American Association of State Colleges and Universities

Delivering on Leadership and Service

AASCU in 2009

Delivering on Leadership and Service
Benefits of Membership

Membership in AASCU offers unique benefits designed to strengthen and support the public university presidency.

- **Exclusive Meetings for Presidents**
  AASCU presents two meetings annually that provide presidents an opportunity to network and to focus on issues relevant to their presidencies and their institutional leadership.

- **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.

- **Member 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.

- **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.

- **Professional Development**
  Both leadership and professional development are a rich tradition in AASCU that includes an academy for new presidents, leadership renewal for veteran presidents and programs for those exploring the presidency. AASCU also offers programs to support and strengthen the presidential team.

- **Engaging Members**
  It is a long-established custom for AASCU members to be engaged in 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 efforts.

- **Program 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 movements. Both reinforce the public purpose of public higher education.

- **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.

- **Public Purpose**
  The AASCU magazine presents a national medium that highlights members’ distinctive contributions to public higher education and provides topical and timely commentary and analysis.
For nearly five decades, AASCU has been a leading advocate for the students of our nation’s great state colleges and universities. This remains true today, with member institutions that are increasingly committed to ensuring access and opportunity for their students—even as they face strong financial challenges.

Today—perhaps more than ever—AASCU has a vital role to play in the field of American public higher education. I am very proud to have assumed the presidency of AASCU at this critical moment, and I look forward to working with our members to bring about meaningful and necessary change.

AASCU is an advocate for public higher education and for students, a shaper of federal policy, and a resource to its member presidents, chancellors, and spouses and partners. One of AASCU’s enduring strengths is that its staff works not only for its members but with its members, fostering successful partnerships and serving as a resource to presidents and chancellors to enhance the effectiveness of member institutions and of AASCU itself.

I would be remiss if I did not acknowledge the dedicated leadership of Deno Curris. Deno did a tremendous job over the past decade and he left AASCU in a very good position. I believe AASCU has focused on the right issues and been responsive in a timely way. I plan to build on that strong foundation.

As we continue to aspire to become one of the nation’s top organizations, the long list of issues that public colleges and universities will have to address is growing. Whether they’re institutional, economic, academic or policy oriented I believe AASCU is positioned to deal with such challenges.

This report offers highlights of AASCU’s accomplishments for 2009 as your association delivered advocacy, leadership and service in support of our members, the students you serve and the missions you so ably represent.

Kind regards,

Muriel A. Howard
President
A new presidential administration’s efforts to resuscitate a faltering economy combined with a number of bold higher education proposals, resulted in an exceptionally busy 2009 related to federal actions that affected AASCU members.

Recently reauthorized and newly proposed programs signify a growing federal government role in facilitating college access, affordability and accountability. AASCU worked diligently to fully leverage public colleges and universities’ ability to contribute to President Obama’s goal of America’s once again having the highest proportion of citizens with a college degree by 2020.

**Insuring the Future of Pell**

President Obama’s budget proposal called for significant changes in higher education, including the elimination of the Federal Family Education Loan Program (FFELP), increased Pell Grant funding, a revamped Perkins Loan program, and a College Access and Completion Fund. These reforms and investments were manifested in the Student Aid and Fiscal Responsibility Act (SAFRA). The association has been instrumental in efforts to ensure the adequacy, predictability and reliability of future Pell Grant funding. AASCU has been an active participant in efforts to craft the College Access and Completion Fund, a multibillion-dollar component of SAFRA aimed at implementing...
strategies for increasing college success and completion.

**Engaging Members in Advocacy**
AASCU nominated member institutions to be active participants in the negotiated rulemaking process in order to ensure that new regulations required by the recently passed Higher Education Opportunity Act are well formulated. The association also monitored implementation issues and submitted comments to the rules proposed by the Veteran’s Administration for implementing the Post-9/11 Veterans Educational Assistance Act, commonly known as the Post-9/11 GI Bill, and circulated information to member institutions to help them assist servicemembers in obtaining the full array of benefits offered by the legislation.

The association has represented its members through active engagement with congressional staff, the Obama administration, and the U.S. Department of Education, providing analysis and proposing modifications as appropriate on federal higher education policy and programs.

**Advocacy for Access**
AASCU has worked to ensure that state colleges are integral partners in the American Graduation Initiative (commonly known as the community college initiative), a major federal investment to boost the number of graduates from two-year degree programs.

AASCU continues to press for increased federal support for federal student aid programs and early awareness programs such as GEAR-UP and TRIO that assist state colleges’ long-standing efforts to increase college participation and graduation for students from low-income and underrepresented populations.

AASCU is a leading advocate for federal funding of the College and University Rural Education (CURE) Act, authorized in the Higher Education Opportunity Act of 2008. This act is designed to improve college enrollment and completion and address workforce development in rural areas.

**Unique State Policy Expertise**
A unique feature of AASCU policy analysis and advocacy work is its attention to issues and policies affecting states and institutions. The association serves as a visible and rich resource for data on student enrollment and retention, tuition policy, state higher education financing, and state policies and programs affecting postsecondary education.

During 2009, AASCU publications have addressed state student loan forgiveness programs, state-based early college outreach and commitment programs, college and university merger trends, recent developments...
in graduation rate reporting—an important metric used in higher education policy making—and policy measures to contain textbook costs.

**Timely Tracking of Legislative Data**

AASCU tracked and reported to members the distribution and utilization of $54 billion in State Fiscal Stabilization Fund and Government Services Fund monies associated with the passage of the massive federal stimulus package, the American Recovery and Reinvestment Act of 2009. These funds were aimed in part at shoring up states’ higher education budgets.

AASCU has significantly enhanced its online presence regarding federal and state actions affecting its members. The association’s Web site now updates members on the latest developments regarding higher education proposals and actions associated with the Obama administration. AASCU staff created an online information resource on the federal stimulus package to lend insight into states’ utilization of funds. Finally, a new state legislative tracking service was launched, allowing users to search legislation in the current session by topic and by state.
Supporting Leadership and Professional Development

AASCU strives to help members and their leadership teams become more connected to emerging ideas and innovations and more prepared for leadership challenges through involvement, special programs and AASCU’s traditional meetings.

Engaging Members
In a difficult economic climate, with curtailed travel and meeting attendance, AASCU offered members an opportunity to remain engaged with the national scene through the work of its standing committees and task forces. More than half of AASCU presidents and chancellors are currently engaged in the work of committees, which are developing agendas that address current issues such as economic and workforce development, international education and globalization, and teacher education.

Leadership Development
AASCU’s leadership development programs provide support for presidents, chancellors and senior institutional leaders throughout the leadership continuum.

In 2009 The New Presidents Academy marked its 20th anniversary of helping new presidents transition into their roles and address the challenges of the first two years in office. The Academy is complemented by a new member workshop during the AASCU Annual Meeting to introduce new presidents to the association and to integrate them into the AASCU network.

The Division of Academic Leadership and Change provided training and orientation for new provosts to assist them in making more effective transitions as new academic leaders. AASCU also worked with American Academic Leadership Institute (AALI) to provide two high quality programs for provosts interested in advancing to the presidency.

“AASCU has always been at the forefront of helping institutions prepare for the challenges that face higher education.”
Jolene Koester
President, California State University, Northridge
2009 Chair, AASCU Board of Directors
2009 marked an expanded use of on-line conferencing tools such as webcasting, video streaming and webinars for sharing knowledge and expanding the reach of conferences. Although in-person meeting attendance declined slightly, this has been offset by expanded participation in virtual meetings. The trend toward leaner, lighter and greener meetings resulted in meetings of shorter duration relying on electronic marketing and support, while E-commerce tools have allowed the total transition to online registration.

The leadership issues facing presidents and chancellors have become a key element in AASCU’s conference programming. Both the Summer Council in July 2009 and the Annual Meeting in November have featured special sessions in which presidents share with one another the lessons learned from leading in turbulent financial times. The starting point for programming of the 2010 Summer Council will be the issues that presidents have identified as posing the greatest challenges to them and their institutions.

Also in 2009 AASCU convened an annual meeting for provosts and developed an innovative webinar leadership series for provosts and other senior leaders that focused on Change in Higher Education. The inaugural broadcast was held in November.

Polices and Purposes committee members John Cavanaugh, chancellor, Pennsylvania State System of Higher Education (left) and James Muyskens, president, City University of New York, Queens College and committee chair, talk with Dan Hurley, AASCU’s director of state relations and policy analysis.
AASCU's ongoing commitment to connecting member campuses with international education opportunities was addressed through the following programs during 2009.

**Engaging with China**
AASCU made its 8th annual trip to China, organizing an academic conference and introduction to Chinese higher education, providing AASCU member institutions with an understanding of the structure and scope of higher education by a major player on the world stage, the trip also provided opportunities for members to create partnerships and exchange programs. During the past eight years, more than 100 AASCU campuses have sent participants to the annual fall conference.

AASCU, through the leadership of Troy University, developed the 1-2-1 program. This year the program was recognized by the China Ministry of Education as a Program of Excellence. The fall of 2009 has seen participation by more than 500 new students from 17 AASCU campuses with more than 70 Chinese institutions involved. It is the largest undergraduate exchange program between the U.S. and China.

AASCU members visit an elementary school in China.
Connecting with Chile
AASCU designs and organizes an annual Presidential Mission that is utilized to introduce presidents to a particular part of the world. The Mission includes meetings with high level government officials, campus visits, and extended discussions with local higher education officials. This year, nine presidents and chancellors participated in the mission to Chile with an opportunity to participate in program development, as well as create student and faculty exchanges.

Re-Development in Liberia
AASCU was asked by the Minister of Education to assist Liberia in re-developing its higher education sector. The association has lead two missions to Liberia, and also co-sponsored (with the Trustees of Donations for Education in Liberia) two summer faculty development institutes—including one in 2009—at the University of Liberia.

Leadership for Challenging Times
The Commission on Presidential Leadership and Global Competitiveness completed their work that resulted in “Leadership for Challenging Times,” a report made possible by the generous support from the American Academic Leadership Institute. The Commission’s report offers recommendations to presidents and chancellors on ways to assure that their graduates are prepared to succeed in the global, multicultural and rapidly changing economy and society of the future.

AASCU formed the commission last year in an effort to respond to the challenges of shifting economic realities created by the free flow of capital and labor across borders, the pre-eminence of multinational corporations and the rapid expansion of international trade.

“As much as troubling times might turn our focus inward, the Great Recession itself dramatically demonstrates that global interconnectedness and global competitiveness are simply different sides of the same coin.”
Bruce Shepard
President, Western Washington University
Chair, Presidential Leadership and Global Competitiveness Commission.
The American Democracy Project (ADP), one of AASCU’s signature programs, continued to thrive in 2009. Working with The New York Times Knowledge Network and other partners, AASCU served members through new and enhanced ADP initiatives.

Civic Engagement in Action
- Created a new initiative, eCitizenship, that explores the way that a new generation of Americans is using technology to become more informed, engaged citizens, and the implications for citizenship education for college undergraduates. Thirty-four AASCU campuses are involved in eCitizenship; the first meeting was held in Detroit in mid-November.
- Supported the work of America’s Future, an initiative about America’s fiscal future and convened the second annual meeting of the Civic Agency initiative, that focuses on giving undergraduates skills to become effective agents of democratic change.
- Convened the 5th annual Stewardship of Public Lands Seminar at Yellowstone National Park, with participants from eight campuses. This initiative has involved more than 100 faculty members from more than 50 campuses.

National Meeting and New Resources
The 7th American Democracy Project Annual Meeting was held in Baltimore in June with

Jay Hershenson, City University of New York senior vice chancellor for university relations, greets President Muriel Howard who was the keynote speaker at the launch of “Investing in Futures: Public Higher Education in America” CUNY/The New York Times Knowledge Network calendar project.
more than 300 attendees. AASCU also is completing two monographs that will highlight the work being undertaken on dozens of member campuses and has created new webcast series to provide national leadership on civic engagement programs and practices.

AASCU’s work in civic engagement creates leadership for all of American higher education while promoting the activities on AASCU member campuses.

**Improving Teacher Effectiveness**

AASCU continues to recognize programs that focus on improving teacher effectiveness and to find opportunities to identify best practices.

**Christa McAuliffe Honoree**

The University of Houston-Clear Lake (UHCL) is the 2009 recipient of the Christa McAuliffe Award for Excellence in Teacher Education.

UHCL is being honored for its collaborative efforts to improve teacher effectiveness in public elementary schools and for its Professional Development Laboratory School (PDLS). The university partnered with the Clear Creek Independent School District in 2003 to create the school, where student test scores have improved dramatically.

AASCU is also recognizing the university for its efforts to measure the success their teacher candidates have on improving student learning. This year’s selection criteria were revised to focus on programs that are innovative or distinctive. The change reflects the fact that many AASCU teacher education programs are already increasingly attending to learning outcomes for P-12 pupils and their teacher candidates. Therefore, to serve as a model for other campuses, this year’s winner needed to address learning outcomes in distinctive ways.

The purpose of the award is two fold: To recognize excellence in teacher education programs and to advance the field of teacher education by identifying promising practices and critical issues related to measuring the impact of programs on teacher candidate knowledge and the impact of these teachers on pupil learning.

**Math and Science Education Initiative**

AASCU’s FIPSE Project, a joint initiative with the University of Wisconsin System, has developed a statewide set of rubrics for evaluating the clinical preparation of math and science teacher candidates across Wisconsin, ensuring that new teachers entering the workforce are well prepared. This works promises to be a national model of best practice in teacher education.
Developing Accountability Measures

AASCU, in partnership with the Association of Public and Land-Grant Universities (APLU), created and launched the Voluntary System of Accountability in 2009. Currently more than 360 AASCU and APLU campuses are participating.

AASCU, APLU and the American Association of Colleges and Universities joined together to develop a $2.4 million dollar proposal from FIPSE to continue the VSA work. AASCU developed a survey instrument for measuring civic and career preparation of undergraduates.

Essential Funding Knowledge

The Grants Resource Center’s funding information has become more essential and more heavily used as institutions search for new revenue services. The GRC website is seeing three times the traffic over previous years, and the number of GrantSearches conducted in the last six months has doubled. GRC has added Twitter tracking capabilities to the members-only website, and gone from posting one news item or announcement on the website per week to an average of seven per week. The faculty alert system supplies monthly updates on funding opportunities to close to 1,000 faculty members on 16 campuses, up from 300 faculty members on six campuses a year ago. The number of web conferences and number of participants have doubled in the last 12 months. The Grants.gov Task Force has seen two of five initial recommendations for federal grant submissions implemented. Grants.gov continues to join the task force for monthly meetings, and the results of the 2009 GRC Grants.gov survey have been presented at several national conferences.

Policy Matters Series

In 2009 this policy brief series provided concise analysis of issues affecting public higher education on the following topics:

- Student Loan Forgiveness Programs: An Evolving Workforce Development Tool
Servicemembers Opportunity Colleges staff conducted more than 60 training presentations, conference concurrent sessions, and workshops across the country for broad sectors of the higher education and military voluntary education communities. Providing effective strategies and institutional solutions for helping servicemembers and veterans transition from the battlefield into higher education is a critical function of SOC.

Staying Connected
AASCU launched its presence in social media during 2009. Direct links to Twitter, Facebook and LinkedIn are found on the homepage of aascu.org. AASCU posts updates and connections to additional information on Twitter and Facebook. LinkedIn groups can network and share information with colleagues on LinkedIn.
Who We Are

ASCU’s 430 public college and university members are found throughout the United States and in Guam, Puerto Rico and the Virgin Islands. We range in size from 1,000 students to 48,000. We are found in the inner city, in suburbs, towns and cities, and in remote rural America. We include campuses with extensive offerings in law, medicine and doctoral education—as well as campuses offering associate degrees to complement baccalaureate studies. We are both residential and commuter, and offer on-line degrees as well. Yet common to virtually every member institution are three qualities that define its work and characterize our common commitments.

1. We are institutions of access and opportunity. We believe that the American promise should be real for all Americans, and that belief shapes our commitment to access, affordability and educational opportunity, and in the process strengthens American democracy for all citizens.

2. We are student-centered institutions. We place the student at the heart of our enterprise, enhancing the learning environment and student achievement not only through teaching and advising, but also through our research and public service activities.

3. We are “stewards of place.” We engage faculty, staff and students with the communities and regions we serve—helping to advance public education, economic development and the quality of life for all with whom we live and who support our work. We affirm that America’s promise extends not only to those who come to the campus but to all our neighbors.

We believe that through this stewardship and through our commitments to access and opportunity and to our students, public colleges and universities effectively and accountably deliver America’s promise. In so doing we honor and fulfill the public trust.

Valdosta State University (Ga.) campus.
Over 3.9 million students attend AASCU institutions, representing more than half of all students at public four-year institutions and just over a third of all students attending four-year colleges and universities.

AASCU campuses educate a diverse group of students, including those traditionally underrepresented on college campuses. Seventy-three AASCU schools have minority students comprising at least half of their student population. AASCU also represents 37 Historically Black Colleges and Universities and approximately 32 Hispanic Serving Institutions.

Among all public four-year institutions, AASCU schools educate approximately 57 percent of all minority students. This includes approximately 68 percent of all African American students, 56 percent of all Hispanic students, 52 percent of all Native Americans and Alaskan Natives, and 42 percent of Asians/Pacific Islanders.

Following a nationwide trend of women outnumbering men on many campuses, women comprise approximately 58 percent of all AASCU students. Full-time students make up approximately 71 percent of all AASCU students, compared to part-time students (approximately 29 percent).

While the majority of AASCU students are full-time and in their teens and twenties, our members are charged with educating many nontraditional students. Just over 1 million students enrolled at AASCU institutions in Fall 2008 were 25 or over. When looking at all public four-year institutions, AASCU educated 60 percent of all part-time students as of Fall 2008.
While all AASCU institutions work towards Delivering America’s Promise, each school’s mission, size, location and focus is different. The estimated size of AASCU schools in 2008-09 ranges from 785 students at New College of Florida to 50,121 at the University of Central Florida. The estimated average population size is 9,823. Approximately 42 percent of AASCU schools are located in cities, another 43 percent in rural areas and towns, and 15 percent in suburbs.

In the 2007–2008 academic year*, member institutions awarded more than half a million baccalaureate degrees. This includes over 50 percent of bachelor’s degrees in education and approximately 34 percent of bachelor’s degrees in business and health professions combined (see Figure 2).

These half-million-plus degrees represent approximately 54 percent of all bachelor’s degrees granted at public colleges and universities in the United States in 2007–2008. In addition, member institutions awarded over 29,000 associate degrees and sub-baccalaureate certificates.

*Note: Most recent data available. All enrollment and degree data are from the U.S. Department of Education, National Center for Educational Statistics, Integrated Postsecondary Data Systems (IPEDS), Institutional Characteristics, Completions (2008) and Enrollments (Estimated Fall 2008) surveys.
Operating Divisions

Academic Leadership and Change (ALC)
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.

Professional Development
The division provides high quality professional development for chief academic officers through two national meetings each year, featuring leading authorities in higher education. The diverse set of topics includes academic planning and management, faculty development, institutional leadership, financial management, legal matters and a variety of other timely issues. ALC also provides a special leadership training program, Seeking the Presidency, for provosts interested in the university presidency, a New Provost workshop, and leadership seminars on a variety of topics. ALC-developed webinars for member campuses, especially provosts and their staffs, provide the latest information on emerging issues such as future trends, sustainability, civic engagement and new academic practices.

The annual conference with EDUCAUSE and the Using Technology for Student Success project with the University of Central Florida are recent examples of AASCU partnerships with other national educational organizations. These initiatives provide association members access to new ideas and practices in areas of critical operations.

Program Development and Research
AASCU’s academic program development and research studies span a wide range of topics, including institutional accountability, technology, international education, teacher education, student success and a number of other critical issues. Much of ALC’s work includes developing new programs, conducting research studies, undertaking analyses of current and emerging academic trends and producing written monographs and reports.

Highlights of ALC initiatives in these areas include:
• AASCU and APLU partnered to create the Voluntary System of Accountability to provide transparency for students and their families about a wide variety of campus data.
- AASCU conducted the Graduation Rate Project to identify institutional practices on 12 different AASCU campuses that result in higher graduation rates.

- AASCU designed and implemented the Hispanic Student Success Project to identify campus practices that provide the conditions for greater Hispanic student success.

- The American Democracy Project AASCU initiated in 2004 with The New York Times is the largest civic engagement project of its kind in the United States. More than 220 AASCU institutions are participating. The project includes an annual conference and seven national initiatives, all designed to assist campuses interested in promoting citizenship development among undergraduates.

**International Projects**
AASCU’s international programs, under the direction of ALC, provide member campuses with a variety of opportunities to be involved in international education. AASCU provides advice and consultation services for individual campuses on their international program design, structure, and operations. International presidential missions, led by AASCU, develop program opportunities for member campuses in places such as Cuba, South Africa, Morocco and Chile. Much of the current work is focused on China, including familiarization, partnership development, and student recruiting, as well as joint U.S.-Sino educational conferences and faculty and student exchanges. AASCU manages the 1-2-1 U.S.-Sino dual degree program, recognized by the Chinese government as a Program of Excellence, the largest program of this type.

AASCU’s assistance in rebuilding the Republic of Liberia’s higher education system is providing member campuses with opportunities to participate in educational development work in West Africa.

**Recognition Programs**
Two recognition programs are managed by Academic Leadership and Change: the Christa McAuliffe Award which was established to recognize excellence among member institutions, as well as to advance professional practice (awarded to up to 3 campuses annually); and in partnership with IUPUI, ALC created the William Plater Award to recognize outstanding provostial leadership in preparing undergraduates for lives of engagement as informed, engaged citizens (awarded to one chief academic officer annually).

**Communications**
Provides leadership for a strategic communications and marketing effort that advances AASCU goals and enhances understanding of and support for the distinctive contributions of its member institutions. It also develops and implements initiatives that offer national exposure for members.

The division directs AASCU’s media relations program, creates print and electronic marketing materials, produces AASCU publications, represents AASCU on collaborative communications projects, and organizes initiatives that support members’ marketing and public relations endeavors.

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 their founding anniversaries, and the home page weekly “billboard” that spotlights AASCU colleges and universities. The website also features association policy and programmatic priorities; highlights the analysis of federal and state policies; and presents AASCU initiatives and special reports.

AASCU’s biweekly, web-based newsletter, @aascu, highlights current AASCU initiatives and provides members with an opportunity to share information about campus programs, grants and gifts, awards and other pertinent topics. The association has a social media presence on Twitter, Facebook and LinkedIn. Communications uses Twitter and Facebook as an opportunity to drive traffic to aascu.org; member groups are encouraged to use LinkedIn to network, share ideas and seek advice.

The division produces the AASCU magazine Public Purpose. Its goal is to communicate the mission and value of public higher education and to provide a national medium to feature distinctive programs at member institutions as well as to offer opportunities for members to share 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.

**Finance and Operations** provides fiscal management and general administrative support for the association including finance and accounting, human resources, management information systems, and facilities management.

The division oversees the investment of AASCU’s assets in equity and bond trust mutual funds, and the investments of grant endowments provided by external organizations and/or foundations. Human Resources is responsible for hiring new employees and providing staff orientation, monitoring employee benefit programs, training and staff development, and ensuring compliance with all Federal and State EEOC, OSHA and Labor Department regulations. Management Information Systems is responsible for staff technical support and programming for all internal operations and strategic projects.
Government Relations and Policy Analysis

The Division of Government Relations and Policy Analysis (DGRPA) advocates for sound higher education public policy and effective federal and state programs. DGRPA serves as a liaison between AASCU, Congress and the Administration, working to leverage state colleges and universities’ capacity to contribute to national goals of increasing college affordability, educational attainment, workforce development and economic competitiveness.

The division analyzes pending federal legislation, keeping members informed of developments via timely information and action advisories. It also arranges testimony by member presidents and chancellors before congressional committees and federal agencies. Staff support the presidents and chancellors who comprise AASCU’s Council of State Representatives; this body is responsible for helping to formulate the Public Policy Agenda, a document written and produced annually by DGRPA staff, that guides and 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 website provides members with a broad portfolio of resources useful to members in their state advocacy efforts and their support of legislation at the federal level. The division offers information and analysis to members on an array of issues such as financial aid and tuition, higher education finance, veterans education, graduation rates and institutional best practices. A unique feature of AASCU is its dual focus on federal and state higher education policy and programs.
and state policy and programs. Divisional staff track state legislation and communicate state-level developments on issues of college affordability and access, higher education funding and governance. In addition, the division circulates a weekly news roundup of state-related higher education issues and writes policy briefs, special reports and white papers on topics addressing institutional, state and federal policies, programs and “best practices.”

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 contribute to revitalizing 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 contemporary issues affecting postsecondary public affairs.

**Membership Services**

provides resources and professional development opportunities for presidents and chancellors. Membership Services facilitates member involvement in AASCU efforts such as participation on committees, commissions and task forces that allow presidents and chancellors the opportunity to work collectively on issues at the national level.

Member directories help presidents and chancellors stay in touch with a national network of current and former AASCU colleagues. The Presidential Leadership Connection allows those who face campus challenges to be connected to colleagues who have addressed similar problems and have volunteered to share their experience. AASCU also serves as a point of referral for presidents and chancellors seeking recommendations of consultants and other expert resources.

The association supports a wide range of conferences, workshops and meetings designed for senior administrators from AASCU institutions. The AASCU Annual Meeting each November brings members together for a national dialogue on higher education issues, while the Summer Council provides informal professional development and networking programs in a retreat setting. The unique needs of academic affairs executives, campus sponsored program administrators, government relations executives, communications officers and other
campus constituents are also met through a variety of AASCU conferences.

2009 marked an expanded use of on-line conferencing tools such as webcasting, video streaming and webinars for knowledge sharing and expanding the reach of conferences. The trend toward leaner, lighter and greener meetings resulted in shorter gatherings relying on electronic marketing and support, while E-commerce tools have allowed the total transition to online registration.

**Grants Resource Center**

Within AASCU’s Division of Membership Services, the Grants Resource Center (GRC) provides participating institutions with customized services to increase their federal and foundation grant support. Staff program advisers serve as an extension of the institution’s research and sponsored programs staff, conducting funding searches, identifying successful proposal examples, attend briefings and workshop on the institution’s behalf, and traveling to campus to provide proposal development advice. GRC facilitates information sharing among members and agencies through two Washington meetings and numerous web conferences each year, and GRC members drive the development of additional, national-scale resources through the GRC Community and Economic Development Task Force and the GRC Grants.gov Task Force.

Twice a week, GRC members receive a digest of all federal grant and contract notices relevant to higher education, allowing the research and sponsored programs staff to direct more time and effort at proposal development. The monthly GRC Deadlines publication and related faculty alert system give members advance notice of approaching federal and private grant opportunities. Analysis of higher education grant funding is provided once a week through the GrantWeek magazine, which is shared quarterly with every AASCU president and provost. All GRC publications are housed on the members-only website, along with GrantSearch, a proprietary database of funding opportunities, and additional funding and proposal writing resources.

**The Spouse/Partner Program**

provides a support network and two meetings a year, held in conjunction with AASCU’s Annual Meeting and Summer Council, for presidential spouses/partners. The program also publishes a Spouse/Partner Director that serves as a reference and resource.
Servicemembers Opportunity Colleges

SOC is co-sponsored by the American Association of State Colleges and Universities (AASCU) and the American Association of Community Colleges (AACC).

SOC functions in cooperation with 13 other higher education associations, the Department of Defense, and Active and Reserve Components of the military Services to expand and improve voluntary postsecondary education opportunities for servicemembers worldwide. SOC is funded by the Department of Defense (DoD) through a contract with AASCU managed for DoD by the Defense Activity for Non-Traditional Education Support (DANTES). SOC provides outreach, training, and educational materials to college personnel on effective policies, practices, and strategies to help veterans, servicemembers and their family members succeed in their educational endeavors.

The SOC Consortium, comprised of more than 1,850 college and university members, enrolls hundreds of thousands of servicemembers, their family members, and veterans annually in associate, bachelor’s and graduate-level degree programs on school campuses, military installations, armories within the United States and overseas, and through distance learning and learning assessment.

The SOC Degree Network System consists of a subgroup of SOC Consortium member institutions selected by the Army (SOCAD), Navy (SOCNAV), Marine Corps (SOCMAR), and Coast Guard (SOCCOAST) to deliver specific associate and bachelor’s degree programs to servicemembers and their families. Institutional members of the SOC Degree Network System 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.

SOCGuard, a SOC program for the Army National Guard (ARNG), helps develop partnerships with colleges and universities, provide support for Army National Guard strength maintenance activities, and advise and counsel soldiers, education services officers, and strength maintenance personnel on an array of education problems and issues.

In cooperation with the United States Army Recruiting Command (USAREC), SOC operates the Concurrent Admissions Program (ConAP) to increase college enrollment of Army recruits and reservists.
The Millennium Leadership Initiative

Advancing Executive Leadership in Higher Education
Eleven years ago a group of concerned African-American Presidents and Chancellors from the American Association of State Colleges and Universities recognized the need for an academic executive level development program. It would be designed to specifically enhance the prospects for accomplished minority and women senior officers within the academy to advance competitively into president and chancellor positions in the nation’s higher educational enterprise. The conceptual framework was also expanded to work directly with a broader and more diverse array of minority groups including Hispanics, Asians, Native Americans and Pacific Islanders.

The founding group created, developed and established the Millennium Leadership Initiative (MLI), an organization that constructed and initiated a competitive leadership program that could meet this challenge. The MLI Institute was established to operate the program, which was based upon these solid academic principles:

- The faculty would be dominantly active presidents and chancellors.
- Some adjunct senior instructors with extensive topical expertise would be added.
- The initial instruction would consist of an intensive four-day period.

From left: Former AASCU President Deno Curris, Millennium Leadership Initiative (MLI) Founder Marvalene Hughes, MLI Founder and director of the Millennium Leadership Initiative/assistant to the AASCU president Gladys Styles Johnston, Jo Hern Curris, and Mickey Burnim, president of Bowie State University and chair of the MLI Executive Steering Committee, at the MLI 10th anniversary celebration.
• All highly qualified candidates would be considered, however, there would be a focus on minority and women protégé candidates who had achieved the rank of dean or higher in the academy.

• The intensive program would be followed by a one-year protégé-mentor relationship with an active president or chancellor.

The objective of the mentorship program would be to help the protégés design a personal career development plan based on their MLI Institute experience. The plan would consider how to bring their professional accomplishments to the standards typical of executive level academic positions they aspire to reach. Additionally, the protégés would be prepared for the rigors of the highly competitive selection process to become finalist candidates as presidents or chancellors.

After a decade of successful MLI Institutes with 338 protégé graduates, 43 have been appointed university or college presidents or chancellors and nine have succeeded to second president or chancellor positions. Forty percent of those who have not reached a presidential level appointment have advanced their careers through higher-level appointments both inside and outside the academy.

As a consequence of these accomplishments this past year, the MLI has achieved several new milestones. The MLI became an integral part of AASCU with the approval of its Board of Directors. As an outcome of this endorsement, the MLI now has a chancellor emerita as its director, who is also appointed as an assistant to the AASCU President. The Executive Steering Committee, the governing body of the MLI, has completed and adopted new, comprehensive by-laws that establish a stronger organizational structure for the MLI that engages more presidents and chancellors in guidance for and participation in the Institute.

Further, the American Academic Leadership Institute (AALI) now provides sponsorship to the MLI. Two associations for higher education have also joined the AASCU organization as co-sponsors, the Council of Independent Colleges (CIC) and the Association of Public and Land-Grant Universities (APLU), with more support provided by the Coalition of Urban and Metropolitan Universities (CUMU). This addition broadens the sponsorship of the MLI, provides wider opportunities for presidents and chancellors to participate and enlarges the potential pool of protégé candidates.
This annual report provides a comparative financial status of AASCU at fiscal year end June 30, 2009 versus fiscal year end June 30, 2007. AASCU continues to maintain its excellent financial condition while providing programs and services desired by its members. Membership revenue remains supportive of all activities. Membership dues provided 37 percent of AASCU’s total revenue and 85 percent of its general fund revenue. General Fund expenses represented 57 percent of the association’s direct expenses. Allocation of indirect cost recovery reduced this percentage to 42 percent. Salaries and benefits represented 65 percent of the total expense base or an increase of 1 percent to last year, reflecting increases in health insurance premiums and payment of employee’s pension cost upon being hired.

**Statement of Activities**

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<th>Revenue</th>
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<td>Membership Dues</td>
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<td><strong>$11,568,129</strong></td>
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<table>
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<th>Expenses</th>
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<td><strong>Total Expenses</strong></td>
<td><strong>$12,212,201</strong></td>
<td><strong>$12,171,122</strong></td>
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Revenues/Expenses (gross)               | (806,464)      | (602,993)      |

Plus/Less Net Asset (increases/decreases)|                |                |

Nongeneral Transfers and Gains to Permanent Reserves and Other Funds  
| General Fund Net Assets Gain | (68,305) | (200,606) |

The General Fund decreases in net assets was due primarily to a $533,364 loss in its investment in Vanguard Mutual Stock Fund. The fund has shown a $388,423 rebound starting in April thru September of this year creating a new balance of $1,682,552 in September. This recovery is expected to continue as our economy continues to recover.
2009 Board of Directors

Officers
- Jolene Koester (Chair), President, California State University, Northridge
- James C. Votruba, (Chair-Elect), President, Northern Kentucky University
- Kenneth W. Dobbins, (Secretary/Treasurer), President, Southeast Missouri State University
- Carlos Hernández, (Past Chair), President, New Jersey City University

Directors
- James H. Ammons, President, Florida A & M University
- Janet Dudley-Eshbach, President, Salisbury University, Maryland
- Jack Hawkins Jr., Chancellor, Troy University, Alabama
- Melvin N. Johnson, President, Tennessee State University
- Flavious C. Killebrew, President, Texas A&M University-Corpus Christi
- Dorothy Leland, President, Georgia College & State University
- Rita Rice Morris, President, Shawnee State University, Ohio
- P. Kay Norton, President, University of Northern Colorado
- George A. Pruitt, President, Thomas Edison State College, New Jersey
- Charles B. Reed, Chancellor, California State University
- Bruce Shepard, President, Western Washington University
2008-2009 Leadership Committees

**Nominating Committee**
Barbara Dixon (2008 Chair), President, Truman State University, Missouri
F. King Alexander (2009 Chair), President, California State University Long Beach

**Committee on Economic and Workforce Development**
Chair: Wilson Bradshaw, President, Florida Gulf Coast University
Vice Chair: Paul B. Beran, Chancellor, University of Arkansas at Fort Smith

**Committee on International Education**
Chair: Donald Betz, President, Northeastern State University, Oklahoma
Vice Chair: Dianne F. Harrison, President, California State University Monterey Bay

**Committee on Policies and Purposes**
Chair: James L. Muyskens, President, City University of New York, Queens College
Vice Chair: Beheruz N. Sethna, President, University of West Georgia

**Committee on Professional Development**
Chair: Howard Cohen, Chancellor, Purdue University Calumet, Indiana
Vice Chair: Mary Evans Sias, President, Kentucky State University

**Committee on Teacher Education**
Chair: Fred J. Maryanski, President, Nevada State College
Vice Chair: Timothy J. Flanagan, President, Framingham State College, Massachusetts

**Committee on the Undergraduate Experience**
Chair: Carolyn R. Mahoney, President, Lincoln University of Missouri
Vice Chair: William L. Perry, President, Eastern Illinois University

**Commission on Presidential Leadership and Global Competitiveness**
Chair: Bruce Shepard, President, Western Washington University
Vice Chair: Donald Betz, President, Northeastern State University, Oklahoma

**Rural Coalition**
Co-Conveners: Robert R. Bell, President, Tennessee Technological University
Douglas D. Knowlton, President, Dakota State University, South Dakota
Task Force on Sustainability
Chair: John Haeger, President, Northern Arizona University

Affinity Groups

African-American Presidents and Chancellors
Convener: Mickey Burnim, President, Bowie State University, Maryland

Asian-American/Pacific Islander Presidents and Chancellors
Convener: Beheruz Sethna, President, University of West Georgia

Hispanic Presidents and Chancellors
Convener: Rodolfo Arévalo, President, Eastern Washington University

Women Presidents and Chancellors
Convener: Ruth Janssen Person, Chancellor, University of Michigan-Flint

Distinguished Alumnus Award Selection Committee
Chair: Karen S. Haynes, President, California State University San Marcos

Millennium Leadership Initiative (MLI) Executive Steering Committee
Chair: Mickey Burnim, President, Bowie State University, Maryland
2009 Council of State Representatives

- James C. Votruba, (Chair), President, Northern Kentucky University
- Benjamin J. Allen, President, University of Northern Iowa
- Ruben Armíñana, President, Sonoma State University
- Rodolfo Arevalo, President, Eastern Washington University
- Peter B. Barr, President, Genville State College
- Brad Bartel, President, Fort Lewis College
- Al Bowman, President, Illinois State University
- Nancy Carriuolo, President, Rhode Island College
- Max Castillo, President, University of Houston Downtown
- John E. Christensen, Chancellor, University of Nebraska at Omaha
- Sally Clausen, President, University of Louisiana System
- Howard Cohen, Chancellor, Purdue University Calumet
- John E. Counts, President, Western New Mexico University
- John A. Delaney, President, University of North Florida
- Anthony J. DiGiorgio, President, Winthrop University
- Philip L. Dubois, Chancellor, University of North Carolina at Charlotte
- Jerry B. Farley, President, Washburn University
- Timothy J. Flanagan, President, Framingham State College
- Jonathan C. Gibraltar, President, Frostburg State University
- Helen Giles-Gee, President, Keene State College
- Jo Ann M. Gora, President, Ball State University
- Joe Gow, Chancellor, University of Wisconsin-LaCrosse
- Thomas J. Haas, President, Grand Valley State University
- Gary D. Hagen, President, Mayville State University
- John D. Hager, President, Northern Arizona University
- David Hall, President, University of the Virgin Islands
- Timothy L. Hall, President, Austin Peay State University
- Glen D. Johnson, Chancellor, Oklahoma State Regents for Higher Education
- Flavius C. Killebrew, President, Texas A&M University-Corpus Christi
- Douglas D. Knowlton, President, Dakota State University
- Jack Lassiter, Chancellor, University of Arkansas at Monticello
- Claudia A. Limbert, President, Mississippi University for Women
- Rodney H. Mabry, President, University of Texas at Tyler
- Fred J. Maryanski, President, Nevada State College
- Francine G. McNairy, President, Millersville University of Pennsylvania
• Peter P. Mercer, President, Ramapo College of New Jersey
• Carolyn W. Meyers, President, Norfolk State University
• John W. Miller, President, Central Connecticut State University
• F. Ann Millner, President, Weber State University
• John Minahan, President, Western Oregon University
• Rita Rice Morris, President, Shawnee State University
• Barbara E. Murphy, President, Johnson State College
• James L. Muyskens, President, City University of New York, Queens College
• P. Kay Norton, President, University of Northern Colorado
• Richard L. Pattenaude, Chancellor, University of Maine System
• Aaron M. Podolefsky, President, University of Central Missouri
• David L. Potter, President, North Georgia College & State University
• Earl H. Potter III, President, St. Cloud State University
• John Pugh, Chancellor, University of Alaska Southeast
• Allen Sessoms, President, University of the District of Columbia
• Ronald P. Sexton, Chancellor, Montana State University-Billings
• Mary Evans Sias, President, Kentucky State University
• Claiboure Smith, Acting President, Delaware State University
• Deborah F. Stanley, President, State University of New York College at Oswego
• Dene Kay Thomas, President, Lewis-Clark State College
• Rose Y. Tseng, President, University of Hawaii at Hilo
• Robert Underwood, President, University of Guam
• Vaughn Vandegrift, Chancellor, Southern Illinois University Edwardsville
• Jorge Ivan Velez-Arocho, Chancellor, University of Puerto Rico
• Philip C. Williams, President, University of Montevallo
• Leslie Wyatt, President, Arkansas State University System
### 2009 Members

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<td>Fitchburg State College</td>
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<td>Massachusetts College of Liberal Arts</td>
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<td>University of Massachusetts Boston</td>
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<td>University of Massachusetts Dartmouth</td>
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<td>Westfield State College</td>
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Michigan
Central Michigan University
Eastern Michigan University
Ferris State University
Grand Valley State University
Lake Superior State University
Michigan Technological University
Northern Michigan University
Oakland University
Saginaw Valley State University
University of Michigan-Dearborn
University of Michigan-Flint
Wayne State University

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 at Saint Louis

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

Nebraska
Chadron State College
Nebraska State Colleges
Peru State College
University of Nebraska
University of Nebraska at Kearney

University of Nebraska at Omaha
Wayne State College

Nevada
Nevada State College
University of Nevada, Las Vegas

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
Rampage College of New Jersey
Richard Stockton College of New Jersey
Rowan University
The College of New Jersey
Thomas Edison State College
William Paterson University of New Jersey

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

New York
City University of New York
City University of New York, Baruch 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, John Jay College of Criminal Justice
City University of New York, Lehman College
City University of New York, Medgar Evers College
City University of New York, Queens College
City University of New York, York College
State University of New York
Farmingdale State College (SUNY)
Purchase College (SUNY)
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 Brockport
State University of New York College at Buffalo
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 College of Technology at Alfred
The City College of New York (CUNY)

**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 at Asheville
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of North Carolina at Pembroke
University of North Carolina at 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
The University of Akron
Wright State University
Youngstown 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 Institute of Technology
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
Indiana University of Pennsylvania
Kutztown University of Pennsylvania
Lock Haven University of Pennsylvania
Mansfield University of Pennsylvania
Millersville University of Pennsylvania
Penn State Altoona
Penn State Erie, The Behrend College
Penn State Harrisburg
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
University of Puerto Rico at Arecibo
University of Puerto Rico at Bayamon
University of Puerto Rico at Carolina
University of Puerto Rico at Humacao
University of Puerto Rico Cayey
University of Puerto Rico in Ponce
University of Puerto Rico Mayaguez
University of Puerto Rico Rio Piedras

**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 Upstate
Winthrop University

**South Dakota**
Black Hills State University
Dakota State University
Northern State University
South Dakota Board of Regents
South Dakota School of Mines and Technology
University of South Dakota
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-Texarkana
Texas Southern University
Texas State University System
Texas State University-San Marcos
Texas Woman’s University
The University of Texas at San Antonio
University of Houston-Clear Lake
University of Houston-Downtown
University of Houston-Victoria
University of North Texas
University of Texas at Brownsville
University of Texas at Dallas
University of Texas at Tyler
University of Texas of the Permian Basin
University of Texas-Pan American
West Texas A&M University

Utah
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

Virgin Island
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
University of Mary Washington

Washington
Central Washington University
Eastern Washington University
University of Washington, Tacoma
Western Washington University

West Virginia
Bluefield State College
Concord University
Fairmont State University
Glenville State College
Shepherd University
West Virginia Higher Education Policy Commission
West Virginia State University
West Virginia University Institute of Technology

Wisconsin
University of Wisconsin System
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

International Member

West Africa
University of Liberia
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