These are extraordinary times for public higher education and they offer rich opportunities for AASCU to make a difference for our campuses and their students. I am pleased to share our 2014 Annual Report, which highlights a number of programs and projects that shaped the dialogue and advanced the public purpose of public higher education in 2014. Through our support for student access, opportunity and success, AASCU contributes to delivering America’s promise.

A review of initiatives include AASCU’s proposal for addressing college affordability, which would, for the first time, fundamentally align the financing of U.S. public higher education and mitigate tuition increases; a partnership with the U.S. Department of Education and USA Funds to organize an executive workshop for member presidents and their executive team members from institutions that suffer high student default rates almost entirely due to their disproportionate enrollment of low-income, at-risk students; and the alliance formed among AASCU, the American Association of Community Colleges, and the Association of Public and Land-grant Universities to work collaboratively to support and accelerate the college completion efforts of their members.

The report also covers a new messaging project. In response to members’ requests to create a “brand” for our state colleges and universities, AASCU undertook a pilot project designed to generate broader awareness of the value-driven philosophy of our institutions among student populations and their families, opinion leaders, voters, and state legislators. We partnered with five AASCU universities that serve as pilot program participants.

You are aware that in the name of improving accountability and empowering consumers, President Obama proposed a “ratings system” for all institutions participating in federal student aid. Our Annual Report provides a summary of AASCU’s work with the administration to try to ensure that colleges and universities are not punished for fulfilling their mission of providing access and opportunity to low-income and at-risk students.

Other 2014 highlights include AASCU’s new Excellence and Innovation Awards program, the inaugural success of our corporate partners program, and the enhancement of several academic-related initiatives.

In addition, the annual report covers the new multi-year contract awarded to AASCU by the Department of Defense for the Servicemembers Opportunity Colleges; updated demographic information about our institutions and their students; and the full complement of services offered by AASCU’s operational divisions.

Our success is achieved through the work of talented and dedicated staff and with the collaborative support of our members, many of whom are dedicated volunteers. It is this partnership between AASCU and its members that sets our association apart. And it is through our shared commitment to public higher education—its mission and values—that we can be truly effective on behalf of our members and distinguish our campuses as places of public purpose, delivering on the promise of access and opportunity.

Muriel A. Howard
President
Delivering America’s Promise speaks to individuals, public higher education and American values. Nothing is more American than the promise of opportunity. The belief that the American promise should be real for all Americans shapes AASCU members’ commitment to access, educational opportunity, and student success. AASCU members are student-focused. They place students at the heart of the institution, enhancing the learning environment and student achievement not only through teaching and advising, but also through research and public service. And AASCU members are stewards of place—faculty, staff and students are engaged with their communities and regions—helping to advance public education, economic development and quality of life. It is through these commitments that AASCU institutions effectively and accountably deliver America’s promise.

This review of the association’s accomplishments during 2014 reflects AASCU’s leadership and advocacy on behalf of its members, its support of these commitments through its work on access and opportunity, and its advancement of the public purpose of public higher education.
Devising Bold Solutions to Address College Affordability

Building on its work that promoted leveraging of federal resources to incentivize state investment in higher education, AASCU developed an ambitious policy proposal that would, for the first time, fundamentally align the financing of U.S. public higher education and mitigate tuition price escalation.

The concept, *A Proposed Federal Matching Program to Stop the Privatization of Public Higher Education*, was released in January 2014 and funded by a grant from the Bill and Melinda Gates Foundation. The AASCU-proposed *Federal-State College Affordability Partnership* would consist of an annual federal block grant to states using a strategic tiered funding formula that rewards states for investing more on a per full-time equivalent student basis and which is indexed to the Pell Grant maximum award. The partnership program would create a voluntary, positive incentive for the states to provide additional operating support for public institutions in order to receive additional federal matching dollars.

AASCU is pleased that the Senate Health, Education, Labor, and Pensions (HELP) Committee’s Higher Education Act reauthorization draft bill, released in June 2014, with an updated version released in November, includes the proposal as the centerpiece of its college affordability goals with only minimal changes. A simulation of first-year federal matching block grant awards to states under the HELP Committee’s proposal tops $8 billion.

Forming an Alliance to Address Degree Completion

In an effort to bolster educational attainment efforts and strengthen pathways for students, AASCU has partnered with the American Association of Community Colleges (AACC) and the Association of Public and Land-grant Universities (APLU) to work collaboratively to support and accelerate the college completion efforts of their members. The three associations have more than 1,500 member institutions that educate nearly three-quarters of all college students in America.

As part of their commitment, AACC, AASCU and APLU pledged to work together to facilitate and accelerate efforts to reach important national educational attainment goals. Collectively, the associations can better assist their member institutions in tackling obstacles that impede students from earning a degree or certificate in a timely and cost-efficient manner.

This new commitment reinforces the existing partnerships and provides opportunities for the three associations to work more closely together on critical issues related to educational attainment, particularly for low-income, minority and adult students. Addressing these issues with association support will more effectively position public colleges and universities to build networks, share ideas, and evaluate promising practices.
Supporting the Common Core

The College and Career Readiness Partnership (CCRP) concluded Phase II activities with 11 states: Arizona, Connecticut, Maryland, Michigan, Missouri, Nevada, New York, Oregon, South Dakota, West Virginia and Wisconsin. The fifth and final national convening of the CCRP occurred on September 23-24, 2014 in Chicago. Meeting participants explored what teaching the Common Core looks like and learned about new Common Core resources available for education preparation programs. State teams, consisting of education deans and K-12 district partners, worked with state team leaders to strategize next steps for strengthening teacher education and K-12 collaboration around the Common Core, not only in their respective regions, but also across the state.

Ten national organizations accepted an invitation to send representatives to observe the summit and serve as resources to state teams: American Association of Colleges for Teacher Education (AACTE); American Federation of Teachers (AFT); Council for the Accreditation of Educator Preparation (CAEP); National Association of Community College Teacher Education Programs (NACCTEP); National Association of State Directors of Teacher Education and Certification (NASDTEC); National Governor’s Association (NGA); Partnership for Assessment of Readiness for College and Careers (PARCC); Pearson; Smarter Balanced Assessment Consortium (SBAC); and Teacher Education Council of State Colleges and Universities (TECSCU). The CCRP initiative ended October 31, 2014 with final reports submitted to the two funding organizations, the Lumina Foundation and the Hewlett Foundation.

Continuing the Commitment to Servicemembers

The Servicemembers Opportunity Colleges (SOC) remains a trusted education partner for the Department of Defense’s (DoD) Voluntary Education programs. This valued partner status is demonstrated in the new multi-year contract awarded to AASCU in which SOC will assist DoD in the investigation and resolution of institutional complaints submitted by military students, education service officers, and government stakeholders into the Postsecondary Education Complaint System (PECS)—established by the Departments of Defense, Education, Justice and VA. SOC Principles and Criteria, the foundation upon which SOC was established, has also been incorporated into the Department of Defense’s Memorandum of Understanding for all institutions participating in the department’s Tuition Assistance funding program. New to the contract is the development of a new Career and Technical Education program for DoD that will provide vocational and technical certificate, diploma and degree options for active-duty servicemembers and transitioning veterans. Additionally, SOC will reshape and expand the Degree Network System (DNS), placing greater emphasis and focus on creating educational partnerships and programs that will maximize the amount of transfer and non-traditional credit applied toward degree requirements, thus accelerating the degree completion pathway for servicemembers and their family members.
Making the Case for State Colleges and Universities

AASCU launched a messaging pilot program to generate broader awareness of the value-driven philosophy of member institutions—state colleges and universities (SCUs)—among student populations and their families, as well as among opinion leaders, voters and state lawmakers. This step was the outcome of the national research conducted in 2013.

The initiative will also create a better understanding about how the institutions contribute to the economic development of their region and state. The thematic approach, reviewed and approved by participants, is built around the idea that AASCU institutions provide “opportunities for all.”

AASCU selected five participants for the pilot program: Henderson State University (Ark.), Morgan State University (Md.), Northern Kentucky University, University of Central Oklahoma, and Western Washington University.

Partnersing with Sage Communications, AASCU endorsed a discovery phase among the pilot universities to gain buy-in and alignment among participants and to increase the veracity of the new messaging. The discovery phase enabled Sage and AASCU to learn more about each school’s history, goals for the program, and their current communications strategy.

Pilot participants incorporated the messaging into their websites, brochures, pamphlets, reports to their boards, etc., including the development of an “opportunities” web page; creating a video that highlights core equities/messages; working with a regional university system; and incorporating messaging materials in briefings for upcoming legislative sessions.

Sage developed a media framework that connects the core SCU equities with national issues, providing the pilot programs the opportunity to speak with the media about how their schools are addressing key challenges, including: rising tuition; non-traditional student bodies; a growing skills gap; and the importance of STEM in higher education. A national media outreach strategy that highlights the equities championed by SCUs is also underway.

Improving Student Loan Management

For more than three decades, Title IV participating institutions with high student loan default rates have been subject to sanctions and loss of eligibility for participation in federal student aid programs, a penalty that few institutions in the U.S. can realistically survive. AASCU identified member institutions that suffer high enough default rates to be at risk of new restrictions or even an outright loss of Title IV eligibility; a risk that is almost entirely due to their disproportionate enrollment of low-income, at-risk students.

The association developed a partnership with the U.S. Department of Education and USA Funds to organize a one-day executive workshop for member presidents and their executive team in Washington, D.C. AASCU provided 66 college and university leaders, representing 21 institutions, with technical assistance, planning
guidance, and tools for success in coping with and significantly reducing institutional default rates.

In addition, AASCU has pressed for changes in the Department of Education’s management and oversight of its loan servicers, whose subpar performance has not only been a source of much criticism and numerous complaints from borrowers, it has also resulted in preventable defaults that count against institutions of higher education.

In response to pressure from AASCU and other critics, the administration renegotiated its servicing contracts to better incentivize its contractors. And, this year for the first time, the department agreed not to exclude certain “split-servicing” defaults from counting against schools that might have lost eligibility for Title IV funding. This latter change probably saved a small, but very important, subset of our membership from losing access to federal loans.

Pushing for Solutions Through Federal Policy Analysis and Advocacy

This past year has been a busy, complicated and precarious year for higher education policy at the federal level. In the name of improving accountability and empowering consumers, President Obama proposed a “ratings system” for all institutions participating in federal student aid. AASCU has worked with the administration to ensure that the forthcoming ratings plan does not inadvertently punish colleges and universities for fulfilling their mission of providing access and opportunity to low-income and at-risk students.

In a similar vein, the Department of Education has been intensely engaged in a series of regulatory initiatives—among them gainful employment, program integrity, and teacher preparation rulemakings—that are consequential and highly complex. AASCU has been actively involved on these issues, pushing for solutions that properly target bad actors without imposing undue burdens on legitimate collegiate institutions.

And while Congress has not enacted too many pieces of legislation, it has been working behind the scenes to draft statutory language to reauthorize the Higher Education Act. The two chambers have taken predictably divergent paths on reauthorization, and AASCU has worked with both bodies to inform and shape federal policy in the direction articulated in the association’s Public Policy Agenda.

Beyond the technical financial issues pending this past year, higher education has faced strong political and public criticism for how it deals with matters of safety, specifically in regard to incidents of sexual violence. AASCU has advocated for policies that allow campuses to create an environment that is open, safe and respectful for all students. AASCU believes that campus handling of incidents should be guided by respect for the wishes of the victim, proactive support to students, and fairness for all who are involved. To that end, AASCU has partnered with Culture of Respect, an independent, nonprofit organization that provides free tools and resources for campus sexual assault response and prevention.
Leading with Critical Analysis of State Higher Education Policy

AASCU continues to be a national leader when it comes to serving as a visible resource for information and analysis on state higher education financing and policy issues. As an example of one of the association’s news and policy publications, the Policy Matters series provides succinct, yet comprehensive analysis of contemporary issues that attract the attention of higher education leaders, and also of state policymakers and the media.

Two recent publications from this series serve to illustrate: The ‘Pay It Forward’ College Financing Concept: A Pathway to the Privatization of Public Higher Education and A Gamble with Consequences: State Lottery-Funded Scholarship Programs as a Strategy for Boosting College Affordability. Both of these papers received considerable visibility and each served as a resource to give state policymakers pause as they consider the many ramifications of their policy decisions as they impact college access and affordability.
Investing in Student Civic Education

AASCU’s American Democracy Project and its sister community college initiative, The Democracy Commitment (TDC), are launching their first joint national initiative focused on helping students think about and take action to confront the complex causes of growing economic inequality in America. Thirty campuses have been accepted as the cohort that will launch this three-year initiative, co-lead by AASCU member Keene State College (N.H.) and TDC’s Mount Wachusett Community College (Mass.). Their work will include developing, implementing and documenting innovative, interactive curricula and experiential learning modules that examine the relationship between public policy, economic inequality, economic opportunity, and social mobility in the U.S.

Exploring the Freshman Experience Through Blended Courses

AASCU’s National Blended Course Consortium (NBCC) continues to explore exciting new models to develop freshman experience multidisciplinary courses. The goal is to engage students in ways that make clear the valuable contributions the traditional disciplines offer to help solve challenges that are meaningful to first-year students. AASCU’s Academic Leadership and Change Division is currently planning four new first-year courses, including Global Challenges, the Stewardship of Public Lands, Economic Inequality, and a fourth course to be determined. In November 2014, AASCU was awarded a grant from the Teagle Foundation for $310,000 to design and launch these courses. AASCU has received an additional award of $100,000 as a sub-grant from Jacksonville State University’s (Ala.) First in the World grant. Jacksonville State is an AASCU member institution.

Strengthening International Education Opportunities

AASCU continued its effective relationship with the People’s Republic of China in 2014. China’s Ministry of Education has awarded AASCU funding for a new initiative patterned on the Japan Studies Institute. Each year for the next five years, faculty members from AASCU institutions will participate in a three-week intensive study program in Shanghai, the China Studies Institute (CSI), with all expenses paid by the grant except international airfare.

AASCU, in partnership with the D.C. Embassy of the Peoples’ Republic of China and the Chinese government, awarded 12 scholarships exclusively to American undergraduate students attending AASCU member colleges and universities to study in China for one academic year.
In 13 years, over 2,500 students have participated in the AASCU/China Education Association for International Exchange (CEAIE) 1+2+1 Dual Degree Program, generating approximately $150,000,000 for AASCU campuses. AASCU also continues to work with CEAIE to prepare for the opening of the Sino-American Higher Education Innovation and Leadership Center in Shanghai, China, to open in 2015.

An extension of AASCU’s long-established Japan Studies Institute (JSI) was created in 2014 with the addition of a Japan Seminar, a pilot study program for 10 faculty members from AASCU institutions to study in Japan. The Japan U.S. Friendship Commission funded the seminar. Thirteen scholars from various academic disciplines at AASCU institutions participated in the annual Japan Studies Institute on the campus of San Diego State University (Calif.).

AASCU’s Latin America focus is on increasing member campus institutional partnerships with higher education institutions; increasing student and faculty mobility; and conducting training and professional development opportunities for faculty and senior administrators.

### Exploring Transformation and Stewardship

AASCU published two books in 2014 that looked at issues important to member institutions.

*Wired for Success: Real-World Solutions for Transforming Higher Education,* which offers practical advice on the revolutionary transformation reshaping higher education, was commissioned and published by AASCU. Susan Aldridge, president of Drexel University Online, authored it during her time as an AASCU Senior Fellow. She and co-author Kathleen Harvatt explore the learning experiences, environments and technologies; institutional structures; and strategies that are being led by fast-running thought leaders at public and private colleges and universities across the nation. A number of AASCU members are featured in the book, which uses case studies to highlight new e-learning, financing, and pricing business models; effective outsourcing of selected programs and services; virtual and physically combined campuses; co-branding; and the formation of partnerships and consortia to increase value and reduce costs.

AASCU also released *Becoming a Steward of Place: Four Areas of Institutional Focus.* It explores four key areas of stewardship at state colleges and universities: civic engagement, P-12 schools, community and economic development, and internationalization. The concept of stewardship of place is critical to the success not only of AASCU institutions, but also to the success of communities, regions and the nation. The publication explores the collaborative nature of stewardship, and points out that institutional success is inextricably linked to the success of communities—and that communities are the living classrooms and laboratories where students and faculty learn.
AASCU inaugurated the Excellence and Innovation Awards to honor member institutions for their work in several major areas of campus life and leadership. In announcing the awards program, President Muriel Howard noted that state colleges and universities have dealt with enormous challenges during the past decade, yet they have remained committed to their missions of student access and success, and regional and economic progress. Further, they continue their dedication to advancing the quality and distinction of their institutions.

The inaugural awards were presented at the 2014 Annual Meeting. Award areas and honorees were: Student Success and College Completion: Governors State University (Ill.) and California State University, Long Beach; Regional and Economic Development: University of Massachusetts Boston and Northern Kentucky University; Leadership Development and Diversity: California State University, Fresno; International Education: Kennesaw State University (Ga.) and St. Cloud State University (Minn.); Christa McAuliffe Excellence in Teacher Education: California State University, Fresno and Hunter College, City University of New York.

Criteria for the winning entries in the awards competition required evidence of top-level administrative support; connection with an institution’s mission and strategic agenda; evidence the initiative contributed to significant institutional improvements or programming; and evidence the initiative was grounded in research and incorporated best practices.
The Annual Meeting provides members an opportunity to address the major issues facing state colleges and universities, to hear from thought leaders, and to network with colleagues.

The Millennium Leadership Initiative is one of AASCU’s premier leadership development programs. It provides individuals traditionally underrepresented in university leadership the skill development and networking needed to advance to the presidency.

The AASCU New Presidents Academy is tailored to the distinctive needs of presidents and chancellors who lead state colleges and universities.
AASCU’s Summer Council of Presidents focuses on presidential leadership and professional development and includes sessions for spouses/partners.

AASCU provides professional development opportunities for members of the institutional leadership team, including provosts, government relations’ professionals, and chief communications officers.

The Academic Leadership and Change Division offers between 12 and 14 professional conferences and workshops each year, including the largest single meeting that AASCU convenes, the combined annual meeting of the American Democracy Project (ADP) and The Democracy Commitment (TDC), with up to 600 participants attending.
Partnering to Enhance Programs and Services

In its inaugural fiscal year, AASCU’s corporate partnerships program exceeded the previous year’s revenues by more than 15 percent. The program’s multiple goals include: diversifying AASCU’s revenue stream; providing additional resources for AASCU’s programs across each department; and connecting AASCU members with the insights and best practices that corporate partners can share from their work in public higher education. During this inaugural phase, AASCU has worked with 40 corporate partners. A breakdown indicates that 40 percent, or 16, are partners that had not previously worked with AASCU, and 60 percent, or 24, are returning partners.

In addition to the increased revenue and more robust programming at the 2014 Annual Meeting, Academic Affairs Meetings, and Summer Council of Presidents, AASCU corporate partners also helped make several new programs possible. These include:

- AASCU’s first regional symposium for presidents that was held in Washington D.C. for members in the Northeast and Mid-Atlantic;
- The ADP regional meeting in Minnesota;
- The New York Times Toolkit for AASCU Institutions, which will highlight the ways in which the Times’ many resources can be used to enhance academic programming for students;
- A partnership that provided financial support and resources for schools interested in improving student voter registration rates on campuses; and
- A forthcoming research project on what incentivizes AASCU leaders and institutions to improve degree completion rates.

Undertaking Improvements in Support of Member Services

During 2014, AASCU undertook a number of operational advances to enhance staff support for member services. These include:

- Migration of all major software access to a cloud-based server, which allows employees to access information from anywhere and on multiple devices.
- Transitioned to a new Human Resources Information System (HRIS), which allows for web-based payroll reporting and electronic approval routing, benefits administration, electronic employment applications, learning libraries, and HR analytics.
- Installed new voice-over IP phones, which allows for “follow me” calling and e-Faxing.
- Produced a quarterly, searchable online member directory to keep information current.
- Redesigned the Annual Meeting format to shorten and front load programming, allowing presidents and chancellors to spend less time away from campus.
AASCU members are found throughout the United States, including Guam, Puerto Rico and the U.S. Virgin Islands. Member institutions range in size from just under 1,000 to more than 50,000 students and are located in suburbs, towns and cities, and in rural America.

The average enrollment of an AASCU school is **10,129** students. The smallest AASCU member has **856** students. The largest AASCU member has approximately **59,500** students.

AASCU institutions have awarded more than **586,000** bachelor’s degrees, representing **50 percent** of all bachelor’s degrees granted at four-year public colleges and universities in the United States. Member institutions awarded over **35,000** associate degrees and sub-baccalaureate certificates.

**Carnegie Classifications of AASCU Institutions:**
- **67 percent** are classified as master’s degree institutions.
- **7 percent** are classified as doctoral/research institutions.
- **16 percent** are classified as baccalaureate institutions.
- **8 percent** are classified as research universities.
- **3 percent** are classified as baccalaureate/associate institutions.
- **1 percent** are classified as associate institutions.

Note: Does not add to 100% due to outliers not listed because they’re single institutions; also see new category of baccalaureate/associate institutions.
AASCU members awarded:

65 percent of all public four-year bachelor’s degrees in **education**

54 percent of all public four-year bachelor’s degrees in **business**

57 percent of all public four-year bachelor’s degrees in **health professions**.

AASCU institutions include campuses with extensive offerings in law, medicine and doctoral education—as well as campuses offering associate degrees to complement baccalaureate studies.

37 percent of AASCU institutions are located in rural areas and towns.

44 percent of AASCU institutions are located in cities.

19 percent of AASCU institutions are located in suburbs.
Nearly four million students attend AASCU colleges and universities, representing 47 percent of all students at public four-year institutions and 28 percent of all students attending four-year colleges and universities.

AASCU campuses educate a diverse group of students, including those traditionally underrepresented on college campuses.

While the majority of students at AASCU institutions attend full-time and are in their teens and 20s, our members are charged with educating many nontraditional students. In fall 2013, more than 1.2 million students at AASCU colleges and universities were 25 years old or older; 52 percent of all part-time students attending a public four-year college or university attend an AASCU institution.

Among all public four-year institutions, AASCU colleges and universities educate approximately 49 percent of all minority students. This includes 61 percent of all African-American students, 45 percent of all Hispanic students, 49 percent of all Native American and Alaskan Native students, and 37 percent of Asian and Pacific Islander students.

Data from Integrated Postsecondary Data System (IPEDS) of the National Center for Education Statistics (NCES), the most recent data available.
The Division of Academic Leadership and Change

creates leadership initiatives, organizes and designs academic conferences, develops academic programs, and conducts national studies for AASCU member presidents, provosts, and other senior administrators, as well as faculty and staff.

The division organizes two national Academic Affairs Meetings each year for chief academic officers and their invitees, with a diverse set of topics including academic planning and management, faculty development, institutional leadership, financial management, legal matters, and other timely issues. Topics at recent Academic Affairs Meetings included institutional accountability, college readiness, civic engagement, and using technology for student success. Other national meetings developed by the division include a team conference on technology and student success, an annual conference of the American Democracy Project, and a number of smaller meetings on specific topics.

Academic program development and research studies span a wide range of topics, including institutional accountability, technology, international education, teacher education, graduation and student success, and a number of other critical issues. Much of the division work includes developing new programs, conducting research studies, and undertaking analyses of current and emerging academic trends. Foremost among our endeavors is the Red Balloon Project, an initiative to reimagine undergraduate education. Since the summer of 2010, the division has devoted substantial attention to Red Balloon issues during the summer and winter Academic Affairs Meetings to help campuses navigate their way to a new century.

The division also produces monographs and reports, including the 2014 release of Becoming a Steward of Place: Four Areas of Institutional Focus—the sequel to the division’s 2002 publication, Stepping Forward as Stewards of Place. Other projects include the Voluntary System of Accountability (concerned with developing a process for public accountability); College and Career Readiness Project, a collaboration with the State Higher Education Executive Officers (SHEEO) and the Council of Chief State School Officers (CCSSO) (focused on implementation of the Common Core); Project Degree Completion (a public college and university commitment to award an additional 3.8 million baccalaureate degrees by 2025); the Sino-American 1+2+1 Project (which brings Chinese students for two years of study at AASCU institutions); the Christa McAuliffe Award (which promotes the use of evidence of learning outcomes to assess programs in teacher education); and the American Democracy Project (a civic engagement initiative involving senior administrators, faculty and staff at more than 240 AASCU campuses).

Grants Resource Center

Housed within AASCU’s Division of Academic Leadership and Change, the Grants Resource Center (GRC) is a premium service of AASCU that assists participating institutions with increasing their federal and foundation grant support. GRC staff liaisons serve as an extension of the institution’s research and sponsored programs office, conducting funding searches, identifying successful proposal examples, attending briefings and workshops on the institution’s behalf, and traveling to campuses to provide proposal development advice. GRC facilitates grant information sharing among members and agencies through two Washington
employs best practices to be a strategic partner, service provider, and resource steward to the AASCU community. The division exists to provide services that support the mission of AASCU. Broadly, these services include: finance, facilities, human resources, and IT services. The division pursues a continuous improvement approach to deliver efficient and high quality services, and strives to engender a sense of collaboration and community and to provide an appealing environment that creates a special place in which to work.

The Finance Division provides AASCU with a sound financial management system that assures reliable reporting of all budgets, revenues, expenditures and investments. The division also processes disbursements through its oversight of Accounts Payable, records internal financial transactions, monitors grant and contract reporting, manages investments and ensures IRS compliance.

The primary objective of facilities services is to economically provide and maintain a safe, comfortable and attractive environment for all members of the AASCU community. This is accomplished through a commitment to consistently meet and exceed expectations for all who work or visit the AASCU offices.

Human Resources supports AASCU by developing, implementing and administering human resources practices and programs that will attract and engage the highest quality employees and support them in the achievement of their contributions.

The objective of Information Technology (IT) is to leverage technology and add value to the work experience of AASCU employees. IT service also provides current technology, prompt service, and a robust network to allow the fair, accurate and free interchange of educational content, information and ideas throughout AASCU’s members and the world.

GRC publication and related faculty alert system, GRC Deadlines, gives members advance notice of approaching federal and private grant opportunities. Finally, analysis of higher education discretionary funding is provided weekly through the GrantWeek e-magazine, which is shared quarterly with all AASCU presidents and provosts. All GRC publications are housed on the members-only website, along with additional funding and proposal writing resources, including a library of successful proposals and GrantSearch, a proprietary database of funding opportunities for higher education institutions.
The Division of Communications

provides leadership for a strategic communications and marketing effort that advances AASCU’s Strategic Directions and enhances understanding of and support for the distinctive contributions of its member institutions. It also develops and implements initiatives that offer national visibility for members.

The division directs AASCU’s media relations program, creates print and electronic marketing materials, produces AASCU publications, represents AASCU on collaborative, inter-association communications projects, organizes initiatives that support members’ marketing and public relations endeavors, and hosts an annual conference for senior communications leaders from member institutions.

Communications manages the association website, aascu.org. The site promotes information about member institutions, their people and programs. Features include Founding Celebrations, which highlights AASCU members that are marking milestone anniversaries; First Generation Voices, a multi-media initiative that features students who are the first in their families to attend college; and AASCU Graduates: The Difference We Make, a project that showcases the stellar contributions that AASCU member graduates make to the world around us. The website features association policy and programmatic priorities; highlights the analysis of federal and state policies; and presents AASCU initiatives and special reports. It also manages the website of the AASCU-Penson Center for Professional Development, which focuses on the benefits and services provided by the Center.

AASCU’s biweekly, web-based newsletter, @aascu, highlights current AASCU initiatives and provides members with an opportunity to share information about campus programs, grants, awards and other pertinent topics. The association has a significant social media presence on Twitter, Facebook and LinkedIn, among others.

The division produces the AASCU magazine, Public Purpose, which seeks to communicate the mission and value of public higher education. It also provides a national medium to feature distinctive programs at member institutions and offers opportunities for members to share their opinions and perspectives on topical issues.

Communications also manages the Distinguished Alumnus Award (DAA) search and selection process. The DAA, awarded annually to an alumnus of an AASCU institution, is the highest award AASCU bestows.

The Division of Government Relations and Policy Analysis

advocates for sound higher education public policy and effective federal and state programs. The division serves as a liaison between AASCU, Congress and the administration, working to leverage state colleges and universities’ capacity to contribute to national goals of increasing college affordability, educational attainment, workforce development and economic competitiveness.

The division analyzes pending federal legislation, keeping members informed of developments via timely information and action advisories. It also arranges testimony by member presidents and chancellors before congressional committees and federal agencies. Staff support the presidents and chancellors who comprise AASCU’s Council of State Representatives; this body helps formulate AASCU’s Public Policy Agenda, an annual document that articulates the association’s
principles and positions on federal and state higher education policy and programs. The council also assists AASCU in carrying out the agenda through contacts with stakeholders and members.

The division’s section on the AASCU website provides members with useful resources for their state advocacy efforts and their support of legislation at the federal level. The division provides members with information and analysis on an array of issues such as student enrollment, financial aid and tuition, higher education finance, veterans’ education, institutional and student outcomes, and institutional best practices. AASCU is unique in that it offers a dual focus on federal and state policy and programs. Division staff track state legislation and communicate state-level developments on college affordability and access, higher education funding and governance, among others.

In addition, the division produces several key publications including *Policy Matters* (an ongoing series of policy briefs), *EdLines* (a weekly news round-up of state-related higher education issues), and special reports and white papers on topics that address institutional, state and federal policies, programs and best practices. More immediate updates on state higher education policy developments are communicated daily via the division’s Twitter account, @AASCUPolicy.

As part of AASCU’s advocacy for both urban and rural public institutions, the division promotes federal legislation and other opportunities for member institutions to help revitalize urban and rural America. The division assumes a lead role in coordinating the annual Higher Education Government Relations Conference, a unique partnership among four national higher education associations that brings together senior-level college, university and system government relations professionals to discuss postsecondary policy and public affairs leadership.

**The Division of Leadership Development and Member Services**

links AASCU’s presidential membership to the work of the association. It facilitates presidential involvement in the committees, commissions and task forces that allow presidents and chancellors the opportunity to work collectively on issues at the national level. It also tracks information on members’ areas of professional expertise to help engage them in activities related to their special interests.

Member directories help presidents and chancellors stay in touch with a national network of AASCU colleagues. An active program for former presidents provides an opportunity for those who have served AASCU to remain connected to the association once they
have left office. AASCU also serves as a point of referral for presidents and chancellors seeking recommendations of consultants and other expert resources.

**Leadership Development**

The association supports a wide range of conferences, workshops and meetings designed for senior administrators from AASCU institutions. The AASCU Annual Meeting each October brings members together for a national dialogue on higher education issues, while the Summer Council of Presidents provides informal professional development and networking programs in a retreat setting. In addition to these two national meetings, the division also coordinates the New Presidents Academy and the Experienced Presidents Retreat. The Meetings Office supports meeting planning for other divisions.

**Corporate Partnerships**

AASCU’s corporate partnerships program is responsible for establishing and maintaining relationships with companies working in the higher education market. The program’s goals are to simultaneously increase revenue for AASCU, while also enabling AASCU to provide member institutions with additional access to industry leaders, subject matter experts and innovative practices. The partnerships take many different forms, including traditional event sponsorships, research collaborations, program and workshop development, and opportunities to collaborate on our work internationally.

**Strategic Planning**

The Division of Leadership Development and Member Services supports the Office of the President in coordinating the implementation, tracking and measurement of AASCU’s strategic goals and initiatives.

**The Spouse/Partner Program**

The Spouse/Partner Program provides a network of support, professional education, resources and conference programming for the spouses and partners of college and university presidents and chancellors. A planning committee of spouses and partners is selected through a member-driven process to encourage broad spouse/partner involvement and ensure responsiveness to members’ information needs.

---

**Servicemembers Opportunity Colleges (SOC)**

is funded by the Department of Defense (DoD) through a contract with AASCU to expand and improve voluntary post-secondary education opportunities for servicemembers worldwide. The contract is managed for DoD by the Defense Activity for Non-Traditional Education Support (DANTES). SOC provides college personnel with outreach, training and educational materials on effective policies, practices and strategies to help veterans, servicemembers and their families succeed in their educational endeavors. SOC personnel work closely with the Department of Defense and military Services education personnel to research and resolve servicemember complaints and academic issues with the home institution in which the servicemember or family member may be enrolled.

The SOC Degree Network System consists of a dedicated group of post-secondary institutions selected by the participating military Services—the Army, Navy, Marine Corps and Coast Guard—to deliver specific associate and bachelor’s degree programs to servicemembers and their families. Institutional members of the SOC Degree Network System (DNS) agree to special requirements and obligations that provide
military students and their adult family members with opportunities to complete college degrees without suffering loss of academic credit due to changes of duty station. SOC DNS core member institutions guarantee transfer of courses in SOC Course Categories, so that courses may be transferred back to the home college without prior approval. The home college also issues a Student Agreement (official evaluation of completed and remaining degree requirements) that documents and recognizes evaluated credit for military experience and training based on American Council on Education (ACE) recommendations, and standardized tests such as CLEP and DSST. The Student Agreement serves as a “contract for degree” between the military student and the home college and remains in effect even if the servicemember leaves the military.

SOC institutional members educate military students on college campuses, armories, and military installations around the world, employing classroom-based instruction and a variety of distance learning methods.
## Statement of Activities

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY14</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Contracts</td>
<td>$4,086,142</td>
<td>$4,633,596</td>
</tr>
<tr>
<td>AASCU Program Memberships</td>
<td>5,848,336</td>
<td>5,432,459</td>
</tr>
<tr>
<td>Meetings and Workshops</td>
<td>1,360,560</td>
<td>1,509,772</td>
</tr>
<tr>
<td>Net Investment Income (Loss)</td>
<td>893,926</td>
<td>868,713</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>725,199</td>
<td>519,752</td>
</tr>
<tr>
<td></td>
<td>1,073,156</td>
<td>1,250,207</td>
</tr>
<tr>
<td></td>
<td><strong>13,262,120</strong></td>
<td><strong>13,694,747</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy</td>
<td>498,524</td>
<td>484,344</td>
</tr>
<tr>
<td>Printing and Publications</td>
<td>184,097</td>
<td>212,378</td>
</tr>
<tr>
<td>Meetings and Workshops</td>
<td>1,062,289</td>
<td>1,054,582</td>
</tr>
<tr>
<td>Travel</td>
<td>555,817</td>
<td>597,957</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>10,759,482</td>
<td>10,402,439</td>
</tr>
<tr>
<td></td>
<td><strong>13,060,209</strong></td>
<td><strong>12,751,700</strong></td>
</tr>
<tr>
<td>Non-Periodic Post Retirement Benefits–Decrease (Increase)</td>
<td>(121,680)</td>
<td>(58,742)</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>80,231</td>
<td>884,305</td>
</tr>
</tbody>
</table>

## Statement of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>2,569,329</td>
<td>3,433,056</td>
</tr>
<tr>
<td>Investments</td>
<td>9,632,397</td>
<td>8,780,675</td>
</tr>
<tr>
<td>Building, Property and Equipment</td>
<td>5,977,080</td>
<td>6,181,609</td>
</tr>
<tr>
<td>Receivables</td>
<td>1,377,732</td>
<td>1,084,439</td>
</tr>
<tr>
<td>Deposits</td>
<td>392,480</td>
<td>444,474</td>
</tr>
<tr>
<td>Other</td>
<td>346,022</td>
<td>371,265</td>
</tr>
<tr>
<td></td>
<td>392,677</td>
<td>407,543</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>20,341,695</strong></td>
<td><strong>20,331,596</strong></td>
</tr>
</tbody>
</table>

| Liabilities and Net Assets Liabilities      |               |               |
| Deferred Membership Dues and Fees           |               |               |
| Bond Payable (Building Ownership)           | 3,555,921     | 4,307,925     |
| Accrued Salary, Benefits and Post-Retirement| 2,322,586     | 2,793,193     |
| Accounts Payable                            | 4,349,535     | 3,197,056     |
| **Total Liabilities**                       | **10,228,042**| **10,298,174**|

| Net Assets                                  |               |               |
| Unrestricted                                 | 7,992,155     | 7,814,387     |
| Temporarily Restricted                       | 1,121,498     | 1,219,035     |
| Permanently Restricted                       | 1,000,000     | 1,000,000     |
|                                              | 1,000,000     | 1,000,000     |
| **Total Net Assets**                        | **10,113,653**| **10,033,422**|

| Total Liabilities and Net Assets            |               |               |
| **Total Liabilities and Net Assets**        | **20,341,695**| **20,331,596**|
Support for the Public Purpose of Public Higher Education

**Student-Focused Advocacy**
AASCU’s work at the national level facilitates college access, affordability and accountability and is based on a unique member-driven *Public Policy Agenda* that puts students at the core of our advocacy efforts.

**Policy Advisories and Action Alerts**
AASCU provides regular and timely updates from Washington on key issues affecting our members and their students. Advisories and action alerts inform members about policy issues and seek their involvement in influencing legislation with their members of Congress.

**Focus on State Relations**
AASCU is the only presidential association that focuses on state policy analysis and emerging trends and issues across the 50 states.

“AASCU is driven by the needs of the institutions and their presidents and chancellors.”
—Dianne Harrison, President, California State University, Northridge

Focus on Presidents, Chancellors and Leadership Teams

**Member-Driven Policy and Programs**
AASCU presidents and chancellors help set AASCU’s course on issues of national significance through their work in areas such as formulation of the *Public Policy Agenda*, Summer Council programming, and committee and task force initiatives.

“What’s really important about being a member of AASCU is that you have an opportunity to have professional development as a president.”
—Kenneth Dobbins, President, Southeast Missouri State University

**Leadership Support**
Presidents facing difficult challenges can discuss these in confidence with the AASCU leadership and receive referrals to colleagues who have had experience in similar situations. The *AASCU Innovations Exchange* links members to resources and best practices in key areas of presidential leadership.

**Professional Development**
Both leadership and professional development are rich traditions in AASCU that include an academy for new presidents, leadership renewal for veteran presidents, and programs for those exploring the presidency. AASCU’s programs are designed to meet the distinctive needs of presidents and chancellors who lead state college and university campuses. AASCU also offers programs to support and strengthen the presidential leadership team and to encourage talented administrators seeking career advancement.

“AASCU is an organization that makes sure our interests are represented.”
—F. Javier Cevallos, President, Framingham State University (Mass.)
Exclusive Meetings for Presidents and Chancellors

AASCU presents two meetings annually that provide presidents and chancellors an opportunity to network and to focus on issues relevant to their executive roles and their institutional leadership.

Programs for Spouses and Partners

AASCU has long recognized the vital role of the presidential spouse or partner, and in doing so offers programming at both the Annual Meeting and Summer Council exclusively for spouses and partners, including special orientation programs for those new to the role.

“The AASCU leadership programs are amazing. [They] were instrumental in my success as a president.”

— Mildred García, President, California State University, Fullerton

Access to Distinctive Programs and Practices

Support for Civic and Regional Engagement

AASCU’s American Democracy Project and the association’s work in developing the “stewards of place” concept have placed AASCU members in the leadership vanguard of these increasingly important and distinctive movements. Both reinforce the public purpose of public higher education.

“[AASCU’s] programs allow you to have that one-on-one opportunity to exchange ideas, to interact with some of the top thought leaders in the nation.”

— Cheryl Dozier, President, Savannah State University (Ga.)

Special Initiatives

AASCU membership gives institutions access to three special initiatives — the funding information services offered by the Grants Resource Center, the leadership development support provided by the Millennium Leadership Initiative (MLI), and the Voluntary System of Accountability (VSA.)

Public Purpose

The AASCU magazine provides a national forum that highlights members’ distinctive contributions to public higher education and provides topical and timely commentary and analysis.

“AASCU is very responsive to the institutions that it serves.”

— Flavius Killebrew, President, Texas A&M University-Corpus Christi
2014 AASCU Board of Directors

Officers
Tomás D. Morales (Chair), President, California State University, San Bernardino
J. Keith Motley (Chair Elect), Chancellor, University of Massachusetts Boston
Deborah F. Stanley (Secretary-Treasurer), President, State University of New York College at Oswego
Mary Sias (Past Chair), President, Kentucky State University

Directors
F. Javier Cevallos, Chancellor, Framingham State University (Mass.)
Mary Cullinan, President, Eastern Washington University
Richard Davenport, President, Minnesota State University, Mankato
David L. Eisler, President, Ferris State University (Mich.)
Jerry B. Farley, President, Washburn University (Kan.)
Virginia Schaefer Horvath, President, State University of New York at Fredonia
Dana G. Hoyt, President, Sam Houston State University (Texas)
Mildred García, President, California State University Fullerton
Glen D. Johnson, Chancellor, Oklahoma State Regents for Higher Education
Stephen M. Jordan, President, Metropolitan State University of Denver
Elaine P. Maimon, President, Governors State University (Ill.)
Keith T. Miller, President, Governors State University
William Ruud, President, University of Northern Iowa
Dennis J. Shields, Chancellor, University of Wisconsin - Platteville
The following chairs and vice chairs of AASCU’s six standing committees were appointed summer 2013 by Board Chair, Mary Sias, and Chair-Elect, Tomás Morales:

<table>
<thead>
<tr>
<th>Committee on Economic and Workforce Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Rita H. Cheng, Chancellor, Southern Illinois University, Carbondale</td>
</tr>
<tr>
<td>Vice Chair: J. Michael Ortiz, President, California State Polytechnic University, Pomona</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Committee on International Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Gregory R. Weisenstein, President, West Chester University of Pennsylvania</td>
</tr>
<tr>
<td>Vice Chair: Rodolfo Arévalo, President, Eastern Washington University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Committee on Policies and Purposes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Herman J. Saatkamp, Jr., President, Richard Stockton College of New Jersey</td>
</tr>
<tr>
<td>Vice Chair: Judith A. Bense, President, University of West Florida</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Committee on Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Linda M. Bleicken, President, Armstrong State University (Ga.)</td>
</tr>
<tr>
<td>Vice Chair: Paul B. Beran, Chancellor, University of Arkansas - Fort Smith</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Committee on Teacher Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Jack Thomas, President, Western Illinois University</td>
</tr>
<tr>
<td>Vice Chair: Deborah L. Ford, Chancellor, University of Wisconsin - Parkside</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Committee on Undergraduate Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Elsa M. Núñez, President, Eastern Connecticut State University</td>
</tr>
<tr>
<td>Vice Chair: Kyle R. Carter, Chancellor, University of North Carolina at Pembroke</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Council of State Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: J. Keith Motley, Chancellor, University of Massachusetts Boston</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nominating Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: R. Barbara Gitenstein, President, The College of New Jersey</td>
</tr>
</tbody>
</table>
Council of State Representatives (2014)

Alaska
John Pugh, Chancellor, University of Alaska Southeast

Arizona
Eileen Klein, President, Arizona Board of Regents

Arkansas
Charles Welch, President, Arkansas State University System

Arkansas
Glendell Jones, President, Henderson State University

Arkansas
Donald Bobbitt, President, University of Arkansas System

California
Richard Rush, President, California State University Channel Islands

Colorado
Stephen Jordan, President, Metropolitan State University of Denver
P. Kay Norton, President, University of Northern Colorado

Connecticut
John Miller, President, Central Connecticut State University

District of Columbia
James Lyons, Interim President, University of the District of Columbia

Florida
Judith Bense, President, University of West Florida

Georgia
Linda Bleicken, President, Armstrong State University

Guam
Robert Underwood, President, University of Guam

Hawaii
Donald Straney, Chancellor, University of Hawaii at Hilo

Idaho
J. Anthony Fernandez, President, Lewis-Clark State College

Illinois
Julie Forst-Bowe, Chancellor, Southern Illinois University Edwardsville

Indiana
Daniel Bradley, President, Indiana State University

Iowa
William Ruud, President, University of Northern Iowa

Kansas
Jerry Farley, President, Washburn University

Kentucky
Wayne Andrews, President, Morehead State University

Louisiana
E. King Alexander, President and Chancellor, Louisiana State University
Sandra Woodley, President, University of Louisiana System

Maine
James Page, Chancellor, University of Maine System

Maryland
Jonathan Gibraltar, President, Frostburg State University

Massachusetts
Vincent Pedone, Executive Officer, State Colleges of Massachusetts Council of Presidents
Keith Motley, Chancellor, University of Massachusetts Boston

Michigan
George Ross, President, Central Michigan University

Minnesota
Earl Potter, President, St. Cloud State University

Mississippi
Hank Bounds, Commissioner of Higher Education, Mississippi Institutions of Higher Learning

Missouri
Troy Paino, President, Truman State University

Nebraska
John Christensen, Chancellor, University of Nebraska at Omaha

New Hampshire
Sara Jayne Steen, President, Plymouth State University

New Jersey
Michael Klein, CEO, New Jersey Association of State Colleges and Universities

New Mexico
Joseph Shepard, President, Western New Mexico University

New York
Marcia Keiz, President, CUNY, York College
John Halstead, President, The College of Brockport, SUNY

North Carolina
Philip Dubois, Chancellor, University of North Carolina at Charlotte

Ohio
Rita Rice Morris, President, Shawnee State University

Oklahoma
Glen Johnson, Chancellor, Oklahoma State Regents for Higher Education

Oregon
Wm Wiewel, President, Portland State University

Pennsylvania
Michael Fiorentino, President, Lock Haven University of Pennsylvania

Puerto Rico
Juan Varona, Chancellor, University of Puerto Rico Cayey

Rhode Island
Nancy Carriuolo, President, Rhode Island College

Tennessee
Brian Noland, President, East Tennessee State University

Texas
Flavius Killebrew, President & CEO, Texas A&M University-Corpus Christi

Vermont
Joseph Bertolino, President, Lyndon State College

Virgin Islands
David Hall, President, University of the Virgin Islands

Virginia
John Broderick, President, Old Dominion University

Washington
James Gaudino, President, Central Washington University

West Virginia
Peter Barr, President, Glenville State College

Wisconsin
Joe Gow, Chancellor, University of Wisconsin - La Crosse
Alabama
Alabama A&M University
Alabama State University
Auburn University Montgomery
Jacksonville State University
Troy University
University of Montevallo
University of North Alabama
University of South Alabama
University of West Alabama

Alaska
University of Alaska Anchorage
University of Alaska Fairbanks
University of Alaska Southeast
University of Alaska Statewide System

Arizona
Arizona Board of Regents
Northern Arizona University

Arkansas
Arkansas State University-Jonesboro
Arkansas State University System
Arkansas Tech University
Henderson State University
Southern Arkansas University
University of Arkansas - Fort Smith
University of Arkansas at Little Rock
University of Arkansas at Monticello
University of Arkansas System
University of Central Arkansas

California
California Polytechnic State University, San Luis Obispo
California State Polytechnic University, Pomona
California State University
California State University Channel Islands
California State University Chico
California State University Dominguez Hills
California State University Fresno
California State University Fullerton
California State University Maritime Academy
California State University Monterey Bay
California State University Sacramento
California State University San Marcos
California State University, Bakersfield
California State University, East Bay
California State University, Long Beach
California State University, Los Angeles
California State University, Northridge
California State University, San Bernardino
California State University, Stanislaus
Humboldt State University
San Diego State University
San Francisco State University
San Jose State University
Sonoma State University

Colorado
Adams State University
Colorado Mesa University
Colorado State University-Global
Colorado State University-Pueblo
Fort Lewis College
Metropolitan State University of Denver
University of Northern Colorado
Western State Colorado University

Connecticut
Central Connecticut State University
Connecticut Board of Regents for Higher Education
Eastern Connecticut State University
Southern Connecticut State University
Western Connecticut State University

District of Columbia
Howard University
University of the District of Columbia

Florida
Florida A&M University
Florida Gulf Coast University
Florida International University
University of Central Florida
University of North Florida
University of West Florida

Georgia
Albany State University
Armstrong State University
Board of Regents of the University System of Georgia
Clayton State University
College of Coastal Georgia
Columbus State University
Dalton State College
Fort Valley State University
Georgia College & State University
Georgia Regents University
Georgia Southwestern State University
Kennesaw State University
Middle Georgia State College
Savannah State University
Southern Polytechnic State University
University of North Georgia
University of West Georgia
Valdosta State University

Guam
University of Guam

Hawaii
University of Hawaii at Hilo
University of Hawaii System

Idaho
Lewis-Clark State College

Illinois
Chicago State University
Eastern Illinois University
Governor's State University
Illinois Board of Higher Education
Illinois State University
Northeastern Illinois University
Northern Illinois University
Southern Illinois University
Southern Illinois University Carbondale
Southern Illinois University Edwardsville
University of Illinois at Springfield
Western Illinois University

Indiana
Ball State University
Indiana State University
Indiana University East
Indiana University Kokomo
Indiana University Northwest
Indiana University South Bend
Indiana University Southeast
Indiana University-Purdue University Fort Wayne
Indiana University-Purdue University Indianapolis
Purdue University Calumet
Purdue University North Central
University of Southern Indiana

Iowa
University of Northern Iowa

Kansas
Emporia State University
Fort Hays State University
Pittsburg State University
Washburn University
Wichita State University

Kentucky
Eastern Kentucky University
Kentucky Council on Postsecondary Education
Kentucky State University
Morehead State University
Murray State University
Northern Kentucky University
Western Kentucky University

Louisiana
Grambling State University
Louisiana State University Campus
Louisiana State University Shreveport
Louisiana State University System
Louisiana Tech University
McNeese State University
Nicholls State University
Northeastern State University of Louisiana
Southeastern Louisiana University
Southern University at New Orleans
Southern University System
University of Louisiana at Lafayette
University of Louisiana System
University of New Orleans

Alaska
University of Alaska Anchorage
University of Alaska Fairbanks
University of Alaska Southeast
University of Alaska Statewide System

Arizona
Arizona Board of Regents
Northern Arizona University

Arkansas
Arkansas State University-Jonesboro
Arkansas State University System
Arkansas Tech University
Henderson State University
Southern Arkansas University
University of Arkansas - Fort Smith
University of Arkansas at Little Rock
University of Arkansas at Monticello
University of Arkansas System
University of Central Arkansas

California
California Polytechnic State University, San Luis Obispo
California State Polytechnic University, Pomona
California State University
California State University Channel Islands
California State University Chico
California State University Dominguez Hills
California State University Fresno
California State University Fullerton
California State University Maritime Academy
California State University Monterey Bay
California State University Sacramento
California State University San Marcos
California State University, Bakersfield
California State University, East Bay
California State University, Long Beach
California State University, Los Angeles
California State University, Northridge
California State University, San Bernardino
California State University, Stanislaus
Humboldt State University
San Diego State University
San Francisco State University
San Jose State University
Sonoma State University

Colorado
Adams State University
Colorado Mesa University
Colorado State University-Global
Colorado State University-Pueblo
Fort Lewis College
Metropolitan State University of Denver
University of Northern Colorado
Western State Colorado University

Connecticut
Central Connecticut State University
Connecticut Board of Regents for Higher Education
Eastern Connecticut State University
Southern Connecticut State University
Western Connecticut State University

District of Columbia
Howard University
University of the District of Columbia

Florida
Florida A&M University
Florida Gulf Coast University
Florida International University
University of Central Florida
University of North Florida
University of West Florida

Georgia
Albany State University
Armstrong State University
Board of Regents of the University System of Georgia
Clayton State University
College of Coastal Georgia
Columbus State University
Dalton State College
Fort Valley State University
Georgia College & State University
Georgia Regents University
Georgia Southwestern State University
Kennesaw State University
Middle Georgia State College
Savannah State University
Southern Polytechnic State University
University of North Georgia
University of West Georgia
Valdosta State University

Guam
University of Guam

Hawaii
University of Hawaii at Hilo
University of Hawaii System

Idaho
Lewis-Clark State College

Illinois
Chicago State University
Eastern Illinois University
Governor's State University
Illinois Board of Higher Education
Illinois State University
Northeastern Illinois University
Northern Illinois University
Southern Illinois University
Southern Illinois University Carbondale
Southern Illinois University Edwardsville
University of Illinois at Springfield
Western Illinois University

Indiana
Ball State University
Indiana State University
Indiana University East
Indiana University Kokomo
Indiana University Northwest
Indiana University South Bend
Indiana University Southeast
Indiana University-Purdue University Fort Wayne
Indiana University-Purdue University Indianapolis
Purdue University Calumet
Purdue University North Central
University of Southern Indiana

Iowa
University of Northern Iowa

Kansas
Emporia State University
Fort Hays State University
Pittsburg State University
Washburn University
Wichita State University

Kentucky
Eastern Kentucky University
Kentucky Council on Postsecondary Education
Kentucky State University
Morehead State University
Murray State University
Northern Kentucky University
Western Kentucky University

Louisiana
Grambling State University
Louisiana State University Campus
Louisiana State University Shreveport
Louisiana State University System
Louisiana Tech University
McNeese State University
Nicholls State University
Northeastern State University of Louisiana
Southeastern Louisiana University
Southern University at New Orleans
Southern University System
University of Louisiana at Lafayette
University of Louisiana System
University of New Orleans
Oklahoma
Cameron University
East Central University
Langston University
Northeastern State University
Northwestern Oklahoma State University
Oklahoma Panhandle State University
Oklahoma State Regents for Higher Education
Rogers State University
Southeastern Oklahoma State University
Southwestern Oklahoma State University
University of Central Oklahoma
University of Science and Arts of Oklahoma

Oregon
Eastern Oregon University
Oregon University System
Portland State University
Southern Oregon University
Western Oregon University

Pennsylvania
Bloomsburg University of Pennsylvania
California University of Pennsylvania
Cheyney University of Pennsylvania
Clarion University of Pennsylvania
East Stroudsburg University of Pennsylvania
Edinboro University of Pennsylvania
Indiana University of Pennsylvania
Kutztown University of Pennsylvania
Lock Haven University of Pennsylvania
Mansfield University of Pennsylvania
Millersville University of Pennsylvania
Pennsylvania State System of Higher Education
Shippensburg University of Pennsylvania
Slippery Rock University of Pennsylvania
University of Pittsburgh at Bradford
University of Pittsburgh at Greensburg
University of Pittsburgh at Johnstown
West Chester University of Pennsylvania

Puerto Rico
University of Puerto Rico Cayey

Rhode Island
Rhode Island College

South Carolina
Clemson University
Coastal Carolina University
College of Charleston
Francis Marion University
Lander University
South Carolina State University
The Citadel - The Military College of South Carolina
University of South Carolina Aiken
University of South Carolina Beaufort
University of South Carolina Palmetto College
University of South Carolina Upstate
Winthrop University

South Dakota
Black Hills State University
Dakota State University
Northern State University
South Dakota Board of Regents

Tennessee
Austin Peay State University
East Tennessee State University
Middle Tennessee State University
Tennessee Board of Regents
Tennessee State University
Tennessee Technological University
University of Memphis
University of Tennessee
University of Tennessee at Chattanooga
University of Tennessee at Martin

Texas
Angelo State University
Lamar University
Midwestern State University
Prairie View A&M University
Sam Houston State University
Stephen F. Austin State University
 Sul Ross State University
Tarleton State University
Texas A&M International University
Texas A&M University-Central Texas
Texas A&M University-Commerce
Texas A&M University-Corpus Christi
Texas A&M University-Kingsville
Texas A&M University-San Antonio
Texas A&M University-Texarkana
Texas Southern University
Texas State University
Texas State University System
Texas Woman's University
The University of North Texas at Dallas
The University of Texas at Arlington
The University of Texas at Dallas
The University of Texas at Dallas
The University of Texas at Dallas
The University of Texas at Dallas
The University of Texas at Dallas

Utah
Dixie State University
Southern Utah University
Utah Valley University
Weber State University

Vermont
Castleton State College
Johnson State College
Lyndon State College
Vermont State Colleges
Vermont Technical College

Virgin Islands
University of the Virgin Islands

Virginia
George Mason University
James Madison University
Longwood University
Norfolk State University
Old Dominion University
Radford University
The University of Virginia's College at Wise
Virginia State University

Washington
Central Washington University
Eastern Washington University
University of Washington Bothell
University of Washington, Tacoma
Washington State University Vancouver
Western Washington University

West Virginia
Bluefield State College
Concord University
Glenville State College
Shepherd University
West Virginia Higher Education Policy Commission
West Virginia State University

Wisconsin
University of Wisconsin - Eau Claire
University of Wisconsin - Green Bay
University of Wisconsin - La Crosse
University of Wisconsin - Oshkosh
University of Wisconsin - Parkside
University of Wisconsin - Platteville
University of Wisconsin - River Falls
University of Wisconsin - Stevens Point
University of Wisconsin - Stout
University of Wisconsin - Superior
University of Wisconsin - Whitewater
University of Wisconsin System

International Members
China Center for International Education Exchange
The College of the Bahamas
AASCU’s Operational Leadership

Academic Leadership and Change
George L. Mehaffy, Vice President ■ mehaffyg@aascu.org

Administration and Finance
Cathy P. Jones, Vice President ■ jonesc@aascu.org

Communications
Susan M. Chilcott, Vice President ■ chilcotts@aascu.org

Government Relations and Policy Analysis
Edward M. Elmendorf, Senior Vice President ■ elmendorfe@aascu.org

Leadership Development and Member Services
Dorcas L. Colvin, Vice President ■ colvind@aascu.org

Servicemembers Opportunity Colleges
Kathy Snead, Vice President for Military and Veterans Partnerships ■ sneadk@aascu.org
Additional Photo Credits: Page 2, top photo, Salisbury University (Md.); bottom photo, University of Wisconsin-La Crosse.
