



CHARTING NEW TERRAIN

STATE OF THE ASSOCIATION 2024-2025

INSIDE:

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Modernizing Board Education
Kids on Campus
State Funding Models Dashboard
Global Expansion
Partnerships

ACCT
ASSOCIATION OF
COMMUNITY COLLEGE TRUSTEES

CHARTING NEW TERRAIN



RICH FUKUTAKI
Chair, ACCT Board
of Directors



JEE HANG LEE
President and CEO

DEAR ACCT MEMBERS AND PARTNERS,

For over 50 years, ACCT has represented community college governing boards to federal officials and equipped trustees with the knowledge and wisdom needed to guide their institutions steadily into the future. These are the foundations of the association's work, our most essential mission, and we are steadfast in our dedication to this work.

Over the past year, the association's advocacy work arguably has been more vital and more effective than ever, protecting resources and finally securing Workforce Pell grants—one of our top priorities of the past decade. The 2025 Community College National Legislative Summit was one of the best-attended ever, and it drew 15 elected officials—more than ever before—to speak with members.

Beyond our signature ACCT Leadership Congress and Governance Leadership Institute events, we have also launched the online education and virtual networking platform ACCT Connect through which members can master Governance 101 and Advocacy 101, download sample policies and other resources, maintain close connections with peer trustees, college CEOs and board staff throughout the year, and much more.

And speaking of much more, today's ACCT is charting new terrain in all directions, all in service of our mission. This report details those developments—some well underway and some carving out new pathways for future development. There is no GPS yet for organizational development—but visionary leadership from the ACCT Board of Directors, committee members, and partners has guided the work being done so diligently by the association's staff. We are grateful for the support as we forge ACCT's future in service to our mission.



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all in service of our mission.

ADVOCACY WINS

ACCT's Government Relations team worked diligently throughout the year to preserve critical funding and shape federal policy in ways that support community colleges and their students. One of the most significant is the creation of the Workforce Pell program, which ACCT and our members have championed for over a decade. Workforce Pell allows eligible students to apply Pell Grant funding when enrolling in workforce-focused programs that are between eight and 15 weeks long, or 150 to 600 clock hours.

"The passage into law of the Workforce Pell Program after years of advocacy by our colleges will allow students looking to quickly jumpstart or learn new practical skills to access the financial aid they need to do so," ACCT President and CEO Jee Hang Lee said at the time the legislation was passed. "We thank the leaders of the education committees for ensuring this important priority remained a part of the final package."

Despite significant legislative challenges, our advocacy secured level funding for FY 2025, avoiding cuts to programs that profoundly affect community colleges and their students. Notably, ACCT coordinated and mobilized members to support the Senate's reconciliation proposal, which rejected several harmful provisions from the House version, including the elimination of subsidized loans and restrictive Pell Grant eligibility changes. This version also preserved accountability

protections and ensured that only accredited institutions can access Workforce Pell funds.

ACCT successfully elevated community college priorities in the Farm Bill debate, including expanded SNAP access for students and the creation of a new agricultural workforce program. Although the bill remains stalled, these proposals are now part of the legislative conversation. Similarly, the bipartisan Workforce Innovation and Opportunity Act reauthorization includes authorization for Strengthening Community College Training Grants—an ACCT priority.

ACCT continues to advocate for a comprehensive Higher Education Act reauthorization and remains a strong voice for equitable access, student success, and institutional stability.

ACCT staff and members from throughout the United States meet with federal officials throughout the year to secure ongoing support for community and technical colleges.



MODERNIZING BOARD EDUCATION

“We are always talking about innovation as something that we need to think about doing,” a member trustee told us—“and I just realized that’s what you’re already doing with ACCT Connect.”

It’s true! Launched in 2023, we’ve continued to build ACCT Connect to become a growing repository of resources for community college leaders, in addition to connecting members through the exclusive networking platform, which offers:

Educational Video Modules

- Governance 101
- Advocacy 101 New in 2025
- Data 101 New in 2025

Library of Sample Policies Shared by Member Colleges

- Board Attendance Policies/Bylaws
- Board Ethics
- Board Policy Development & Review (Policy on Policies)
- Complaint Policies
- Conflict-of-Interest Policies
- Cybersecurity and Information Security Policies
- Fiduciary/Financial Policies
- Mission Statements
- Sexual Harassment, Sexual Violence & Title IX Policies
- Trustee Behavior & Discipline Policies
- Vision Statements

Other Resources for and About

- Board-CEO Relationship
- Board Policies
- Board Roles & Responsibilities
- Chairing the Board
- Federal Appropriations
- Fiduciary Responsibilities
- Finance & Oversight

- Legislative Priorities
- New Trustees
- Public Policy and Advocacy Updates, Resources & Toolkits

Networking Groups

- ACCT Leadership Congress Attendees
- African American Trustees Caucus
- APINA Caucus
- Community College National Legislative Summit Attendees
- Global Learning & Engagement

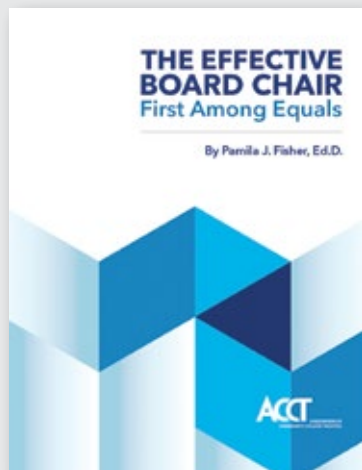
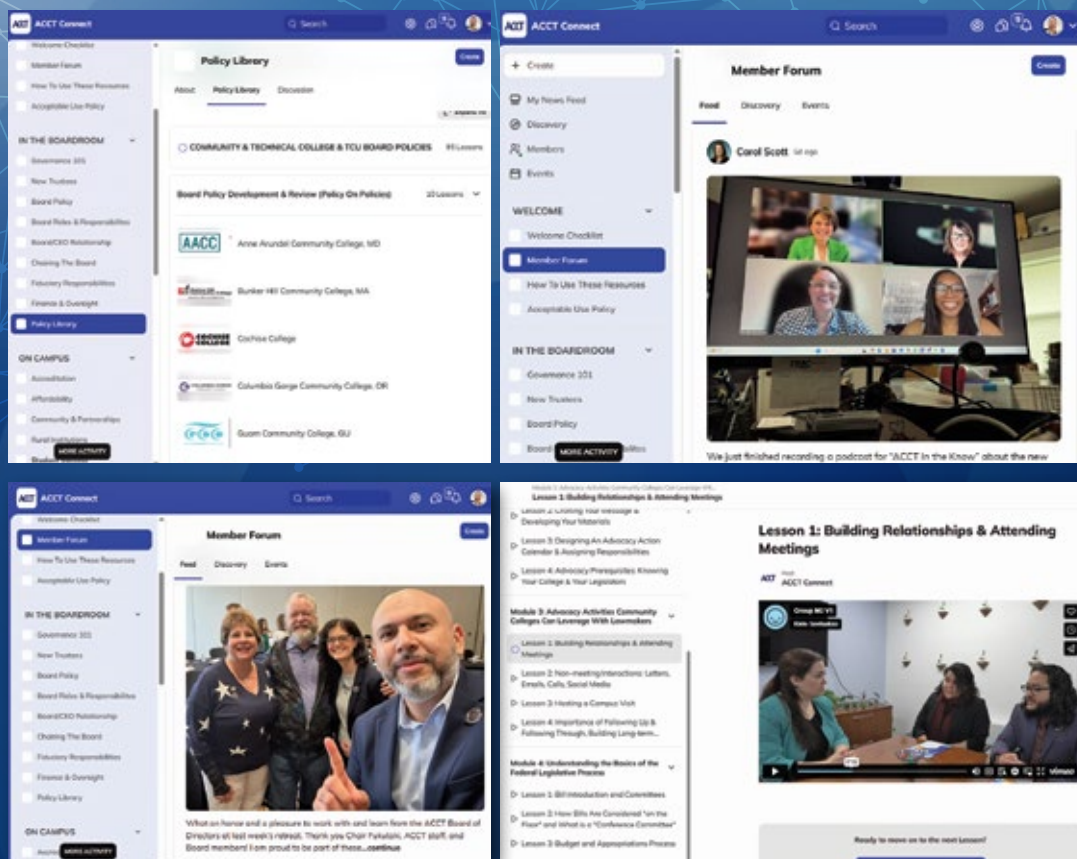
- Illinois Community College Trustees Association
- LGBTQ+ Caucus
- Michigan Community College Trustees and Regents
- Oregon Community College Association
- Professional Board Staff Network
- Student Trustees Advisory Committee
- Trustees Under 45 Caucus
- Washington State Association College of Trustees

JUST THE FACTS

- **57** staff visits to member institutions
- **68** staff visits to national higher-education events and state organizations
- **1,769** ACCT Leadership Congress attendees
- **1,364** Community College National Legislative Summit attendees (the second-highest attendance on record!)
- **16** webinars on federal policy changes, advocacy, and effective governance
- **XX** members attended Governance Leadership Institutes in Jackson, Mississippi and Oahu, Hawaii
- Statewide Governance Leadership Institutes convened in Massachusetts, Michigan, New Jersey, and Wisconsin
- ACCT Connect member usage increased 41%, with over **2,200** active users
- Over **2,000** individuals completed landmark survey of community college trustees
- **100%** of staff grateful for our members’ dedication and service to their colleges

ACCT CONNECT

Access ACCT's online learning and networking platform at Connect.ACCT.org.



Community college board chairs should feel privileged and proud—and they should also feel a heavy sense of responsibility, writes Dr. Pamela Fisher in *The Effective Board Chair: First Among Equals*. ACCT's newest publication is indispensable for any trustee who is contemplating future service as the chair of a board, and it is a vital resource for every other board member, as the full board benefits from every trustee understanding the special roles and responsibilities of the board chair—"the first among equals." Available through the Online Shop at www.acct.org.

CENTER FOR POLICY AND PRACTICE



“The Center was born in 2021 out of president and CEO Jee Hang Lee’s vision for the next evolution of ACCT.”

In September, the Center released a brief and dashboard that explore state funding models in partnership with the Student Success Through Applied Research Lab. The Center also announced the institutions participating in cohort two of the project to expand the network of community colleges serving as SNAP Education & Training providers through the USDA Food and Nutrition Service. Seven colleges participating have either been added to or have been submitted for addition to their statewide plans, qualifying them as third-party providers for SNAP Employment and Training.

In April, the Kids on Campus partnership with the National Head Start Foundation published its first annual progress report detailing the engagement of 200 community colleges and Head Start centers within the first year, and the opening of two Head Start centers and one soon to launch. And in June, ACCT

received a grant from the Annie E. Casey Foundation to educate member trustees about community college advocacy.

The Center for Policy and Practice was born in 2021 out of president and CEO Jee Hang Lee’s vision for the next evolution of ACCT with the goal of serving the community college sector through practical solutions, informed policy development, and policy implementation. Other recent initiatives of the Center have included focuses on skills-based hiring, strengthening rural community colleges, increasing capacity for apprenticeship programs at community colleges, and a non-credit and credit alignment lab. ACCT invites partners to join us in forging innovative new approaches to solving policy and practice challenges at community colleges. For more information, visit acct.org/center-for-policy-practice.



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SERVING BOARDS’ NEEDS YEAR-ROUND

ACCT gave away 22 complimentary board retreats this year as a “thank you” to members and to support the best practice of every board convening an annual retreat. In addition to these complimentary services, the association provided 58 retreats, 25 board self-assessments, 19 college CEO evaluations, and 27 other services, including custom consultations, policy reviews, and special trainings. Learn more at www.acct.org/governance-services.

POLICY AND PRACTICE SNAPSHOT: KIDS ON CAMPUS

KidsOnCampus.org

ACCT and National Head Start Association (NHTA) released its Kids on Campus Year-One Progress Report to advance student-parent success and the school readiness of young children from families with low incomes by bringing more Head Start child care centers to more community college campuses. The five-year initiative aims to establish at least 50 such programs by 2030.

Kids on Campus is supported by ECMC Foundation, Imaginable Futures, Lumina Foundation, the Annie E. Casey Foundation, Trellis Foundation, Crimsonbridge Foundation, and Seldin Haring-Smith Foundation.

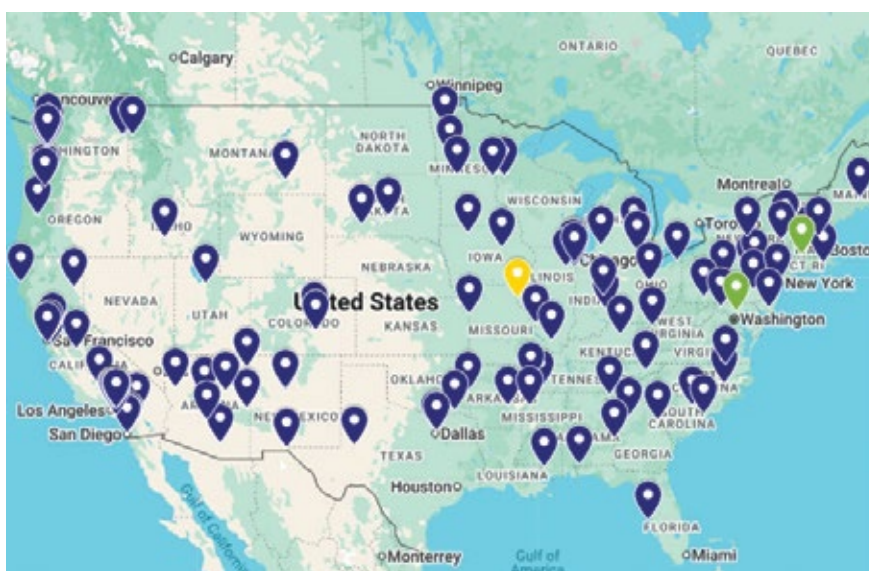
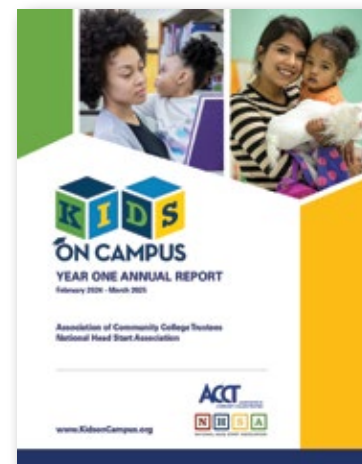
The core philosophy of the project is rooted in two of the most effective strategies for reducing poverty: providing high-quality early care and learning for young children and supporting parents through education and training that will advance their career goals. That's where Kids on Campus comes in.

The report details why ACCT and NHTA are doing this important work, progress to date, next steps, and how community colleges and Head Start centers can get involved. So far:

- 87 community colleges and 98 Head Starts have taken the initial step in connecting and engaging with Kids on Campus.
- The partners have found 18 potential matches between community colleges and Head Start programs interested in exploring partnerships.
- Three new Kids on Campus partnerships launched in 2024-2025.

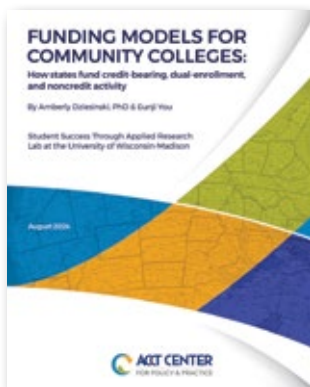
"Kids on Campus is off to a strong start," said ACCT Vice President for Public Policy Carrie Warick-Smith. "During Year one, we've sown the seeds of progress. Over the next several years, Kids on Campus will continue to push our initiative forward—building on outreach efforts to leaders at community college campuses and Head Start programs, increasing engagement, bridging connections and nurturing opportunities for networking and learning, and creating and providing technical assistance and support."

ACCT and NHTA invite community colleges, Head Start centers, and philanthropic supporters interested in transforming the lives of families to reach out to kidsoncampus@acct.org.



POLICY & PRACTICE SNAPSHOT: STATE FUNDING MODELS DASHBOARD

www.acct.org/center-for-policy-practice/state-funding-models



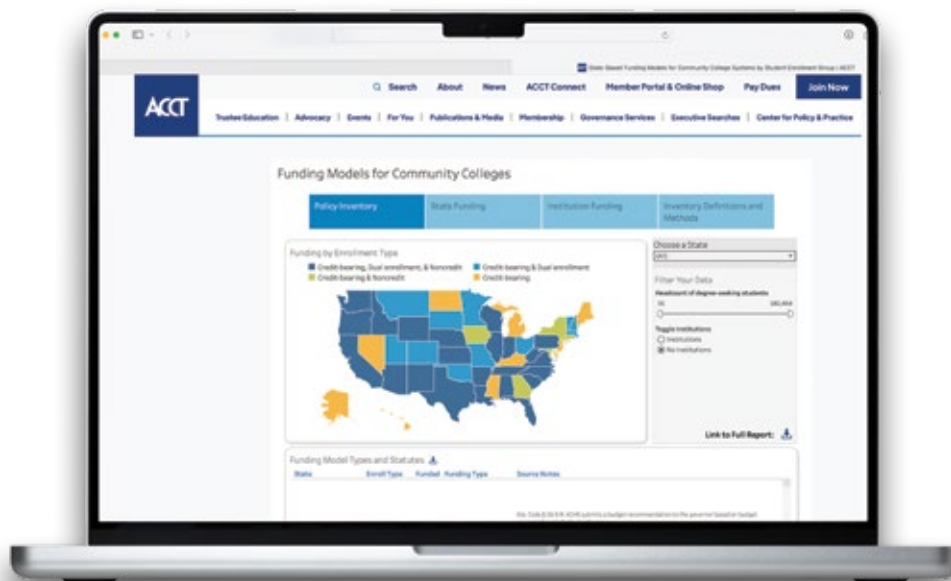
This year, ACCT published a new brief that explores how states fund community colleges based on the enrollment for their students, including those pursuing credit-bearing degrees and certificates, non-credit workforce programs, and those enrolled via dual-enrollment programs. An interactive data dashboard based on the findings of the brief, *Funding Models for Community Colleges: How states fund credit-bearing, dual-enrollment, and noncredit activity*, describes specific funding policies and funding levels for each state.

Research was conducted with project partners at the Student Success Through Applied Research (SSTAR) Lab at the University of Wisconsin and explored how each of the 50 states, plus Washington, D.C. and select territories, are funded for each of the three program types. The American Association of Community Colleges (AACC) and the State Higher Education Executive Officers Association (SHEEO), served as a resource and shared the resulting systems funding brief and map that will serve as a tool for college leaders and policymakers to compare how funding models vary across states. Lumina Foundation provided funding for the project.

The resulting inventory identifies the prevalence of state funding for credit-bearing, dual-enrollment, and noncredit activities

across the U.S., along with identifying the policy mechanisms that states use to fund these activities. The inventory represents the first step in a new research imperative; it is not an exhaustive list, nor an indication whether the funding mechanisms provide adequate resources to support students. The findings reveal the need for a more comprehensive investigation into how community colleges are funded so that they can best support the students and the communities they serve.

The brief on funding approaches and interactive dashboard can be found at acct.org/center-for-policy-practice/state-funding-models. For more information about this initiative, contact ACCT Center for Policy and Practice Associate Vice President Steve Jurch at sjurch@acct.org.



FOR YOUR CONVENIENCE

At least a quarter of our members tell us that ACCT's live events offer unparalleled educational and networking opportunities—but we know that not everyone is able to travel, and we work hard to meet you where you are, for your convenience.

In addition to the nationwide ACCT Leadership Congress and Community College National Legislative Summit and regional and statewide Governance Leadership Institutes, here are some ways we deliver resources to you:



Online resources at [ACCT.org](https://www.acct.org)



Monthly ACCT Member Connection newsletter via email



Educational courses, sample policies, and exclusive peer networking groups via the ACCT Connect mobile app & [Connect.ACCT.org](https://connect.acct.org)



Trustee Quarterly magazine and *Advisor* newsletter mailed directly to you



Twice-weekly Latest Action in Washington bulletins via email



Informational webinars & time-sensitive online briefings throughout the year



Weekly Around the Regions newsletter via email



Board retreats and workshops on your campus throughout the year

Contact us at acctinfo@acct.org, (202) 775-4667,
or [reach out to ACCT staff directly](#)

Did you know? ACCT hosts online events throughout the year on topics including advocacy and legislative updates, parliamentary procedure, student wellness, navigating disruption on a board, and many other topics. Visit www.acct.org/events for more information.

GLOBAL EXPANSION

When Robin Matross Helms, Ph.D. joined ACCT as vice president for membership and educational services in 2022, she brought new skills, experiences, and opportunities as an expert on global education. “In an increasingly interconnected world, community colleges and technical education have a critical role to play in preparing students to succeed in a global workforce, and in tackling the grand global challenges of our time,” she said.

Across the Pond

This year, ACCT’s longstanding trans-Atlantic relationship with the UK Association of Colleges (AoC) reached a new level of collaboration as ACCT and AoC jointly launched the U.S.-U.K. Community College and Technical College Education Exchange with generous support from the Cyril Taylor Charitable Foundation.

The Exchange pairs U.S. community colleges with UK counterparts to develop student exchange programs focused on sustainability and green skills.

For the initial cohort, Linn-Benton Community College (Ore.) is partnered with Cambridge Regional College in England to develop a program focusing on electric vehicles, and Bergen Community College (N.J.) is collaborating with Southport College in England in the area of sustainable construction.

Around the Globe

Last March, ACCT announced the launch of the India-US Partnership Lab, a cohort-based program designed to establish sustained partnerships between US and Indian higher education institutions to create a workforce to address growing challenges that transcend national borders.

ACCT selected two member colleges to participate in the Partnership Lab pilot program. Pierce College in Washington is paired with Rashtrasant Tukadoji Maharaj Nagpur University (RTMNU) in Nagpur to develop collaborations in the area of disaster management. Wor-Wic Community College in Maryland is paired with Symbiosis Skills and Professional University in Pune, with a focus on cybersecurity and other STEM fields.

The workforce development fields selected align with recommendations by participants in ACCT’s inaugural India-US Workforce Partnership Workshop, which brought together



ACCT signs memorandum of understanding with the UK Association of Colleges (AoC); first cohorts of US-UK Community College and Technical College Education Exchange visit UK colleges.

government, industry, and higher education leaders both countries to discuss opportunities for collaboration.

The resulting Action Agenda, which identifies strategic fields with high workforce needs in both countries, the skills and competencies graduates need, and key stakeholders to engage in partnerships, provides an initial roadmap for Lab participants.

Global Snapshots

In 2025, ACCT began to publish *Mapping Community Colleges Around the World: Comparative Perspectives and Collaborative Pathways*, a compendium of articles on global education organized by theme. The first paper in the series addresses community college-like models, missions, and challenges throughout the world. The second paper addresses the need for community colleges in the U.S. and beyond to prepare a global workforce, from curriculum design to learning outcomes.

“In designing this publication, we have adopted a true community college ethos,” said co-editors Helms and Krishna Bista, Ed.D., executive vice president of the STAR Scholars Network.

“Like our institutions, we’ve emphasized access, proactively tapping our collective networks to invite a wide array of contributions and voices and enabling wide distribution. Throughout the series, you’ll find articles written by trustees, institution presidents and leaders, scholars, practitioners, and industry partners, which collectively provide a rich and nuanced array of insights and represent a unique contribution to scholarship and our collective understanding of community colleges and their impact worldwide.”

Spotlight on Global Members

ACCT has launched a bold new initiative to foster international collaboration among two-year institutions worldwide. While this marks a formal expansion into global education, ACCT has long embraced a geographically diverse membership.

For decades, the association has proudly included colleges from across the United States and its territories—from the state of Hawaii to the island territories of American Samoa, Guam,

Micronesia, the Northern Mariana Islands, and Palau—as well as member institutions in the British Virgin Islands and Bermuda.

What sets the new global initiative apart is that it aims to create meaningful partnerships between U.S. community colleges and their counterparts abroad. Through shared learning, joint programs, and cross-border faculty and student exchanges, ACCT seeks to strengthen the role of community colleges as engines of opportunity and innovation domestically by connecting our members with institutions that serve similar roles worldwide. By bridging local and global perspectives, ACCT is reaffirming our commitment to inclusive, accessible education—no matter the continent.

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Robin Matross Helms leads Indian delegation on U.S. campus visits.

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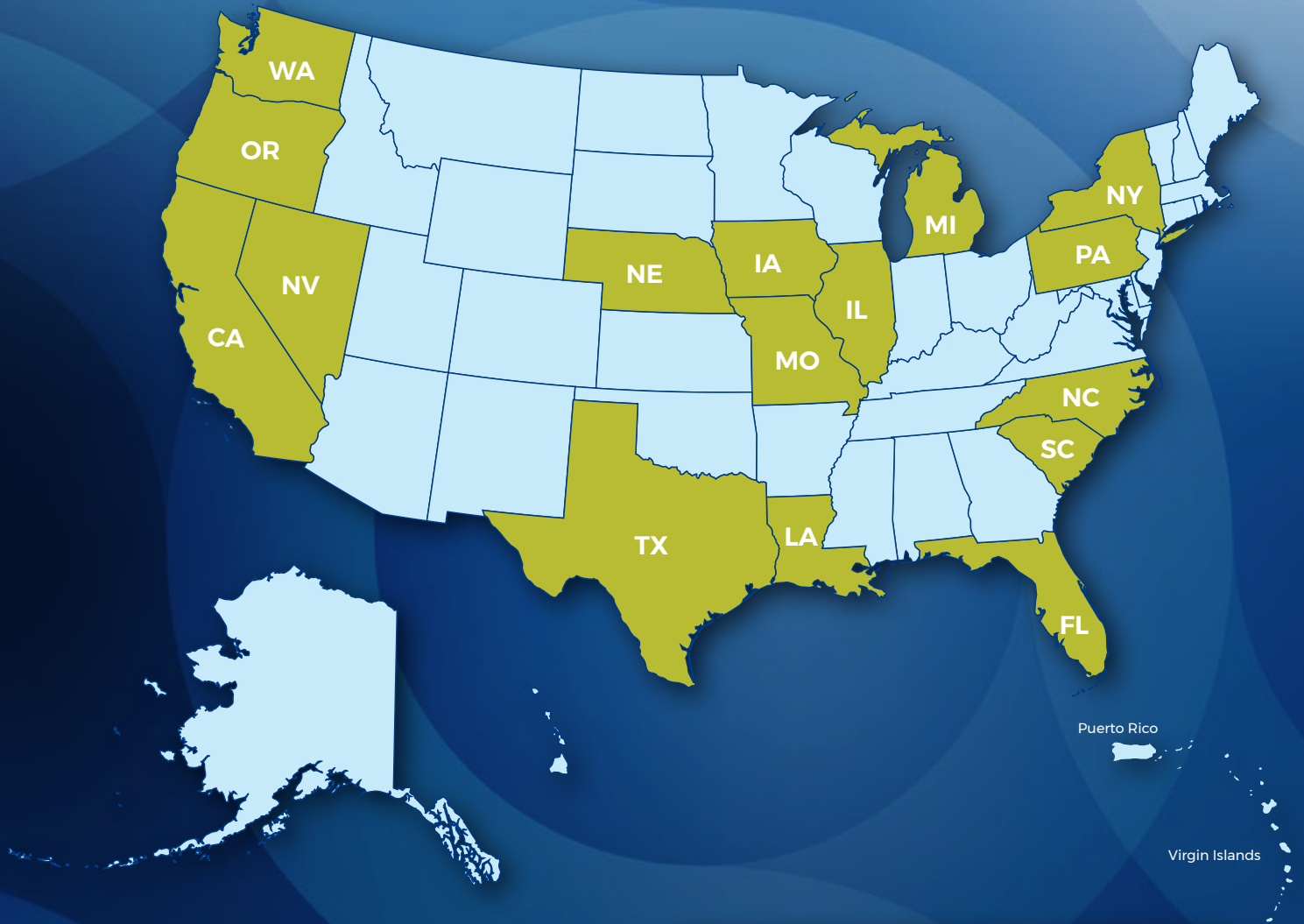
Highline College, WA

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Monroe Community College, NY



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Northern
Mariana Islands

Saipan

Guam

Republic of Palau

Marshall Islands

American Samoa

The ACCT Board of Directors is elected by ACCT member trustees. Board members are elected to three-year terms, with 15 members elected regionally to ensure ongoing nationwide representation, nine members elected at-large, and two members appointed by the ACCT Board Chair.

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Education Strategy Group
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National College Attainment Network
National Head Start Association
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