



Leading in Extraordinary Times

Annual Report 2015

AASCU American Association
of State Colleges and
Universities
Delivering America's Promise

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From the President

Institutions and leaders distinguish themselves during extraordinary times. They embrace innovation and are unafraid to push boundaries. And they think strategically about the most effective methods to address the challenges they face.

I am pleased to share the 2015 Annual Report with you. The programs and initiatives that are highlighted in this publication are evidence that AASCU is committed to advancing the distinctive missions of our members and shaping the dialogue around their vital role in public higher education. AASCU is the leading association for America's great state colleges and universities.

This report covers the work AASCU has undertaken in 2015 that includes addressing college affordability with an approach that for the first time, would fundamentally align the financing of U.S. public higher education and mitigate tuition increases; inaugurating Reimagining the First Year, an innovative and collaborative partnership with 44 member campuses to redesign the first year of college to ensure greater success for all students, with a special emphasis on those who historically have been underserved by higher education; and completing a 10-member pilot project with national implications for branding state colleges and universities.

The report provides an overview of AASCU's advocacy work at the federal level and the critical analysis required of state policy issues. AASCU is still the only presidential association that focuses on state policy and emerging trends and issues across the 50 states. It also covers expanded international education opportunities, leadership initiatives and member achievement.

You'll find updated demographic data about our institutions and the students they serve as well as information about the full complement of services offered to AASCU members by our operational divisions.

Our success is achieved through the work of a talented and dedicated staff 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. Through our shared commitment to America's state colleges and universities—their missions and values—we are effective on behalf of our members and the students they serve.



A handwritten signature in black ink that reads "Muriel A. Howard". The signature is fluid and cursive.

Muriel A. Howard
President



There is no doubt that these are extraordinary times for public higher education. They require uncommon leadership. The value of the best associations—and AASCU in particular—is found in the capacity to identify significant trends and issues that will affect their membership, which is then followed by the foresight to develop programs and strategies to confront the corresponding challenges.

Student success, college affordability, improving access and opportunity, valuing state colleges and universities, building institutional leadership—these are among the issues AASCU addressed in 2015. This review of the Association’s accomplishments reflects AASCU’s leadership and advocacy on behalf of its members, its support of institutional commitments through its work on student success, access and opportunity, and its advancement of public higher education—especially the distinctive mission of state colleges and universities.



Advancement Through



Bold Solutions to Address College Affordability

AASCU has long viewed public higher education as the primary mechanism for access and affordability, and the Association was the first to sound the alarm about consequences of state disinvestment in public colleges and universities. Less than two years ago, building on its prior work promoting the 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 the U.S. public higher education system 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.

The proposed program would create a *voluntary, positive* incentive for the states to spend more in support of public institutions in order to receive more from the Federal

Government. The central core of that proposal—i.e., that the Federal Government should incentivize the states to align their funding practices with federal investments—has been broadly adopted by many leading policymakers. Not only has the original proposal wound its way into multiple legislative bills, three leading contenders for presidential nomination have adopted variants of it as major planks for their campaigns.

Re-Imagining the First Year of College

The Academic Leadership and Change Division of AASCU completed the planning process for a new project that will launch in January 2016: Re-Imagining the First Year of College (RFY). This initiative will focus on student success and will look at four areas: institutional intentionality, curriculum, faculty and staff, and students. Re-Imagining the First Year will build a learning community of 44 AASCU campuses committed to the redesign of the first year for greater student success. Within RFY, AASCU is undertaking a course re-design project, the National Blended Course Consortium, which is an effort to develop four civic-focused first year courses around themes developed within the American Democracy Project. The courses are being built by faculty from several AASCU campuses; they are using 21st century tools to highlight a new model of collaborative course development.



Innovation

The Gates Foundation and USA Funds are providing financial support for RFY.

The Case for State Colleges and Universities

AASCU completed work on the pilot messaging project that began in the fall of 2014. This program was the result of national research conducted in 2013 to learn what the general population knew and valued about AASCU institutions and what messages resonated with target audiences; this was a component of the association's strategic plan in response to members' request for support in this area.

AASCU developed and implemented a pilot communications program that would generate a broader awareness of the value-driven philosophy of member institutions among prospective student populations and their family members. In addition the goal was to create a better understanding by opinion leaders, voters, and state lawmakers regarding how these institutions contribute to the



economic development of their region and state.

The thematic approach, reviewed and approved by pilot participants, was built around the idea that AASCU institutions provide “opportunities for all” with the core equities of high quality, accessibility, and responsibility.

A pilot approach enabled the exploration of what messaging implementation worked; what strategies and tactics worked most effectively and efficiently; and what additional research or measurable output can be applied to the messaging.

AASCU universities who served as pilot institutions were Governors State University (Ill.), Henderson State University (Ark.), Indiana State University, James Madison University

(Va.), Northern Kentucky University, Sam Houston State University (Texas), University of Central Oklahoma, the University of Massachusetts-Dartmouth, the University of West Florida and Western Washington University.

Assessing Successful University Presidencies

Higher education faces significant challenges, which means it has never been more imperative for state colleges and universities to have adroit and visionary leadership. To better understand the competencies and skill sets that public university presidents require—both now and in the future—AASCU undertook an in-depth study to determine and clarify the leadership qualities that can help public colleges and universities succeed and thrive.

The study sought to develop a deeper understanding of the key competencies required of current and future public university leaders and to explore how common practices for leadership development and succession planning in the private sector—in particular, assessment center methodology—might be adapted and applied to meet the needs of public higher education. The ultimate goal of this project is the creation of a nationwide assessment center program designed specifically for college and university leadership. The study, conducted in partnership with TIAA-CREF, will be released in 2016.



Advocacy and Policy Analysis

Robust Federal Policy Analysis and Advocacy

Guided by a member-rated *Public Policy Agenda*, AASCU's advocacy efforts were aimed at tackling administration proposals and congressional legislation affecting public four-year institutions. Unlike most previous administrations, the Obama Department of Education has been active entering the second half of its second term. AASCU and

other higher education advocacy groups spent much of the last year on the most controversial of the administration's plans, i.e., the Postsecondary Institution Ratings Systems (PIRS). The department eventually conceded that a federal normative ratings scheme couldn't possibly accomplish all the conflicting goals of federal policy and objectively handle the numerous attributes of the diverse population of students and institutions in the U.S. with no common standard of measurement.

A "New College Scorecard" was released in September 2015 along with a massive amount of granular data about institutions, declaring that this would allow every student to make up their own ratings scheme. While AASCU continues to have significant misgivings about the new scorecard, the Association is committed to working with the department to gradually improve the outcome and ensure that it provides accurate, comprehensible and timely information to students and families.

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.



Improving Student Loan Management

AASCU has maintained its partnership with the U.S. Department of Education and USA Funds to provide technical assistance to member institutions with high default rates. In February of 2015, the Association once again convened executive leadership from institutions facing potential adverse action in connection with their official cohort

default rates to discuss institutional strategies for default management.

In addition, the Association has continued to press for changes in the Department of Education's management and oversight of its loan servicers. The Association has also been actively engaged in the efforts of the Consumer Financial Protection Bureau and the Treasury Department as they joined the Department of Education in drafting a joint statement on "Shared Principles on Student Loan Servicing" they issued in September.

AASCU has also supported the expansion of Revised Pay As You Earn (REPAYE) option, as well as a range of legislative, regulatory, and administrative actions intended to protect borrowers, promote better repayment, and assist victims of predatory for-profit providers.



A Brief on Campus Sexual Assault

Higher education has had to deal with strong political and public criticism for how it deals with matters of safety and specifically with incidents of sexual violence. In December 2015 AASCU released a *Policy Matters* brief, *State Policy Proposals to Combat Campus Sexual Assault*, that reviews the terminology around this issue and provides an overview of the federal role in campus sexual assault, as well as legislative items related to this issue under consideration in Congress. It also examines major trends in recent state policy around campus sexual assault, including affirmative consent requirements, transcript notations, campus climate surveys, and memorandums of understanding between campuses and external organizations like municipal law enforcement agencies and crisis centers. The brief concludes with a short advocacy statement indicating AASCU's support for legislation that improves sexual assault prevention, provides robust support services to victims, and ensures an equitable disciplinary process.

Critical Analysis and Visibility of State Policy Issues

AASCU has maintained its commitment to national leadership on state higher education policy issues. Earlier in the year, AASCU released its annual *Top Ten State Policy Issues* brief, which was followed by a summary of proposals related to higher education synthesized from governors' *State of the State* addresses in the spring of 2015. AASCU also contributed to the final report of the Post-Collegiate Outcomes (PCO) Initiative, which was published in March 2015 in partnership with APLU and AACCC.

AASCU released *Partnering for Prosperity: Advancing the Institutional and State Agenda Through an Effective Collegiate State Relations Program*. Collaborative relationships with state government are enabled and effective for public institutions by the presence of a comprehensive collegiate state relations program that will provide a framework for building an effective program and fully integrating it in an institutions' mission. *Partnering for Prosperity* was written and published as a guide for institutions to bolster funding opportunities and to create effective relations with funding sources and legislative stakeholders.

FIRST
GENERATION
COLLEGE
GRAD
WE DID IT
MOM

Celebration of Landmark Legislation

AASCU marked the 50th anniversary of the Higher Education Act with a special celebration during the Annual Meeting. The event took place on the Texas State University campus where President Lyndon Baines Johnson signed the act into law in November of 1965. TSU—then Southwest Texas State College—was Johnson’s alma mater.



Commemoration of the signing of the HEA was in recognition of Johnson’s vision for improved opportunity for all Americans and how it radically changed—and improved—both higher education and America in numerous ways. Not only did access to postsecondary education and training vastly increase as a direct result of federal support, higher education mitigated many of the historical inequities in American society.

In addition to working with Texas State, AASCU collaborated with the Association of Public and Land-grant Universities, and the Lyndon Baines Johnson Presidential Library and Museum in the celebration. The program featured a panel discussion with former Secretaries of Education Rod Paige and Margaret Spellings. Historian Mark Updegrove, director of the Lyndon Baines Johnson Presidential Library and Museum, moderated the discussion. Remarks by current Secretary of Education Arne Duncan and former Secretary Richard Riley were presented via video.

Luci Baines Johnson, daughter of President Johnson, spoke at a dinner that concluded the celebration.

It should be noted that AASCU’s first leader, Allan W. Ostar (now 91 years old), was invited by President Johnson’s education advisor, Douglass Cater, to help write the HEA. Ostar advocated for more federal grants for students and, in his words, was “fairly strongly opposed to having a significant dependence on loans.”



Commitment to Leadership, Achievement and Service

Expansion of International Education Opportunities

Expanding the opportunities for AASCU members' faculty and students to have international education opportunities remains a priority.

In the fall of 2015 AASCU, representing its more than 400 members, and the Ministry of Higher Education of Cuba, representing the country's universities and research centers, signed a memorandum of agreement at the conclusion of AASCU's presidential mission to Cuba. The agreement focused on the creation of a joint task force that will be responsible for implementing several goals including: developing mutually beneficial opportunities for faculty professional development, increasing student mobility and for joint research at the undergraduate and graduate levels and creating and academic collaboration framework with specific steps and actions and continuing to support lifting the U.S. commercial, financial and economic embargo of Cuba.

AASCU has created a Higher Education Innovation Center in Shanghai with long-time Chinese partner, the China Education Association for International Exchange, part of the Chinese Ministry of Education in Beijing. Through the division of Academic



Leadership and Change, the Association also created a new summer study program, the China Studies Institute (CSI), a three-week study seminar in Shanghai for faculty from AASCU institutions; this is a parallel program to the long-established Japan Studies Institute (JSI).

Building on the American Democracy Project

The American Democracy Project (ADP) is one of the largest and most successful civic engagement projects in American higher education. Three years ago, ADP supported the development of a companion community college civic project, The Democracy Commitment (TDC), which houses its national director at AASCU. ADP and TDC invited student affairs colleagues at NASPA to join in organizing the annual

civic engagement conference in June 2015. This new partnership is strengthening AASCU's civic work in many ways. The national meeting—Civic Learning & Democratic Engagement—is now a collaboration among AASCU, community colleges and student affairs professionals. The organizations will partner to increase the breadth and depth of the civic learning and engagement work undertaken across the spectrum of institutions represented by these organizations. The 2015 meeting was the largest in AASCU's history, with more than 650 attendees.

Planning is underway to organize ADP and TDC into a broader Center for Civic Learning and Community Engagement within the Academic Leadership and Change Division. The center will focus on supporting AASCU institutions and cooperating community colleges in their efforts to provide robust civic learning and



democratic engagement opportunities for all undergraduates. The planned center also will provide additional support to member institutions as they endeavor to recruit and retain faculty committed to community engaged scholarship and build robust campus community partnerships. And it will work to advance research and assessment efforts and to provide campus leadership with messaging connecting civic engagement to student retention, success, and career preparation.

Serving Service Members

Servicemembers Opportunity Colleges (SOC) Department of Defense contract for Option Year One was activated in September of 2015. The contract remains a sole source contract for the two option years through September 30, 2017.

Other work in conjunction with the Department of Defense included reshaping the SOC Degree Network System, which focuses on guaranteed course transferability among member schools; completing a White Paper on “*The Relationship between Education Attainment and Career Aspirations*” and establishing a Career and Technical Education Resource list for servicemembers to pursue credit-bearing certificates to enhance employment options once they are separated from military service.

Partnerships that Enhance Research and Strategy

AASCU’s corporate partners continue to serve as a valuable source of information for AASCU members. By contributing content to the research and strategy page on aascu.org, partners provide resources that help AASCU members find information about many of their most pressing questions. Additions in 2015 included the latest EDUCAUSE report for AASCU leaders, which focuses on administrative systems; a white paper on the importance of institutional impact reports provided by Lyon Software; an article on change management from McKinsey & Company; results of a joint research project on international enrollment

partnering with World Education Services; and a report on the factors that motivate AASCU leaders and campuses to improve degree completion rates underwritten by the Lumina Foundation.

Recognition of Member Achievement

AASCU’s 2015 Excellence and Innovation Awards honored member institutions for advances in student success and college completion, regional and economic development, leadership development and diversity, and international education. Two awards were given in each category.

Recipients of the awards, which were presented at the AASCU Annual Meeting in Austin, Texas in October, are as follows:

- Student Success and College Completion:** Cleveland State University (Ohio) and Western Kentucky University;
- Regional and Economic Development:** Northern Arizona University and Washington State University Vancouver;
- Leadership Development and Diversity:** California State University, Long Beach and the University of West Georgia;

International Education: California State University, Fresno and Northwest Missouri State University. Criteria for the winning entries 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.



Supporting Leadership and Institutional Effectiveness

AASCU has offered leadership development since its founding 55 years ago. A characteristic that makes AASCU distinctive is its primary focus on and support for the president or chancellor and his or her senior leadership team. AASCU is dedicated to the goal of

building and enhancing leadership for public higher education, especially those who serve as leaders of state colleges and universities. Programming is grounded in AASCU's values and is focused on presidential success. Professional and leadership development is offered

through conferences and specialized meetings that include preparation for the presidency, orientation and development for new presidents, programming for experienced presidents and spouse/partner programming.

The Millennium Leadership Initiative (MLI) has become a cornerstone in AASCU's leadership development programs; its mission aligns closely with AASCU's 2015-

2020 Strategic Plan that has a strong focus on professional leadership development

The 4-day MLI Institute held in June of 2015 was one of MLI's most successful, with an average session score across on programs presented being over 9 on a 10-point scale. The 2015 data also reflect that over the past 16 years MLI has helped 485 program participants (protégés) complete the program; it has 88 graduates who have attained a presidency, with an additional 19 graduates having attained two presidencies and 2 graduates who have achieved three presidencies. This means that MLI has helped its graduates achieve 109 total presidencies at diverse institutions across this country.

Mary Evans Sias joined AASCU in June as the new director for the Millennium Leadership Initiative and assistant to the president upon the retirement of Gladys Styles Johnston. She has been working to ensure that MLI will be able to continue and



expand its work with the talented administrators who come from diverse backgrounds who seek to expand their career advancement opportunities.



AASCU's **2015 Annual Meeting** explored public higher education's role in a changing world with the theme "The New American Mosaic: Opportunities for All." Ron Brownstein—political director for Atlantic Media Company, editorial director and columnist for the *National Journal*, and senior political and election analyst for CNN—was a keynote speaker. Don Betz, president of the University of Central Oklahoma, was the President-to-Presidents lecturer and Kathy Best, three-time Pulitzer Prize winner and editor of *The Seattle Times* received AASCU's 2015 Distinguished Alumnus Award.



Keith Motley, chancellor of the University of Massachusetts Boston and 2015 chair of the AASCU Board of Directors, led the Board and Council of Presidents meetings.





The theme of the 2015 **Summer Council of Presidents**, held in Denver, Colo. was Insight + Innovation = Transformation. With a focus on presidential leadership and professional development, this meeting covered a number of topics including leading change in higher education, emerging technologies, disruptive innovation and the president's role in creating a safe campus environment.



The **Division of Academic Leadership and Change** (ALC) offers approximately 15 conferences and workshops annually. A new collaborative meeting—Civic Learning and Democratic Engagement (CLDE)—debuted in 2015. Formerly the national American Democracy Project meeting, CLDE is a partnership with The Democracy Commitment and NASPA—the association of student affairs professionals. The 2015 meeting had more than 650 attendees. ALC also inaugurated a China Studies Institute (CSI), a three-week study seminar in Shanghai for faculty from AASCU institutions; this is a parallel program to the long-established Japan Studies Institute (JSI).



The AASCU **New Presidents Academy** is tailored to the distinctive needs of presidents and chancellors who lead state

colleges and universities. The program provides practical advice grounded in leadership research and complemented by the knowledge

and experience of current and former AASCU presidents who serve as faculty. The 2015 Academy was held in La Jolla, Calif.

AASCU provides professional development opportunities for members of the university leadership team including provosts, government relations professionals and communications officers. In addition AASCU offers special topic meetings; in 2015 AASCU held a presidential symposium in Minneapolis, Minn. that looked at the challenges in enrollment management for state colleges and universities.



AASCU Members Demographically

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 60,000 students and are located in suburbs, towns and cities, and in rural America.

- The **average** enrollment of an AASCU school is **10,165**.
- The **smallest** AASCU member has **810** students.
- The **largest** AASCU member has **60,767** students.

- **39** percent of AASCU institutions are located in **rural areas and towns**.
- **42** percent of AASCU institutions are located in **cities**.
- **19** percent of AASCU institutions are located in **suburbs**.

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

- AASCU institutions have awarded more than **589,691 bachelor's degrees**, representing **49** percent of all bachelor's degrees granted at four-year public colleges and universities in the United States.
- Member institutions awarded **nearly 34,000** associate degrees and sub-baccalaureate certificates.



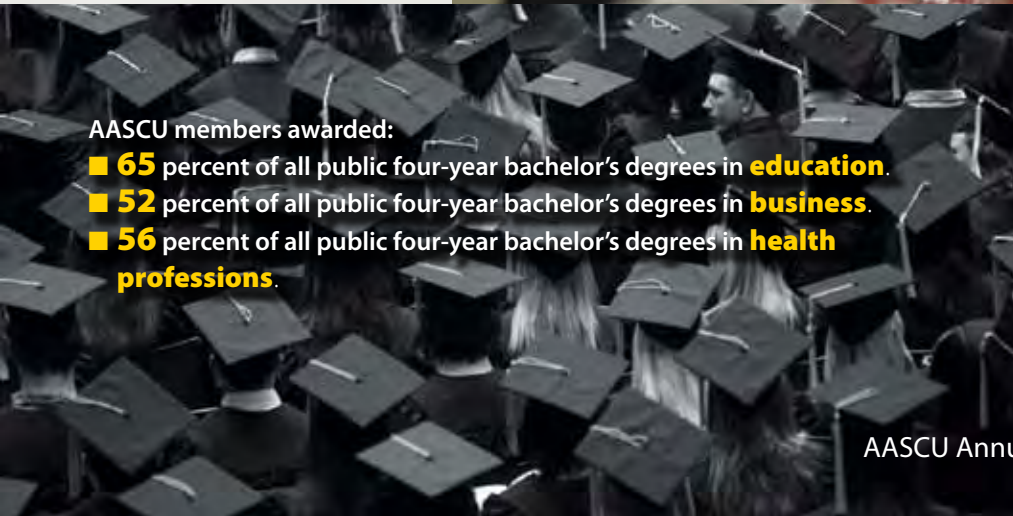
Carnegie Classifications of AASCU Institutions*

- **65** percent are classified as **master's degree** institutions.
- **7** percent are classified as **doctoral/research** institutions.
- **16** percent are classified as **baccalaureate** institutions.
- **9** percent are classified as **research** universities.
- **1** percent are classified as **associate institutions**.
- **2** percent are classified as **baccalaureate/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**.
- **52** percent of all public four-year bachelor's degrees in **business**.
- **56** percent of all public four-year bachelor's degrees in **health professions**.





About the Students We Serve

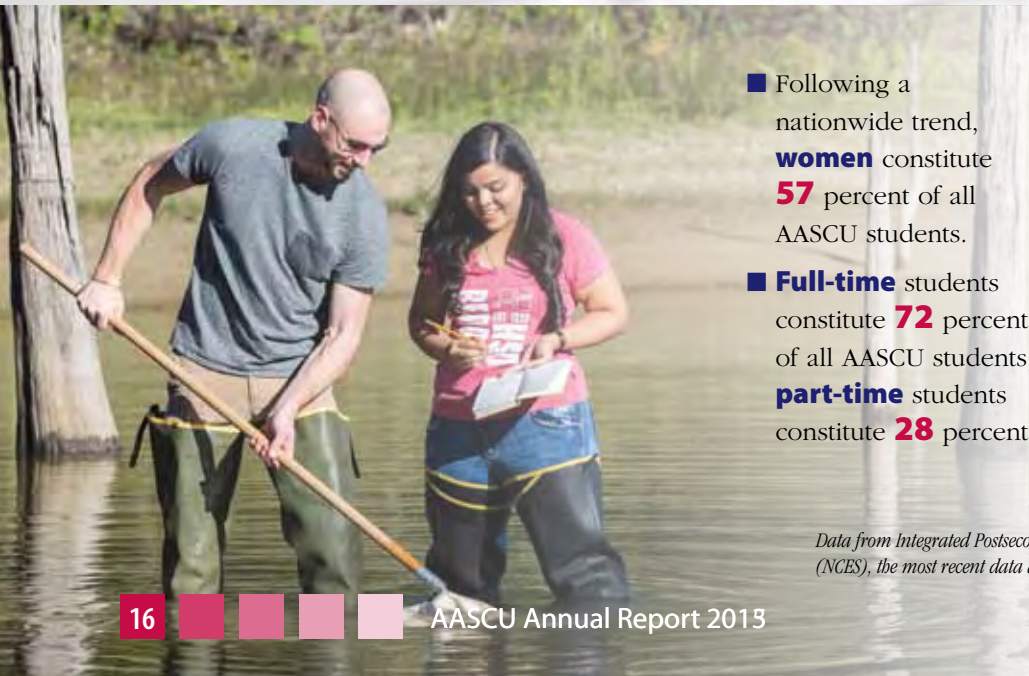
Nearly **four million** students attend AASCU colleges and universities, representing **46 percent** of all students at public four-year institutions and **28 percent** of all students attending four-year colleges and universities.



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

- **82** AASCU schools have minority students constituting at least **half** of their student population.
- AASCU represents **38 historically black** colleges and universities and **35 Hispanic-serving** institutions.

Among all public four-year institutions, AASCU colleges and universities educate approximately **48 percent** of all **minority** students. This includes **59 percent** of all **African-American** students, **43 percent** of all **Hispanic** students, **48 percent** of all **Native Americans and Alaskan Natives**, and **46 percent** of **Asians/Pacific Islanders**.



- Following a nationwide trend, **women** constitute **57 percent** of all AASCU students.
- **Full-time** students constitute **72 percent** of all AASCU students; **part-time** students constitute **28 percent**.

- 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 **2014**, nearly **1 million** students at AASCU colleges and universities were **25 years old or older**; **48 percent** of all **part-time** students attending a public four-year college or university attend an **AASCU institution**.

Data from Integrated Postsecondary Data System (IPEDS) of the National Center for Education Statistics (NCES), the most recent data available.

Operational Divisions

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

The division also produces monographs and reports, including the 2015 release of *Operationalizing Stewards of Place* and the 2014 release of *Becoming a Steward of Place: Four Areas of Institutional Focus*—sequels to the 2002 publication, *Stepping Forward as Stewards of Place*. Other projects include Re-imagining the First Year of College, a major three-year initiative to identify, test and implement a series of programs, strategies and tools that will increase retention rates and success for first-year students; 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 meetings and dozens of web conferences each year. Further, GRC members drive the development of additional, national-scale resources through the GRC Community and Economic Development Task Force, the *Grants.gov* Task Force, and the Health Research and Education Task Force.

In addition, GRC offers its members several topical publications, including the *GRC Bulletin*, a twice-weekly digest of all federal requests for proposals, meeting notices, and rulemaking announcements relevant to higher education.

This digest allows research and sponsored programs staff members to direct more time and effort at proposal development. Another 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.

Administration and Finance

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. We pursue a continuous improvement approach to deliver efficient and high quality services. We strive 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 assuring 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 the Facilities division 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.

The Human Resources Department 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 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.

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, and First Generation



Voices, a multi-media initiative that features students who are the first in their families to attend college. 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.



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 and the 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.

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 for 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

Since being formally established just over two years ago, AASCU's Corporate Partnerships Program has focused on developing partnerships with organizations that provide programmatic and financial support for AASCU's work as well as resources for AASCU members.

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 AASCU's international work.

The program has surpassed revenue goals each year and has helped to create new programming and research. Highlights include the development of two regional presidential symposiums, sponsored research and the creation of the corporate partnerships research and strategy webpage. Members have access to reports and case studies, a new webinar series and enhanced programming at AASCU's national meetings.

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.

Millennium Leadership Initiative

The Millennium Leadership Initiative (MLI) is a unique professional development program which grew out of a vision of African American presidents to prepare a more diverse higher education executive leadership. MLI is designed for higher education administrators such as deans, vice presidents and provosts, to help them become more competitive for the competition and placement as a president or chancellor at an institution of higher education. Additionally, a few other professionals with backgrounds in other senior administrative areas are considered for placement in MLI, if they are appropriately nominated by a currently sitting or former president or chancellor. The MLI experience also serves to help senior administrators decide if becoming a president is an appropriate career choice for them.

While MLI is open to all qualified applicants who apply, the program especially seeks to serve underrepresented groups, women and all others who are



properly nominated and qualified for consideration for a senior executive position in higher education. Accepted applicants (chosen by an MLI presidential screening committee) complete a two-part program. The first component is a four-day institute that offers an intensive and focused program with a nationally renowned and committed faculty comprised primarily of presidents, chancellors and topical experts. The second component is a required yearlong mentorship with a president or chancellor. Other components include a preliminary assessment analysis taken by the participant s prior to their arrival at the institute. The results are reviewed at the institute and an analysis of the results is presented to each individual. Also, a professional coaching component has been added which provides coaching every other week over a 90 day period after the conclusion of the June institute.

Founded in 1999, with a role and mission of increasing the number and level of executive placements, MLI has graduated 485 participants through 2015. To date, 88 of these graduates have held a presidency or chancellorship. An additional

19 graduates are in their second presidency/chancellorship and 2 more are in their third presidency or chancellorship. More than 54 percent serve as a president or chancellor at an AASCU institution. Also, more than 40 percent of the 485 graduates (protégés) have moved up to their next career level position.

Servicemembers Opportunity Colleges (SOC)

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.

The Career and Technical Education (CTE) program identifies career and technical education degrees and certificates for servicemembers that build upon military training and occupational experiences. SOC is developing, vetting, and maintaining a resource list of programmatically accredited career and technical education degrees and certificate programs representing careers with positive growth potential for servicemembers. The resource list will benefit military education counselors, academic advisers, and servicemembers.

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.

Financial Statements

Statement of Activities

Revenue

	FY15	FY14
Grants and Contracts	\$4,800,215	\$4,749,457
AASCU Program Memberships	6,270,445	5,848,336
Meetings and Workshops	1,215,469	1,360,560
Net investment income (loss)	151,205	893,926
Other Revenues	1,471,677	1,073,156
	<u>13,909,011</u>	<u>13,925,435</u>

Expenses

Occupancy	585,068	583,172
Printing and Publications	165,165	159,315
Meetings and Workshops	1,017,812	777,322
Travel	619,424	493,792
Other Expenses	11,275,891	11,046,608
	<u>13,663,360</u>	<u>13,060,209</u>
Non-Periodic Post Retirement Benefits—Decrease (increase)	(51,338)	(121,680)

Change in Net Assets

	<u>194,313</u>	<u>743,546</u>
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Statement of Financial Position

Assets

Cash	1,524,451	2,569,329
Investments	9,720,395	9,632,397
Building, Property and Equipment	6,000,407	5,977,080
Receivables	2,740,527	2,041,047
Deposits	390,528	392,480
Other	683,946	392,677
	<u>21,060,254</u>	<u>21,005,010</u>

Liabilities and Net Assets

Liabilities		
Bond Payable (building ownership)	3,555,231	3,935,733
Accrued Salary, Benefits and Post-Retirement	3,297,315	3,044,416
Accounts Payable	3,236,427	3,247,893
	<u>10,088,973</u>	<u>10,228,042</u>

Net Assets

Unrestricted	8,899,697	8,655,472
Temporarily Restricted	1,071,584	1,121,496
Permanently Restricted	1,000,000	1,000,000
	<u>10,971,281</u>	<u>10,776,968</u>
Total Net Assets	<u>21,060,254</u>	<u>21,005,010</u>
Total Liabilities and Net Assets	<u>21,060,254</u>	<u>21,005,010</u>

Note: The 2014 financial statements were restated due to a change in accounting for the Servicemembers Opportunity Colleges contract.

AASCU Membership Benefits

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.

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.

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.





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.

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.

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.



2015 AASCU Board of Directors

Officers

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Chancellor, University of
Massachusetts Boston

Stephen M. Jordan (Chair-
Elect), President,
Metropolitan State University
of Denver

Tomás D. Morales (Past Chair),
President, California State
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Deborah F. Stanley, (Secretary-
Treasurer) President State University of New York College at Oswego



Directors

Linda M. Bleicken, President, Armstrong State University (Ga.)

Mickey Burnim, President, Bowie State University (Md.) *[Appointed to fill Keith Miller's unexpired terms January 2015]*

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Regents for Higher
Education



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David L. Soltz, President, Bloomsburg University of Pennsylvania

William Ruud, President, University of Northern Iowa

2014-2015 Leadership Committees

The following chairs and vice chairs of AASCU's standing committees were appointed summer 2014 by Board Chair, Tomás Morales and Chair-Elect Keith Motley

Committee on Economic And Workforce Development

Chair: Michael Driscoll, President, Indiana University of Pennsylvania

Vice Chair: Bonita C. Jacobs, President, University of North Georgia

Committee on International Education

Chair: Gregory R. Weisenstein, President, West Chester University of Pennsylvania

Vice Chair: Sue Henderson, New Jersey City University

Committee on Policies And Purposes

Chair: Judith A. Bense, President, University of West Florida

Vice Chair: David Soltz, Bloomsburg University of Pennsylvania

Committee on Professional Development

Chair: Paul B. Beran, Chancellor, University of Arkansas - Fort Smith

Vice Chair: Mary Cullinan, Eastern Washington University

Committee on Sustainable Development

Chair: John M. Anderson, President, Millersville University of Pennsylvania

Committee on Teacher Education

Chair: Mary Papazian, Southern Connecticut State University

Vice Chair: Leroy Morishita, California State University, East Bay

Committee on The Undergraduate Experience

Chair: F. Dominic Dottavio, Tarleton State University (Texas)

Council of State Representatives

Chair: Stephen M. Jordan, President, Metropolitan State University of Denver (Colo.)

Nominating Committee

Chair: R. Barbara Gitenstein, President, The College of New Jersey

Council of State Representatives (2015)

Alaska

Richard Caulfield, Chancellor, University of Alaska Southeast

Arizona

Eileen Klein, President, Arizona Board of Regents

Arkansas

Glendell Jones, President, Henderson State University

Charles Welch, President, Arkansas State University System

California

Richard Rush, President, California State University Channel Islands

Colorado

P. Kay Norton, President, University of Northern Colorado

Stephen Jordan, President, Metropolitan State University of Denver

Connecticut

John Miller, President, Central Connecticut State University

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

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

Sandra Woodley, President, University of Louisiana System

F. King Alexander, President and Chancellor, Louisiana State University

Maine

James Page, Chancellor, University of Maine System

Maryland Robert Caret, Chancellor, University System of Maryland

Massachusetts

Martin Meehan, President, University of Massachusetts System

Vincent Pedone, Executive Officer, State Colleges of Massachusetts Council of Presidents

Michigan

George Ross, President, Central Michigan University

Minnesota

Earl Potter, President, St. Cloud State University

Mississippi

James Borsig, President, Mississippi University for Women

Missouri

John Jasinski, President, Northwest Missouri State University

Nebraska

John Christensen, Chancellor, University of Nebraska at Omaha

Nevada

Bart Patterson, President, Nevada State College

New Jersey

Michael Klein, Chief Executive Officer, New Jersey Association of State Colleges and Universities

New Mexico

Joseph Shepard, President, Western New Mexico University

New York

Marcia Keizs, President, City University of New York - York College

Merodie Hancock, President, State University of New York - Empire State College

North Carolina

Debra Saunders-White, Chancellor, North Carolina Central University

North Dakota

Gary Hagen, President, Mayville State University

Ohio

David Hopkins, President, Wright State University

Oklahoma

Glen Johnson, Chancellor, Oklahoma State Regents for Higher Education

Oregon

Wim Wiewel, President, Portland State University

Pennsylvania

Michael Fiorentino, President, Lock Haven University of Pennsylvania

Puerto Rico

Jan Varona, Chancellor, University of Puerto Rico Cayey

Rhode Island

Nancy Carriuolo, President, Rhode Island College

South Dakota

Tom Jackson, President, Black Hills State University

Tennessee

Brian Noland, President, East Tennessee State University

Texas

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

William Flores, President, University of Houston-Downtown

Brain McCall, Chancellor, Texas State University System

Utah

Charles Wight, President, Weber State University

Vermont

Joseph Bertolino, President, Lyndon State College

Virgin Islands

David Hall, President, University of the Virgin Islands

Virginia

Jonathan Alger, President, James Madison 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

AASCU 2014-2015 Members

Alabama

Alabama A&M University
Alabama State University
Athens 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
Governors 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
Northwestern 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

Maine

University of Maine at Augusta
University of Maine at Fort Kent
University of Maine at Machias
University of Maine at Presque Isle
University of Maine System
University of Southern Maine

Maryland

Bowie State University
Coppin State University
Frostburg State University
Morgan State University
Salisbury University
Towson University
University of Maryland Eastern Shore
University of Maryland University College
University of Maryland, Baltimore County
University System of Maryland

Massachusetts

Fitchburg State University
Framingham State University
Massachusetts College of Liberal Arts
Salem State University
State Colleges of Massachusetts Council of Presidents
University of Massachusetts Boston
University of Massachusetts Dartmouth
University of Massachusetts System
Westfield State University
Worcester State University

Michigan

Central Michigan University
Eastern Michigan University
Ferris State University
Grand Valley State University
Northern Michigan University
Oakland University
Saginaw Valley State University
University of Michigan - Dearborn
University of Michigan - Flint

Minnesota

Bemidji State University
Metropolitan State University
Minnesota State Colleges and Universities
Minnesota State University Mankato
Minnesota State University Moorhead
Southwest Minnesota State University
St. Cloud State University
University of Minnesota Duluth
Winona State University

Mississippi

Alcorn State University
Delta State University
Jackson State University
Mississippi Institutions of Higher Learning
Mississippi University for Women
Mississippi Valley State University
University of Southern Mississippi

Missouri

Harris-Stowe State University
Lincoln University of Missouri
Missouri Southern State University
Missouri State University
Missouri Western State University
Northwest Missouri State University
Southeast Missouri State University
Truman State University
University of Central Missouri
University of Missouri-St. Louis

Montana

Montana State University Billings
Montana State University, Northern
Montana Tech of The University of Montana

Nebraska

Chadron State College
Nebraska State College System
Peru State College
University of Nebraska at Kearney
University of Nebraska at Omaha
Wayne State College

Nevada

Nevada State College

New Hampshire

Keene State College
Plymouth State University
University System of New Hampshire

New Jersey

Montclair State University
New Jersey Association of State Colleges and Universities
New Jersey City University
Ramapo College of New Jersey
Richard Stockton College of New Jersey
Rowan University
Rutgers University Newark
Rutgers University-Camden
The College of New Jersey
Thomas Edison State College
William Paterson University

New Mexico

New Mexico Higher Education Department
New Mexico Highlands University
Northern New Mexico College
Western New Mexico University

New York

City University of New York Lehman College
City University of New York, Brooklyn College
City University of New York, College of Staten Island
City University of New York, Hunter College
City University of New York, Medgar Evers College
City University of New York, Queens College
City University of New York, York College
Farmingdale State College (SUNY)
Purchase College, State University of New York
State University of New York
State University of New York - Empire State College
State University of New York at Fredonia
State University of New York at New Paltz
State University of New York College at Cortland
State University of New York College at OldWestbury
State University of New York College at Oneonta
State University of New York College at Oswego
State University of New York College at Plattsburgh
State University of New York College at Potsdam
SUNY College of Agriculture and Technology at Cobleskill
SUNY College of Technology at Alfred
State University of New York, Buffalo State
The City College of New York, CUNY
The City University of New York
The College at Brockport (SUNY)

North Carolina

Appalachian State University
East Carolina University
Elizabeth City State University
Fayetteville State University
North Carolina Agricultural & Technical State University
North Carolina Central University
University of North Carolina
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of North Carolina at Pembroke
University of North Carolina Wilmington
Western Carolina University
Winston-Salem State University

North Dakota

Dickinson State University
Mayville State University
Minot State University
North Dakota University System Office
University of North Dakota
Valley City State University

Ohio

Bowling Green State University
Central State University
Cleveland State University
Shawnee State University
University of Toledo
Wright State University

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-Pan American
University of Houston-Clear Lake
University of Houston-Downtown
University of Houston-Victoria
University of Texas at Brownsville
University of Texas at Tyler
West Texas A & M University

Utah

Dixie State University
Southern Utah University
Utah System of Higher Education
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

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Page 3: University of Massachusetts Boston; East Stroudsburg University of Pennsylvania.

Page 4: Armstrong State University; California State University, East Bay.

Page 5: University of Central Oklahoma.

Page 6: Western Washington University.

Page 7: College of Charleston.

Page 8: Washington State University Vancouver.

Page 15: Western New Mexico University; University of Northern Iowa; University of Arkansas at Little Rock; California State University, Fresno.

Page 16: Salisbury University; North Carolina A&T State University; Henderson State University.

Page 18: California State University, Fresno.

Page 21: Washington State University Vancouver.

Page 22: University of Northern Iowa.



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