

SERVING OUR MEMBERS IN TURBULENT TIMES

2017 ANNUAL
REPORT

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



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FROM THE *President*



This annual report highlights programs and initiatives AASCU has undertaken in 2017 that speak to the association's commitment to leading a public higher education agenda and employing our expertise, advocacy and resources in support of our members and the students they serve.

During 2017, the operational divisions within AASCU—working separately and collaboratively—facilitated efforts that advanced the distinctive mission of our members. Strong programs and a comprehensive professional development approach for presidents and chancellors and their leadership teams bolstered our achievements.

A review of programs and projects undertaken in 2017 include our national leadership in student success; advocacy and policy expertise around Title IX, Deferred Action for Childhood Arrivals (DACA) and the tax reform bill; teacher education; expansion of the *Opportunities for All* campaign; and enhancement of the American Democracy Project.

AASCU plays a significant role in addressing both the challenges and opportunities that confront our members. 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.

This partnership between AASCU and its members sets our association apart. Most meaningful for me is the work we've accomplished together in service to students. AASCU members are the institutions of upward mobility—it is our state colleges and universities that deliver on the American promise of opportunities for all.

It has been a privilege for me to serve as your president. AASCU is your association; it is dedicated to your mission and your values. I encourage you to remain involved.

A handwritten signature in black ink that reads "Muriel A. Howard". The signature is fluid and cursive, written in a professional style.

Muriel A. Howard

To refer to 2017 as a challenging time for public higher education does not do justice to the myriad of complex issues AASCU addressed on behalf of its members. This report reflects AASCU's leadership and advocacy; support of institutional commitments through work on student success, access and opportunity; commitment to building institutional leadership; and advancement of the distinctive mission of state colleges and universities.

The value of the best associations—and AASCU in particular—is found in the capacity to identify significant trends and issues that will affect membership, vision and values. Our tagline, Delivering America's Promise, reflects our members' mission and 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 the work of AASCU for and with its members.

Advocating for Members and the Students They Serve



Engaged Members on Title IX

Since the beginning of President Trump's administration, AASCU has had a high level of engagement on Title IX that included several convenings and meetings.

AASCU and NASPA convened a Capitol Hill Forum/Briefing on Campus Sexual Assault in January 2017. The event consisted of two moderated panels featuring university presidents and experts in student affairs and Title IX. The first panel focused on campus sexual violence from the perspective of university presidents, and the second panel addressed prevention, adjudication, and the challenges Title IX coordinators face on campus.

In June 2017, AASCU's President Muriel Howard and Vice President for Government Relations and Policy Analysis Michael Zola met with Candice E. Jackson, the acting assistant secretary for the Office of Civil Rights (OCR), to discuss important Title IX enforcement and compliance issues and the administration's civil rights policy.



Dec. 20, 2017 Statement on Congressional Passage of Tax Reform Bill

We are pleased the tax bill passed by Congress no longer includes a number of higher education provisions, including the taxation of graduate tuition remissions, consolidation of certain education-related tax credits, and the elimination of the state and local tax (SALT) deduction.

However, we remain deeply concerned about the downstream effects this legislation may have on the ability of state and local governments to fund public higher education...



Dec. 1, 2017 Statement on the PROSPER Act to Reauthorize the Higher Education Act (HEA)

Congressional reauthorizations are opportunities to improve on current law. This next reauthorization of the HEA could accomplish that by addressing the significant changes in American higher education since the law was last reauthorized in 2008.

While we appreciate the effort to address these changes, the proposed legislation represents a step backwards on access and quality because it eliminates important student benefits and undermines accountability. Students and the nation need more of both...

AASCU and its member presidents participated in the OCR Summit on Title IX held in July. Education Secretary Betsy DeVos and Jackson met with concerned parties on the U.S. Department of Education's (ED) requirements for institutions of higher education with respect to campus sexual assault cases. President Dianne Harrison of California State University, Northridge and President John Jasinski of Northwest Missouri State, along with Zola, attended the event.

In September, AASCU and its member presidents participated in a Listening Session with OCR and the Office of the General Counsel on Title IX. Harrison, Jasinski, and President Fram Virjee (California State University General Counsel) shared specific and detailed information with the ED lawyers who will be drafting the regulations.

Zola represented AASCU on a select committee of higher education stakeholders that drafted a principles document around what the ED's planned rulemaking around Title IX should look like. This document was submitted to ED in late 2017.



Defended Education in the Historic Federal Tax Overhaul

The Tax Cuts and Jobs Act, the legislation to amend the tax code, began with several significant provisions detrimental to higher education, including the outright rescission of the State and Local Tax (SALT) deduction in the Senate's version of the bill. The SALT deduction is exceedingly important to state and local spending on public higher education. In response to intense pressure from AASCU, the higher education committee writ large and other powerful voices, the final bill included a

SALT deduction component that partly retained current law. Interest on student loan deductions and other unfavorable proposals did not make it into the final bill. AASCU participated in numerous Hill meetings, letter writing exercises and other advocacy efforts that helped shape the final law, which is imperfect but an improvement over the original draft.

Defended DACA, Opposed the Travel Ban

AASCU also invested significant time into issues surrounding immigration and the Deferred Action of Childhood Arrivals (DACA) program. The administration's hardline positions on immigration have been particularly challenging for higher education. The original travel ban, subsequent revisions, and the courts' interventions created confusion and potentially contributed to a murky perception of American colleges and universities among overseas prospects. AASCU actively opposed the travel ban and joined an amicus brief filed with the Supreme Court in September.

Positioned AASCU for the Reauthorization of the Higher Education Act

The House Committee on Education and the Workforce introduced and legislatively marked up its draft proposal to reauthorize the Higher Education Act (HEA), called the Promoting Real Opportunity, Success, and Prosperity through Education Reform (PROSPER) Act (HR 4508). The PROSPER Act was favorably reported to the House, as amended, by a party-line vote of 23-17. AASCU President Muriel Howard issued a statement describing Committee passage of the PROSPER act as "an untimely and significant retreat from our collective commitment to Americans' access to affordable, high-quality higher education." AASCU participated with the other presidential associations in communicating formally and publicly significant concerns with the proposed legislation, positioning AASCU for the legislative process during the next session of Congress.



Sept 5, 2017 Statement on the Termination of the DACA Program

We...strongly oppose, the administration's decision to end the Deferred Action for Childhood Arrivals (DACA) program...Today's announcement is all the more unfortunate in light of the administration's failure to articulate a solution to the plight of the more than 800,000 young people whose lives are turned upside down by this action. ... In terminating the program without proposing policy alternatives, the White House is abandoning these young and talented individuals to a fate that is as unnecessary as it is cruel.



Focusing on Student Success



Re-imagining the First Year Project Receives Additional Support

AASCU's Re-imagining the First Year (RFY) project is a three-year project (2016-2018) led by the Division of Academic Leadership and Change, and is designed to ensure success for all students, with a special focus on low-income students, first-generation students, and students of color. The project held two major meetings in 2017 and earned additional funding.

The Data Summit took place in Orlando, Fla., in June and concentrated on finding, analyzing and using data to inform campus decisions related to student success. The second RFY gathering coincided with the 2017 Academic Affairs Summer Meeting in Baltimore. Each of the 44 RFY campuses brought a team to the meeting. These teams were asked to update their implementation plan by the end of June and utilized those plans during the RFY preconference

workshop to compare and contrast practices between institutions. Teams also revisited their progression metrics and engaged in a structured networking activity about change management.

RFY is supported by an initial \$1.5 million grant from the Bill & Melinda Gates Foundation and a \$328,000 grant from the Strada Education Network. In the fall of 2017, the Gates Foundation offered a \$1 million RFY supplemental grant, making the total for this project \$2,828,000.

Transformation Network to Support Student Success

To better serve the new majority of students—those who come from a wide range of backgrounds and bring with them an equally diverse set of needs—AASCU embarked on an ambitious new initiative to build capacity to function as a student success transformation network for and with AASCU institutions.

In support of this work, the Bill & Melinda Gates Foundation awarded AASCU a \$1.2 million grant in November 2017. During a two-year period beginning in January 2018, AASCU will design structures and processes to increase our ability to assist our member institutions with implementing evidence-based campus practices that improve success outcomes for all students.

The grant will allow AASCU to develop new tools, programs and services supporting student success work on member campuses. This project should help substantially increase student attainment rates, while advancing the commitment of AASCU schools to produce credentials of value.



Advancing Our Members' Mission and Values



Opportunities for All Builds Support

Opportunities for All (O4A), a national branding and messaging campaign, provides a platform for a national conversation and a unified message by AASCU and its members about the value and values of state colleges and universities and builds support for our state colleges and universities.

The campaign's goals in 2017 focused on building commitments to the program and on supporting the development of collaborative leadership on campuses, in campus communities and regionally among members. To that end, AASCU held a regional meeting for campus O4A liaisons in San Diego prior to the December Higher Education Government Relations Conference. Attendees listened to presentations from colleagues who had developed successful initiatives in support of the campaign, and discussed opportunities for enhancing the work both on their campuses and collaboratively between their institutions.

American Democracy Project Expands Its Reach

The American Democracy Project (ADP) is one of the largest and most successful civic engagement projects in American higher education. Interest in the work of ADP grew significantly in 2017, with additional

members joining and other AASCU campuses reengaging.

During the fall of 2017, ADP and NASPA's Lead Initiative hosted an Engaged Campus Institute focused on strategic planning around civic learning, community engagement and preparation for the 2020 Carnegie Community Engagement Classification. Twenty-three campus teams—selected through a competitive application process—participated, including 18 AASCU members.

ADP also launched a LEAP for Democracy initiative with the Fair Elections Legal Networks' Campus Vote Project, funded by a small grant from the Students Learn, Students Vote Coalition. These

activities will focus on engaging 15 AASCU historically black colleges and universities (HBCUs) in a nonpartisan, political learning and engagement effort to increase voter participation among students.

In 2017, AASCU introduced a fundraising campaign for ADP, which will celebrate its 15th anniversary in 2018. Funds raised through this national campaign will allow ADP to increase the number of programs and projects that will involve and engage AASCU campuses, with a special focus on political engagement. The campaign has raised more than a million dollars to date and has enabled AASCU to hire a senior director to oversee ADP's work.





Task Force Looks at University Partnerships

Serving as “stewards of place” is central to the mission of AASCUCU institutions. In 2017, the Office of State Relations initiated a project on university partnerships, chaired by California State University Channel Islands President Emeritus Richard Rush. A task force consisting of 16 AASCUCU presidents met in June to review their charge. The presidents are exploring all facets of university partnerships, with a broad definition that includes collaborating with the private sector, the non-profit community and governmental entities. The state relations team has created a first draft, with a goal of releasing the paper in 2018. The paper will act as a handbook for university leadership teams in developing and maintaining partnerships.

Awards Recognize Member Achievements

AASCUCU honored 11 members with the 2017 Excellence and Innovation Awards. This was the fourth year AASCUCU gave the awards in major areas of campus life and leadership: teacher education, civic learning and community engagement, international education, leadership development and diversity, regional and economic development, student success and college completion, and sustainability and sustainable development.

Recipients of the awards, presented at the AASCUCU Annual Meeting are as follows:

- › **The Christa McAuliffe Award for Excellence in Teacher Education:**
The University of Toledo (Ohio)
- › **Civic Learning and Community Engagement Award:** James Madison University (Va.), University of North Carolina at Charlotte, and Stockton University (N.J.)
- › **International Education Award:** State University of New York (SUNY) College at Oswego
- › **Leadership Development and Diversity Award:** Sam Houston State University (Texas)
- › **Regional and Economic Development Award:** University of Northern Iowa
- › **Student Success and College Completion Award:** California State University, Fresno and the University of Central Oklahoma
- › **Sustainability and Sustainable Development Award:** Comprehensive Award: Northwest Missouri State University and Innovative Project Award: SUNY Oswego

Corporate Partners Program Enhances Member Offerings

AASCU's Corporate Partnership Program continued to engage a variety of partners in support of the associations' conferences, special projects, and programs. In addition, partners brought subject matter expertise and thought leadership to issues of interest to members. The program exceeded its 2017 Annual Meeting sponsorship goal, which enabled AASCU to enhance meeting programming. Corporate partnership is an important component in the expansion of AASCU's non-dues revenue goals.

Report Addresses Presidents', Provosts' Roles in Teacher Education

AASCU released a report entitled "Preparing Teachers in Today's Challenging Context: Key Issues, Policy Directions and Implications for Leaders of AASCU Universities," the result of a task force on teacher education chaired by Virginia Horvath, president of SUNY Fredonia. The task force assessed the state of teacher education at member institutions, identified areas of innovation and success in the field, and highlighted the vital role of

presidents and provosts in strengthening and supporting the effectiveness of these programs for an increasingly diverse PK-12 student body. AASCU also began working on initiatives to promote the report's findings and policy recommendations and to highlight teacher education programs at AASCU institutions.



AASCU 2017 Annual Meeting



Supporting Leadership and Institutional Effectiveness



AASCU has offered leadership and professional development opportunities since its founding nearly 60 years ago. A characteristic that makes AASCU distinctive as an association 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.

A comprehensive approach to 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 spouses/partners, meetings for provosts and those interested in becoming a provost, and a conference for those exploring a career in higher education. AASCU also provides professional development opportunities for government relations professionals and communications officers, and offers topical symposia.

The Millennium Leadership Initiative (MLI) is one of AASCU's unique cornerstone leadership development programs. This program takes promising senior higher education leaders who have traditionally been underrepresented in the ranks of higher education and gives them the opportunity to develop their skills, to gain a

philosophical overview and to build the networks needed to advance to the presidency.

MLI's mission is as essential now as it was when it was founded almost 20 years ago. While diversity on college campuses keeps rising across the nation, the typical college president or chancellor tends to be a 60 year-old white male (American Council on Education, "American College President Study 2017"). MLI is a mission-critical program because it moves those who participate in the program and those who hire higher educational leaders beyond diversifying the ranks of higher education just because it is the right thing to do. They come to understand that diversity in the leadership ranks of higher education means

having different perspectives at the table to solve the new problems facing colleges and universities almost daily. Diversity also helps to shape more inclusive learning environments on our higher education campuses and provides strong role models for diverse student populations.

MLI received a grant from STRADA Education Network (formerly USA Funds) for \$279,000 over three years. Through the grant from STRADA, three new elements have been added to the program: assessment, professional coaching and regional symposiums.

AASCU's new president, Dr. Mildred García, was a member of the first MLI class in 1999, and was the first MLI graduate to become a president.





MLI Conference



The Division of Academic Leadership and Change provides leadership development for provosts and academic leaders wishing to become provosts. It holds a national meeting in partnership with NASPA—the Civic Learning and Democratic Engagement (CLDE) meeting—that focuses on issues being addressed by the American Democracy Project. The division also holds a number of special topic meetings, including those in support of AASCU's student success initiatives.



AASCU provides professional development opportunities for members of the university leadership team, including government relations professionals and communications officers. For example, the Emerging Leaders Program is designed for mid-level staff and faculty leaders who are considering a career in higher education. AASCU also holds special focus meetings, including the Council of State Representatives that looks at federal and state policy issues.



AASCU's 2017 Annual Meeting theme, "Institutional Leaders, Mission Champions: Advocating for Our Vision and Values," focused on communicating and demonstrating the critical role AASCU institutions play in the economic, social and cultural fabric of society. Jeffrey Toobin, CNN senior analyst; John Friedman, a

principal investigator of the Equality of Opportunity Project; and Frederick Lawrence, civil rights scholar and CEO of the Phi Beta Kappa Society, were keynoters.

Susan A. Cole, president of Montclair State University (N.J.), was the President-to-Presidents lecturer, and Judith Baca, world-renowned

muralist and a graduate of California State University, Northridge, received AASCU's 2017 Distinguished Alumnus Award.

Deborah Stanley, president of the State University of New York College at Oswego and chair of the AASCU Board of Directors, led the Board and Council of Presidents meetings.



Boston was the site of the 2017 Summer Council of Presidents, which took advantage of the location to explore "The Public University President's Role in Influencing the Public Agenda." Program venues

included the John F. Kennedy Library and the Edward M. Kennedy Institute for the U.S. Senate. The meeting looked at helping to shape the public dialogue and working with communities to respond to pressing social and civic issues in controversial times.

A strong cohort of new presidents participated in the 2017 New Presidents Academy. Faculty designed and facilitated a successful program with several new sessions including working with your bosses and leadership in adversity.

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 over 700 to more than 62,000 students and are located in suburbs, towns and cities, and rural America.

THE AVERAGE
ENROLLMENT OF AN
AASCU SCHOOL IS

10,042

THE LARGEST AASCU
MEMBER HAS

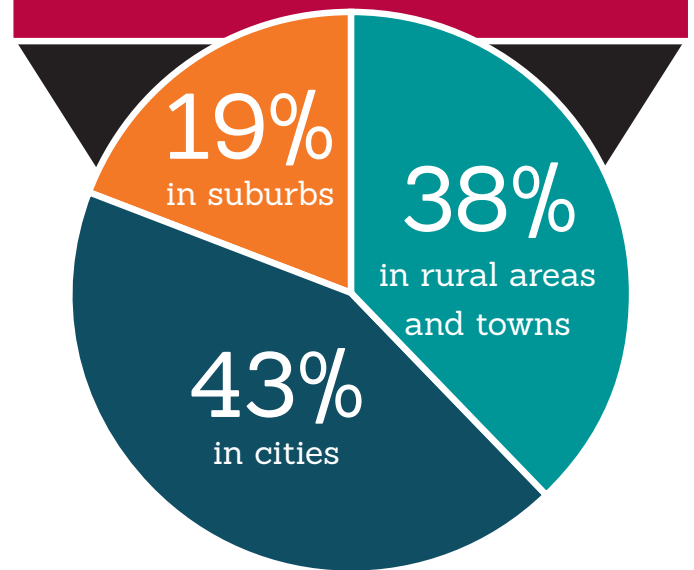
62,953 students

THE SMALLEST AASCU
MEMBER HAS

711 students



AASCU INSTITUTIONS BY LOCATION



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

556,040

BACHELOR'S DEGREES

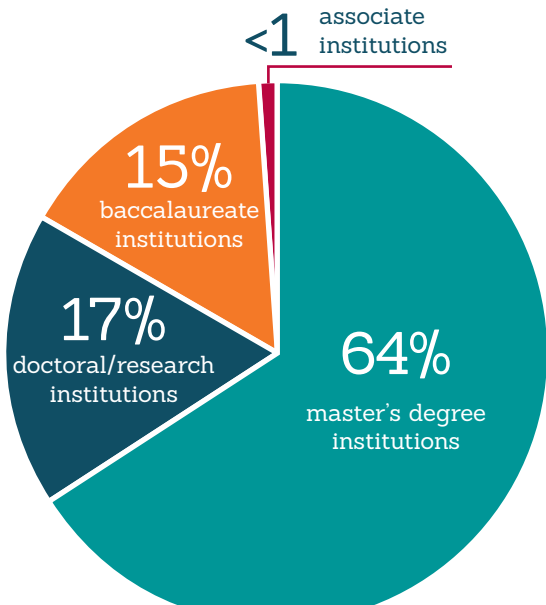
46%

of all bachelor's degrees granted at four-year public colleges and universities in the United States.

MEMBER INSTITUTIONS AWARDED

36,684

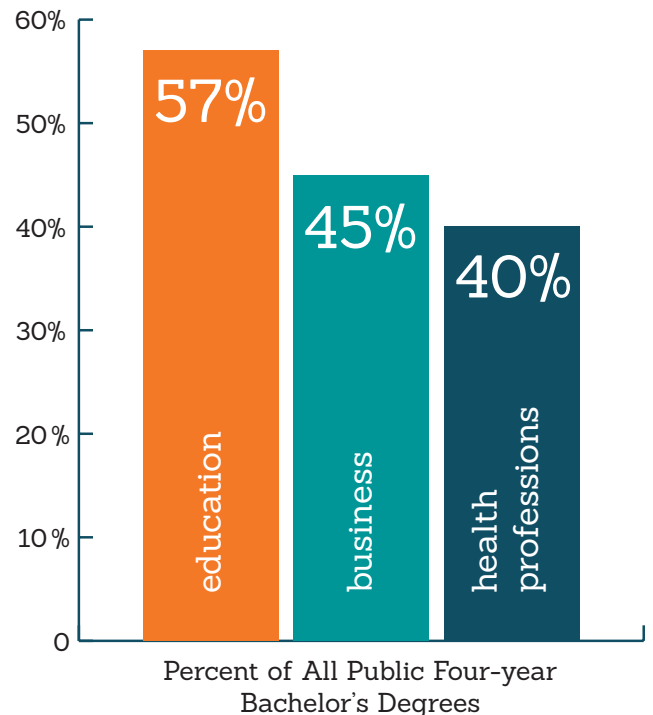
ASSOCIATE DEGREES AND SUB-BACCALAUREATE CERTIFICATES.



CARNEGIE CLASSIFICATIONS OF AASCU INSTITUTIONS*

*Note: does not add to 100 percent due to outliers not listed because they are single institutions; also see new category of baccalaureate/associate institutions.

AASCU MEMBERS AWARDED FOUR-YEAR BACHELOR'S DEGREES



ABOUT THE
Students
 WE
Serve

A A S C U R E P R E S E N T S

39

historically
 black colleges
 & universities

39

hispanic-
 serving
 institutions

3,534,611

students attend

AASCU

COLLEGES

and

UNIVERSITIES

42%

OF ALL STUDENTS AT *public*
 FOUR-YEAR *institutions*

26%

OF ALL STUDENTS
 ATTENDING FOUR-YEAR
colleges and universities

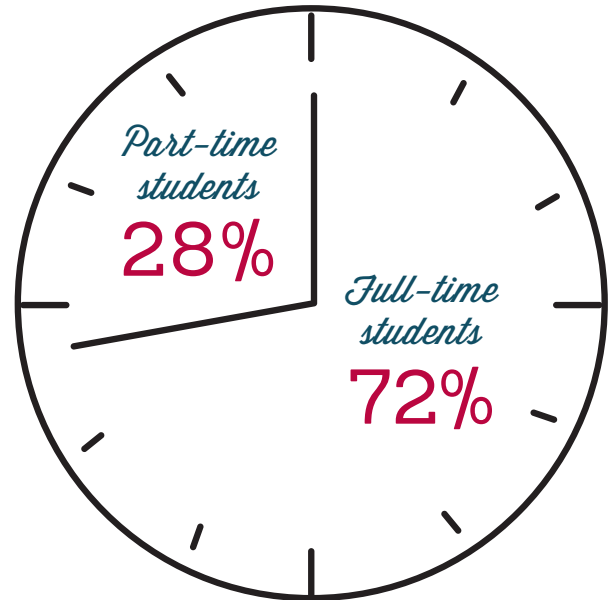
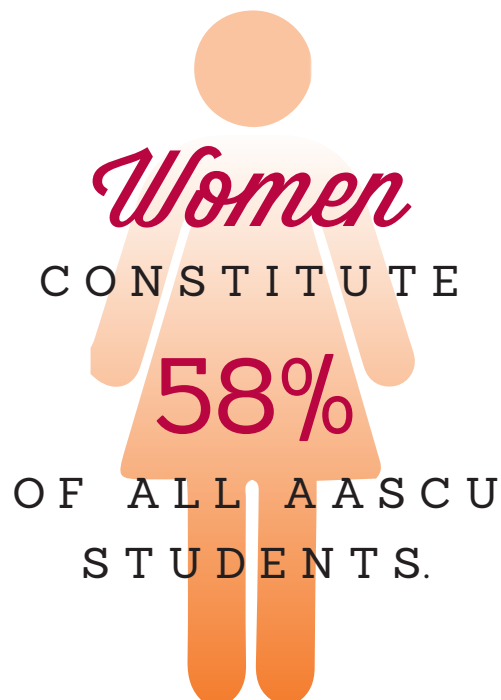
While the majority of students at AASCU institutions attend full time and are in their teens and 20s, our members are charged with educating many nontraditional students. In fall 2015, over 1 million students at AASCU colleges and universities were 25 years old or older; 40 percent of all part-time students attending a public four-year college or university attend an AASCU institution.

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



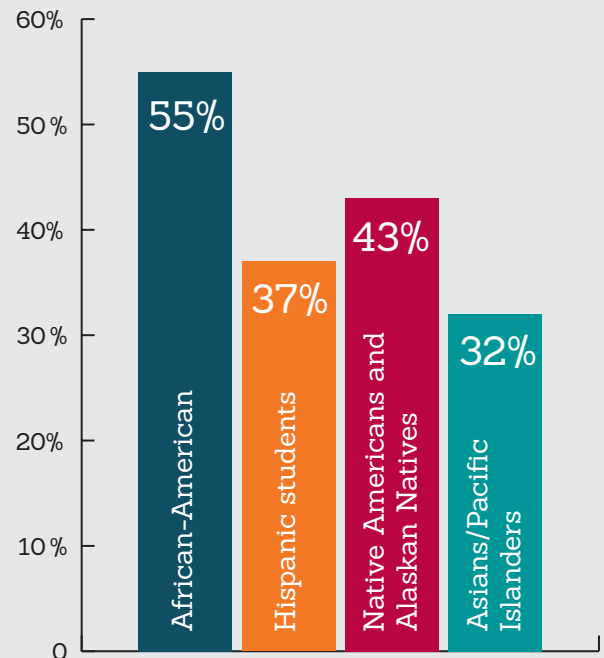
have *minority students* constituting at least

1/2 of their student population.



OF ALL AASCU STUDENTS

Among all public four-year institutions, AASCU colleges and universities educate approximately *42% of all minority students*, including...



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

Operational Divisions



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, other senior administrators, and 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. Other national meetings developed by the division include a conference on technology and student success, the American Democracy Project's annual conference, and smaller meetings on specific topics.

Academic program development and research studies span a wide range of topics, including institutional accountability, technology, teacher education, graduation and student success, civic engagement and other critical issues. For example, the Re-imagining the First Year of College (RFY) project is a major three-year initiative that identifies, tests and implements a series of programs, strategies and tools that will increase retention rates and success for first-year students, and Project Degree Completion is a public college and university commitment to award an

additional 3.8 million baccalaureate degrees by 2025.

The division also leads international initiatives, such as the Sino-American 1+2+1 Project, which brings Chinese students for two years of study at AASCU institutions, and the AASCU/NAFSA Institute for New Senior International Officers, which focuses on the key skills and knowledge senior international officers on AASCU member campuses must master as leaders of internationalization at public comprehensive colleges or universities.

The Grants Resource Center (GRC) is AASCU's premium service that assists participating institutions with increasing their federal and foundation grant support. Established in 1967, GRC recently celebrated its 50th year. Its current membership includes 164 total institutions—150 public institutions and 14 private institutions in 36 states as well as Guam and the District of Columbia.

GRC has a staff of nine: a vice president of research and military relations, a director, three program managers, two program advisors, one program associate and one staff associate. GRC staff members conduct funding searches, identify successful proposal examples, attend briefings and workshops, and travel to campuses to provide proposal development advice and agency funding updates.

GRC facilitates grant information sharing

among members and agencies through its web conferences and annual Washington, D.C., meeting. GRC members also drive the development of additional, national-scale resources through the GRC Community and Economic Development Task Force, Efficiency and Compliance Task Force, and Health Research and Education Task Force.

Additionally, GRC produces several publications. This includes *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. Analysis of higher education discretionary funding is provided weekly through the *GrantWeek* e-magazine and shared at least biannually with AASCU presidents and provosts. All GRC publications are provided on the members-only website, along with additional funding and proposal writing resources. These include a library of successful proposals and GrantSearch, a proprietary database of funding opportunities for higher education institutions.

The Division of Administration and Finance employs best practices to serve as a strategic partner, service provider and

resource steward to AASCU staff and to support AASCU's mission. Broadly, these services include finance, facilities, human resources and IT services.

The Finance department provides AASCU with sound financial management systems, assuring reliable reporting of all budgets, revenues, expenditures and investments. The department processes all receipts and disbursements, records internal financial transactions, monitors grant and contract reporting, manages investments and ensures IRS and other regulatory compliance. It also handles AASCU's annual audits.

The Facilities department provides and maintains a safe, secure, comfortable and attractive environment for AASCU employees, while Human Resources develops, implements and administers employment best practices and programs. This helps AASCU attract and engage the highest-quality employees and support them in achieving their goals.

The IT department leverages technology to add value to the AASCU work environment. IT services ensures the use of current technology, prompt service and a robust network to allow the fair, accurate and free interchange of educational content, information and ideas throughout AASCU and with its partners. The department is also responsible for maintaining AASCU's network security.

The Division of Communications provides leadership for strategic communications and marketing efforts that advances AASCU's Strategic Directions and enhances understanding of and support for the distinctive contributions of AASCU member institutions. The division 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's website and social media accounts, and uses these to share information about member institutions, such as through First Generation Voices and other AASCU initiatives. AASCU's biweekly, web-based newsletter, *Credit Hour*, provides members with an opportunity to share information about campus programs, grants, awards and other pertinent topics. The division also produces *AASCU Advantage*, a monthly newsletter targeted to member institutions' leadership teams, that provides updates on the association's work

in advocacy, leadership development, and resource and programmatic expertise. *Public Purpose* is AASCU's quarterly magazine that communicates the mission and value of public higher education. It 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.

The division leads the national *Opportunities for All* campaign, created in response to member requests for AASCU to support state college and university messaging. The campaign is a collective endeavor where state colleges and universities speak in one voice to raise awareness of their value to students, states and higher education overall. 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; AASCU is unique in focusing on both the federal and state levels. The division serves as a liaison between AASCU, Congress and the administration, working to help state colleges and universities 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 produces several key publications including *Policy Matters*, an ongoing series of policy briefs; *EdLines*, a weekly news roundup of state-related higher education issues; and special reports and white papers.

Additionally, division staff arrange 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, and 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.

As part of AASCU's advocacy efforts, the division promotes federal legislation and other opportunities for member institutions to revitalize urban and rural America. The division leads 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 association's work. It facilitates presidential involvement in committees, commissions and task forces that allows presidents and chancellors to work collectively on issues, and creates member directories to help presidents and chancellors stay in touch with a national network of AASCU colleagues. The division also tracks information on members' areas of professional expertise to engage them in activities related to their special interests.

The division supports leadership development by organizing a range of conferences, workshops and meetings for senior administrators from AASCU institutions. For instance, the AASCU Annual Meeting brings members together for a national dialogue on higher education issues, while the Summer Council of Presidents provides informal professional development and networking programs. Along with these two national meetings, the division coordinates the New Presidents Academy and the Experienced Presidents Retreat and supports meeting planning across AASCU.

AASCU's Corporate Partnerships Program is responsible for establishing and

maintaining relationships with companies in the higher education market. The program simultaneously increases revenue for AASCU while also enabling AASCU to provide member institutions with additional access to industry leaders, subject matter experts and innovative practices.

The division supports the Office of the President in coordinating the implementation, tracking and measurement of AASCU's strategic goals and initiatives. It also leads the Spouse/Partner Program, which provides a network of support, professional education, resources and conference programming for spouses and partners of college and university presidents and chancellors.

Financial Statements

STATEMENT OF ACTIVITIES

	FY17	FY16
REVENUE		
<i>Grants and Contracts</i>	\$ 4,625,591	\$ 4,915,213
<i>AASCU Program Memberships</i>	6,434,672	6,286,174
<i>Meetings and Workshops</i>	1,223,689	1,424,297
<i>Sponsorships and Contributions</i>	3,473,415	1,480,027
<i>Net Investment Income (loss)</i>	740,580	426,714
<i>Other Revenues</i>	3,360,827	1,233,723
	19,858,774	15,766,148
EXPENSES		
<i>Occupancy</i>	\$ 673,648	\$ 627,895
<i>Printing and Publications</i>	134,481	138,328
<i>Meetings and Workshops</i>	1,446,717	1,317,898
<i>Travel</i>	706,012	918,499
<i>Other Expenses</i>	14,270,777	12,216,482
	17,231,635	15,219,102
<i>Non-periodic Post Retirement Benefits</i>	455,736	169,108
<i>Change in Temporarily Restricted Net Assets</i>	(2,977,656)	(1,051,088)
Change in Net Assets	105,219	(334,934)

STATEMENT OF FINANCIAL POSITION

	FY17	FY16
ASSETS		
<i>Cash</i>	\$ 2,134,324	\$ 2,013,661
<i>Investments</i>	10,926,818	10,186,497
<i>Building, Property and Equipment</i>	5,680,523	5,762,149
<i>Receivables</i>	958,750	1,005,851
<i>Deposits</i>	466,974	461,903
<i>Other</i>	983,908	702,278
Total Assets	21,151,297	20,132,339
LIABILITIES AND NET ASSETS		
<i>Bond Payable (building ownership)</i>	\$ 2,744,129	\$ 3,135,397
<i>Accrued Salary, Benefits and Post-retirement</i>	2,838,002	3,527,104
<i>Accounts Payable and Deferrals</i>	4,827,600	2,833,491
Total Liabilities	10,409,731	9,495,992
NET ASSETS		
<i>Without Donor Restrictions</i>	\$ 8,971,876	\$ 8,751,656
<i>With Donor Restrictions</i>	1,769,690	1,884,691
Total Net Assets	10,741,566	10,636,347
Total Liabilities and Net Assets	21,151,297	20,132,339

AASCU Membership Benefits



Support for the Public Purpose of Public Higher Education

› **Student-centered Advocacy**

AASCU's work at the national level facilitates college access and success, 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 member 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 of Presidents programming and committee and task force initiatives.

› **Leadership Support**

Presidents facing difficult challenges can discuss these in confidence with AASCU leadership and receive referrals to colleagues who have had experience in similar situations.

› **Professional Development**

Both leadership and professional development are a rich tradition in AASCU that includes the New Presidents Academy, leadership renewal for veteran presidents and programs for those exploring the presidency (e.g., the Millennium Leadership Initiative). AASCU also offers programs to support and strengthen the presidential leadership team and to encourage talented administrators seeking career advancement in higher education, such as through the Emerging Leaders Program.

› **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 institutional leadership.

› **Programs for Spouses and Partners**

AASCU has long recognized the vital role of the presidential spouse and partner, and in doing so offers programming at both the Annual Meeting and Summer Council exclusively for spouses and partners.

Access to Distinctive Programs and Practices

› **Participation in the *Opportunities for All* National Campaign**

This branding and messaging campaign is designed to educate key stakeholders about the value of the state colleges and universities (SCUs) represented in the AASCU membership. The campaign's goals are to have a positive influence on funding, an understanding of the cost/value proposition of SCUs, and the commitment to state and community engagement and accountability.

› **Support for Civic and Regional Engagement**

AASCU's American Democracy Project, one of the largest and most comprehensive civic engagement programs for students, 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 special initiatives, such as the funding information services offered by the Grants Resource Center and the leadership development support provided by the Millennium Leadership Initiative.

› **Public Purpose Magazine**

The AASCU magazine, *Public Purpose*, provides a national forum that highlights members' distinctive contributions to public higher education and provides topical and timely commentary and analysis.

› **International Programs**

Institutions strategically planning a more robust international experience for students and faculties have access to the AASCU Office of International Education.

› **Special Membership Advantages**

Enjoy access to office space and a conference room when visiting Washington, D.C. Stay at the Hamilton Crowne Plaza, located close to AASCU's offices, and save on lodging rates by utilizing our local rate agreement. The large meeting room in the AASCU building is available for events at no cost to AASCU members.

2017 AASCU Board of Directors



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**Served until retirement on July 1, 2017

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Chair: Eduardo M. Ochoa, California State University, Monterey Bay

Vice Chair: David Soltz, Bloomsburg University of Pennsylvania

Committee on Professional Development

Chair: Scott Olson, Winona State University (Minn.)

Vice Chair: Susan Koch, University of Illinois, Springfield

Committee on Sustainable Development

Chair: John M. Anderson, Millersville University of Pennsylvania

Vice Chair: Tom Jackson, Jr., Black Hills State University (S.D.)

Committee on Teacher Education

Chair: Virginia Horvath, SUNY Fredonia

Vice Chair: Rick Caulfield, University of Alaska Southeast

Committee on Student Success

Chair: James A. Anderson, Fayetteville State University, North Carolina

Vice Chair: Javier Cevallos, Framingham State University (Mass.)

Nominating Committee

Chair 2016: Marcia G. Welsh, East Stroudsburg University of Pennsylvania

Chair 2017: Susan Borrego, University of Michigan-Flint

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Richard A. Caulfield
University of Alaska Southeast

Arizona

Eileen Klein
Arizona Board of Regents

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Henderson State University
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University of Arkansas System

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Eduardo M. Ochoa
California State University,
Monterey Bay
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California State University,
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Central Connecticut State
University
Joseph Bertolino
Southern Connecticut State
University

District of Columbia

Ronald Mason, Jr.
University of the District
of Columbia
Michael Zola
American Association of State
Colleges and Universities

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University System of Maryland

Massachusetts

Vincent Pedone
State Universities of Massachusetts
Council of Presidents
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Michigan

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Missouri

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Northwest Missouri
State University

Nebraska

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University of Nebraska at Omaha

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Colleges and Universities

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College
Merodie A. Hancock
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Empire State College

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Ohio

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Wright State University

Oklahoma

Glen D. Johnson
Oklahoma State Regents for
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Pennsylvania

Michael Fiorentino, Jr.
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Rhode Island

James Purcell
Rhode Island Office of the
Postsecondary Commissioner

South Dakota

Tom Jackson, Jr.
Black Hills State University

Tennessee

Brian E. Noland
East Tennessee State University

Texas

Flavius C. Killebrew
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Corpus Christi
Brian McCall
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Utah

Charles A. Wight
Weber State University

Virginia

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James Madison University

Virgin Islands

David Hall
University of the Virgin Islands

Washington

James Gaudino
Central Washington University

West Virginia

Peter B. Barr
Glennville State College

Wisconsin

Joe Gow
University of Wisconsin—
La Crosse

AASCU 2016–2017 Members



Alabama

Alabama A&M University
Athens State University
Auburn University Montgomery
Jacksonville State University
Troy University
University of Montevallo
University of North Alabama
University of West Alabama

Alaska

University of Alaska Anchorage
University of Alaska Southeast

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 at Pine Bluff
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, Bakersfield
California State University
Channel Islands
California State University, Chico
California State University,
Dominguez Hills
California State University, East Bay

California State University, Fresno
California State University, Fullerton
California State University, Long Beach
California State University, Los Angeles
California State University
Maritime Academy
California State University, Monterey Bay
California State University, Northridge
California State University, Sacramento
California State University,
San Bernardino
California State University San Marcos
Humboldt State University
San Diego State University
San Francisco State University
San Jose State University
Sonoma State University

Colorado

Colorado State University—Global
Colorado State University—Pueblo Fort
Lewis College
Metropolitan State University of Denver
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

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 Gwinnett College
Kennesaw State University
Middle Georgia State University
Savannah State University
University of North Georgia
University of West Georgia
Valdosta State University

Guam

University of Guam

Hawaii

University of Hawaii at Hilo

Idaho

Lewis-Clark State College

Illinois

Chicago State University
Governors State University
Illinois Board of Higher Education
Illinois State University
Northeastern Illinois University
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—Purdue University
Fort Wayne
Indiana University—Purdue University
Indianapolis
Indiana University South Bend
Indiana University Southeast
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 State University
Morehead State University
Murray State University
Northern Kentucky University
Western Kentucky University

Louisiana

Grambling State University
Louisiana Tech University
McNeese State University
Nicholls State University
Northwestern State University
of Louisiana
Southeastern Louisiana University
Southern University and A&M
College System
University of Louisiana at Lafayette

Maine

University of Maine at Augusta
University of Maine at Fort Kent
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

Massachusetts

Fitchburg State University
Framingham State University
Salem State University
State Colleges of Massachusetts Council
of Presidents
University of Massachusetts Boston
University of Massachusetts Dartmouth
Westfield State University
Worcester State University

Michigan

Central Michigan University
Eastern Michigan University
Ferris State University
Grand Valley State University
Michigan Association of State Universities
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 University Mankato
Minnesota State University Moorhead
Southwest Minnesota State University
St. Cloud State University
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University of Minnesota Duluth
Winona State University

Mississippi

Alcorn State University
Delta 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
University of Central Missouri

Montana

Montana State University Billings
Montana Tech of The University
of Montana
University of Montana—Western

Nebraska

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

Nevada

Nevada State College

New Hampshire

Keene State College
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

Rutgers University Newark
Stockton University
The College of New Jersey
Thomas Edison State University
William Paterson University

New York

The City College of New York, CUNY
City University of New York,
Brooklyn College
City University of New York, College
of Staten Island
City University of New York,
Lehman College
City University of New York, Medgar
Evers College
City University of New York, York
College
The College at Brockport
Farmingdale State College
State University of New York
State University of New York at Fredonia
State University of New York at Geneseo
State University of New York at
New Paltz
State University of New York,
Buffalo State
State University of New York College
at Cortland
State University of New York College
at Old Westbury
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
State University of New York College
of Agriculture and Technology
at Cobleskill
State University of New York—Empire
State College

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
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
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

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
Lock Haven University of Pennsylvania
Mansfield University of Pennsylvania
Millersville University of Pennsylvania
Pennsylvania's 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

Rhode Island

Rhode Island College

South Carolina

Coastal Carolina University
Francis Marion University
Lander 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

Tennessee

Austin Peay State University
East Tennessee State University
Middle Tennessee State University
Tennessee State University

Tennessee Technological University
University of Memphis
University of Tennessee at Chattanooga
University of Tennessee at Martin

Texas

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 Rio Grande
Valley
University of Houston—Clear Lake
University of Houston—Victoria
University of Texas at Tyler
West Texas A&M University

Utah

Dixie State University
Utah System of Higher Education
Utah Valley University
Weber State University

Vermont

Johnson State College
Vermont Technical College

Virginia

George Mason University
James Madison University
Longwood University
Norfolk State University

Old Dominion University
Radford University
Virginia State University

Virgin Islands

University of the Virgin Islands

Washington

Central Washington University
Eastern Washington University
University of Washington Bothell
University of Washington, Tacoma
Washington State University Tri-Cities
Washington State University Vancouver
Western Washington University

West Virginia

Bluefield State College
Concord University
Glenville State College
Shepherd University
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 System
University of Wisconsin—Whitewater

AASCU's Operational Leadership



Academic Leadership and Change

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