association withdrew \$150,000 in long-term investments following a highly lucrative year in 2017, which saw a 15% return on investments. The investment market in 2018 was not as stable or predictable as 2017, so while withdrawing from long-term investments was not ideal, albeit necessary, the timing for doing so was ideal in terms of maximizing the cash value of our assets.

I am pleased to share that our membership efforts have yielded a bounce back to nearly 6,000 members, which is more than 800 members now than at the same time last year. Our Association leadership has focused on member engagement over the last year. We understand that half of our members are not able to join us at each convention, so our efforts to reach them through the rest of the year is vital to the success of the Association and in ensuring members find value for their investment in us. In the prior year, our entity groups have planned numerous webinars, some experiencing more than 200 participants, our leadership has hosted Facebook Live! events, and our marketing efforts in the International Office have been rebranded to ensure visual recognition and interest across all of our activities.

Next, we continued to centralize the Strategic Imperative for Racial Justice and Decolonization in our mission and activities. Thanks to the financial support of the ACPA Foundation, the Association sponsored a writing retreat in Detroit, Michigan in September 2018. This writing retreat resulted in the recent release of a new seminal publication for our field, "A Bold Vision Forward: A Framework for the Strategic Imperative for Racial Justice and Decolonization." I appreciate and applaud the authors and lead organizer, Past President Dr. Stephen John Quaye, for gifting us with your time, talent, and labor.

Our professional development events have reached record levels of success this year. We followed up the highly successful 2018 Presidential Symposium at the University of Southern California with my January 2019 Presidential Symposium at the University of Maryland College Park this past January, during which we partnered with leaders from ASHE, NADOHE, NASPA, NCORE, and the University of Maryland's Center for Diversity and Inclusion in Higher Education. We renamed the Residential Curriculum Institute to the Institute on the Curricular Approach, which was held in Chicago in October 2018

with the largest attendance to date with more than 400 participants. In 2018, we also announced a new institute planned for senior-level professionals, called “Leading with a Racial and Social Justice Lens: SSAOs as Stabilizers in this Time of Culture Change.”

We have focused on improving communication and transparency with our entity leaders and with Past Presidents, including offering feedback sessions on our future vision and direction, virtual and in-person State of the Association updates, and quarterly email notifications of Governing Board activities and decisions. It is my hope and expectation that we will continue keeping these critical lines of communication and partnership open and collaborative.

I am extremely proud to have been a part of this year’s governance leadership. The Governing Board and Assembly leaders are critically and optimistically evaluating our mission and our future opportunities as an Association. We have engaged in discussing some of the Big Questions facing our membership, and we are currently preparing for a new Strategic Plan for the Association. These highlights are but a glimpse into the great work that has occurred this past year, and I am so grateful to have been able to be involved in leading this organization at this time. This work takes many to accomplish, and I thank each of you who was involved in making 2018 a tremendous success. I close this letter as I started by thanking each of you for your service. It has been my complete honor to serve as your president for the year. I know the best is yet to come as we continue “Boldly Transforming Higher Education” as “The Leaders We’ve Been Waiting For.”



A handwritten signature in black ink that reads "Jamie Washington".

Rev. Dr. Jamie Washington
2018-2019 ACPA President

LETTER FROM **THE PRESIDENT**



2018
AT A GLANCE

MEMBERSHIP

ACPA had a yearly membership average of 5,275 during 2018.

STRATEGIC INITIATIVES

Membership Bounceback and Pilot Institutional Membership Type

The Association experienced a drop in membership and attendance at the ACPA18 Convention as compared to prior years. Governing Board and International Office leadership paid particular attention to achieving a rebound in membership within the year. By the end of 2018, membership efforts yielded a bounceback to nearly 6,000 members, which was more than 800 members than in early 2018. Much of this return to 6,000 has occurred as a result of increased participation in year-round educational programs and institutes, as well as a new, all-campus institutional membership type that now being piloted at Cal Poly San Luis Obispo, Virginia Tech, and Syracuse University. We are grateful to these institutions for joining us in this exciting new pilot, and we anticipate announcing this new membership option to all colleges and universities in the future.

Strategic Imperative for Racial Justice & Decolonization

In 2018, ACPA continued to centralize the Strategic Imperative for Racial Justice and Decolonization in our mission and activities.

Caucusing at ACPA18 in Houston

For the first time at an annual ACPA Convention, attendees were invited to engage in racial justice and decolonization caucusing. Each day throughout Convention, members met with colleagues who identify similarly with regards to their race to reflect on and discuss their lived experiences, work through tough conversations in community, and strategize ways to engage in personal and professional racial justice and decolonization action. Along with advance readings provided ahead of convention, referred to as a Learning Syllabus, these guided caucus sessions provided important opportunities for growth and reflection. Three race-alike caucus sessions were held throughout the ACPA 2018 Convention in Houston.

Bold Vision Forward Writer's Retreat and Guiding Framework Document

Thanks to the financial support of the ACPA Foundation, the Association sponsored a writing retreat in Detroit, Michigan in September 2018 to bring together a group of leaders, practitioners, and scholars to identify a possible model for assisting student affairs and higher education professionals in approaching their work and their lives through the lenses of racial justice and decolonization. This writing retreat resulted in the recent release of a new publication for our field, [*A Bold Vision Forward: A Framework for the Strategic Imperative for Racial Justice and Decolonization*](#). This publication will serve to inform and inspire our individual and collective work in the future as a model to consider for centralizing a justice orientation in student affairs and in the Association.

Member Engagement & Marketing

Association leadership has focused on member engagement over the last year. We understand that half of our members are not able to join us at each convention, so our efforts to reach them through the rest of the year is vital to the success of the Association and in ensuring members find value for their investment in us. In the prior year, our entity groups have planned numerous webinars, some experiencing more than 200 participants, our leadership has hosted Facebook Live! events on the Strategic Imperative for Racial Justice and Decolonization, and our marketing efforts in the International Office have been rebranded to ensure visual recognition and interest across all of our activities.

Entity activities - Webinars, discussions, etc.

emerged a need to examine the Bylaws, Standard Operating Procedures, and practices to be more. In 2018, the Nominations and Elections Review Task Force, formed by ACPA Past President Stephen John Quaye and chaired by Ja

Compliance U™

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New partnership with Roompack

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Nominations & Elections Review Task Force

ACPA members, leadership, and candidates participating in the 2017 Leader Nominations & Elections process raised questions and concerns about how transparency could be improved in processes, procedures, and decision-making. Challenging the ACPA Governing Board and Assembly leadership to work harder to translate the Strategic Imperative for Racial Justice and Decolonization into practice, there quickly emerged a need to examine the Bylaws, Standard Operating Procedures, and practices to be more. In 2018, the Nominations and Elections Review Task Force, formed by ACPA Past President Stephen John Quaye and chaired by Jacqueline Mac and Erin Simpson, was charged with examining ACPA Nominations and Elections processes and benchmarking practices in other associations. Specifically, this Task Force worked to examine the ACPA Bylaws, Standard Operating Procedures, and current practices to identify opportunities to increase transparency, inclusion, and access to leadership opportunities in the Association in alignment with the Strategic Imperative and with ACPA's declared values. Many of those recommendations were able to be immediately enacted in the 2019 Leader Nominations & Elections Process.

Big Questions

Following the ACPA18 Convention in Houston, the ACPA Governing Board, Assembly Leadership, and International Office staff engaged in several months of discussions about the future of the Association. Affectionately named the "Big 8 Questions," ACPA leaders spent meaningful time in dialogue and generating ideas about how to best lead the Association towards our 100th anniversary in 2024, as well as who we will be as an organization in service to the higher education community as we move into our next 100 years. The themes and ideas of these discussions formed into two sets of initiatives to be divided into a "first six months" and "second six months" action plans that would build to a new strategic plan for the Association.

The "First Six Months" projects focused on improving the clarity of our unique mission and identity, and included the development of a new mission statement to propose to the ACPA membership, the creation of a new brand tagline for the Association, research into the Association's history for examples that personified our desired identity going forward, a clarification of several definitions that could be used to differentiate our purpose within higher education organizations, and efforts to increase recognition of volunteer leadership.

The "Second Six Months" initiatives prioritized stabilizing the Association's financial model and underlying assumptions, in which annual operating expenses do not exceed revenue projections, and making difficult but important decisions about no longer supporting expenditures that did not return the value to members as in prior years or as anticipated.

Once the original Big 8 Question themes and related First and Second Six Months strategies were developed, the Governing Board and Assembly Leadership spent several weeks in gathering stakeholder feedback on these questions and ideas. Past Presidents, Senior Scholars, Assembly entity leaders, Foundation Board of Trustees, Convention Team members, and the full International Office staff were consulted for their feedback, ideas, and questions, and this input was used to further refine each of the strategies and activities going forward, as well as the initial thoughts and suggestions for the new Association strategic plan.



JANUARY

Donna M. Bourrasa Mid-Level Management Institute in Chicago, IL, USA

Presidential Symposium in partnership with ASHE at the University of Southern California

FEBRUARY

Opened the call for a Presidential Task Force

MARCH

ACPA18 Convention in Houston, TX, USA

APRIL

New publication Announcement: Campus Artifacts as Diversity Messages: A Photographic Approach by Jim Banning

Announced a call for Research & Scholarship leadership positions

MAY

Launched the “We Are” campaign for ACPA19

JUNE

Compliance U™ seminar in Orlando, FL, USA

Two-Year College Drive-in in Atlanta, GA, USA

Student Affairs Assessment Institute in Chicago, IL, USA

Two-Year College Drive-in in Joliet, IL, USA

JULY

Opened a Special Nomination & Election Process for Assembly Coordinator for State Chapters

Announced the official name change of the Residential Curriculum Institute to the Institute on the Curricular Approach

Training in Restorative Justice in Washington, DC, USA

Phyllis L. Mable New Professionals Institute at George Washington University

Program Design School in Washington, DC, USA

MONTH BY MONTH

AUGUST

Hosted the first episode of ACPA Live with Leadership on Facebook LIVE!

Announced Franchesca Ramsey as the the Opening Keynote for ACPA19

SEPTEMBER

Strategic Imeperative for Racial Justice & Decolonization Writer's Retreat, sponsored by ACPA Foundation

About Campus Editor transition

Associations collaborated on Health and Wellbeing in Higher Education Initiative

OCTOBER

Institute for Aspiring SSAOs: Exploring Underrepresented Identities and Career Paths in Chicago, IL, USA

Live with Leadership: Self Care in Higher Ed with Windi Sasaki

Live with Leadership: Cultivating the Next Version of Student Affairs with Craig Elliott, Connie Cabello, Shruti Desai, and Gabe Marenco-Garcia

Launched an Amazon Merch online store feautuing branded ACPA apparel ACPA

Released a statement in support of transgender and gender nonconforming students, faculty, and staff

NOVEMBER

Launched the Gratitude Campaign with the ACPA Foundation

Announced concern over the newly proposed changes from the Department of Education to Title IX administration and adjudication

Chris Moody was announced as the Executive Director of ACPA

Jeremy Daugherty joined the International Office as the Director of Technology and Data Systems

DECEMBER

Leadership Educators Institute in partnership with NASPA and NCLP in Orlando, FL, USA

Compliance U™ Seminar in Orlando, FL

Leadership Election results announced



COMPLIANCE U™



AMERICAN COLLEGE PERSONNEL ASSOCIATION

FINANCIAL STATEMENTS

DECEMBER 31, 2018 AND 2017



Certified Public Accountants

Table of Contents

Independent Auditor's Report

Financial Statements

Statements of Financial Position	4
Statements of Activities	5 - 6
Statements of Functional Expenses	7- 8
Statements of Cash Flows	9
Notes to Financial Statements	10 - 18

Supplementary Information

Independent Auditor's Report on Supplementary Information	20
Schedules of General and Administrative Expenses	21



Certified Public Accountants

Independent Auditor's Report

To the 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, 2018 and 2017, 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 from 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, 2018 and 2017, 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
October 14, 2019

American College Personnel Association

Statements of Financial Position as of December 31,

2018

2017

Assets

Current assets

Cash and cash equivalents	\$ 289,516	\$ 248,542
Restricted cash	53,494	40,821
Investments	705,174	914,793
Receivables	204,800	57,539
Prepaid expenses	116,344	99,093
Total current assets	<u>1,369,328</u>	<u>1,360,788</u>

Property, net

Total assets	<u>7,376</u>	<u>30,837</u>
	<u>\$ 1,376,704</u>	<u>\$ 1,391,625</u>

Liabilities and net assets

Current liabilities

Accounts payable	\$ 112,999	\$ 52,946
Line of credit	139,426	131,960
Deferred revenue	1,408,572	1,157,303
Total current liabilities	<u>1,660,997</u>	<u>1,342,209</u>

Net assets

Net assets without donor restrictions	(318,623)	14,086
Net assets with donor restrictions	34,330	35,330
Total net assets	<u>(284,293)</u>	<u>49,416</u>
Total liabilities and net assets	<u>\$ 1,376,704</u>	<u>\$ 1,391,625</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, 2018

	Net assets without donor restrictions	Net assets with donor restrictions	Total
Revenue			
Convention	\$ 706,829	\$ -	\$ 706,829
Membership dues	709,922	-	709,922
Educational programs	687,849	-	687,849
State CPA income	127,719	-	127,719
Publications	196,661	-	196,661
Other	80,044	-	80,044
Rental income	56,028	-	56,028
Ongoing placement	63,000	-	63,000
Contributions and sponsors	111,732	-	111,732
Investment income	(59,619)	-	(59,619)
Net assets released from restrictions	1,000	(1,000)	-
Total revenue	<u>2,681,165</u>	<u>(1,000)</u>	<u>2,680,165</u>
Expenses			
Supporting services			
General and administrative	398,070	-	398,070
Governance	156,271	-	156,271
	<u>554,341</u>	<u>-</u>	<u>554,341</u>
Program services			
Membership and marketing	238,341	-	238,341
Seminars	50,742	-	50,742
Periodicals	155,289	-	155,289
Media	106,640	-	106,640
Convention	818,729	-	818,729
Programs and services	856,965	-	856,965
Recognition, quality assurance and standards	5,998	-	5,998
Technology costs	165,461	-	165,461
Other	37,907	-	37,907
	<u>2,436,072</u>	<u>-</u>	<u>2,436,072</u>
Total expenses before depreciation	<u>2,990,413</u>	<u>-</u>	<u>2,990,413</u>
Change in net assets before depreciation	(309,248)	(1,000)	(310,248)
Depreciation expense	23,461	-	23,461
Total expenses after depreciation	<u>3,013,874</u>	<u>-</u>	<u>3,013,874</u>
Change in net assets	(332,709)	(1,000)	(333,709)
Net assets, beginning of year	14,086	35,330	49,416
Net assets, end of year	<u>\$ (318,623)</u>	<u>\$ 34,330</u>	<u>\$ (284,293)</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, 2017

	Net assets without donor restrictions	Net assets with donor restrictions	Total
Revenue			
Convention	\$ 1,054,657	\$ -	\$ 1,054,657
Membership dues	722,126	-	722,126
Educational programs	461,935	-	461,935
State CPA income	113,788	-	113,788
Publications	159,284	-	159,284
Other	79,955	-	79,955
Rental income	135,086	-	135,086
Ongoing placement	57,358	-	57,358
Contributions and sponsors	75,428	1,000	76,428
Investment income	93,608	-	93,608
Net assets released from restrictions	1,333	(1,333)	-
Total revenue	<u>2,954,558</u>	<u>(333)</u>	<u>2,954,225</u>
Expenses			
Supporting services			
General and administrative	689,127	-	689,127
Governance	92,331	-	92,331
	<u>781,458</u>	<u>-</u>	<u>781,458</u>
Program services			
Membership and marketing	236,721	-	236,721
Seminars	51,929	-	51,929
Periodicals	157,215	-	157,215
Media	70,409	-	70,409
Convention	957,289	-	957,289
Programs and services	686,121	-	686,121
Recognition, quality assurance and standards	23,881	-	23,881
Technology costs	111,058	-	111,058
Other	35,564	-	35,564
	<u>2,330,187</u>	<u>-</u>	<u>2,330,187</u>
Total expenses	<u>3,111,645</u>	<u>-</u>	<u>3,111,645</u>
Change in net assets before depreciation	(157,087)	(333)	(157,420)
Depreciation	40,460	-	40,460
Total expenses after depreciation	<u>3,152,105</u>	<u>-</u>	<u>3,152,105</u>
Change in net assets	(197,547)	(333)	(197,880)
Net assets, beginning of year	211,633	35,663	247,296
Net assets, end of year	<u>\$ 14,086</u>	<u>\$ 35,330</u>	<u>\$ 49,416</u>

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

ACPA thanks the ACPA Foundation for its extraordinary generosity in supporting our members by funding research, scholarship, professional development and leadership programs. Founded in 1994, during the presidency of Charles Schroeder, the purpose of the ACPA 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. The ACPA Foundation supports Association members from the time they first consider the profession of student affairs through their career development. The Foundation supports NextGen, the ACPA Ambassadors Program, the Marylu McEwen Dissertation of the Year Award, the Diamond Honoree Campaign, and research grants.

THANK
YOU