



ACE[®] American
Council on
Education[®]
Leadership and Advocacy



2016 ANNUAL REPORT



ACE STRATEGIC PRIORITIES

1. LEADERSHIP

Develop and deliver high-quality and innovative programs, services, and thought leadership on current and emerging higher education issues. This work will derive from our collaboration, convening power, and expertise in research, leadership development, internationalization, and attainment, as well as our efforts to identify opportunities for strategic growth.

2. ADVOCACY

Coordinate, convene, and lead the higher education community by providing strong advocacy strategies to advance policies and practices that ensure American higher education continues as a world leader in access, quality, and student success. This work will derive from our efforts focused on federal, state, and international initiatives, as well as our legal, public affairs, research, attainment, and fundraising activities.

3. ORGANIZATIONAL EXCELLENCE

Recruit, serve, and retain members and employees by improving internal culture and effectiveness to achieve ACE's mission. This work will derive from our efforts to raise individual performance, accountability, and collaboration; improve management of our resources; and apply best practices and tools related to systems, media, communications, and data management.

DEAR COLLEAGUES:

We are pleased to provide you with an overview of the work of the American Council on Education (ACE) during 2016. This report summarizes the programmatic and advocacy activities which, driven by our strategic priorities, enabled the Council to serve nearly 2,000 members nationwide during a period of both significant challenges and great opportunities for the entire higher education community.

The Center for Education Attainment and Innovation (CEAI) worked throughout 2016 on initiatives focused on alternative credential pathways so as to increase the number of Americans able to earn a college degree or credential, including the innovative Alternative Credit Project and ACE's College Credit Recommendation Service (CREDIT®). CEAI also applied its long-standing quality assurance practices to a new landmark ACE collaboration with the Association of College and University Educators (ACUE) to spur student success through effective college instruction.

The ACE Leadership division continued to provide a rich suite of leadership development offerings, engaging the highest number of higher education leaders in a year since the division's inception in 2011. The division also continued in the comprehensive strategic planning process that launched in 2015. A new cohesive structure placed a primacy on the division's core mission to educate and advance a visionary, bold, and inclusive community of leaders, including faculty, mid-level administrators, presidents, and chancellors.

The Center for Policy Research and Strategy (CPRS) continued its efforts during 2016 on initiatives to heighten the prominence of the ACE research brand along two dimensions: industry trend analyses and thought leadership on evidence-based change. For example, the CPRS report *Evolving Higher Education Business Models: Leading with Data to Deliver Results* recommends ways for higher education leaders to use data to improve student outcomes and innovate with integrity. CPRS also launched a blog series on campus climate that included the results of its own presidential survey on the topic.

The Center for Internationalization and Global Engagement (CIGE) continues to provide in-depth analysis of critical international education issues, and to administer programs and services in support of higher education institutions' internationalization and global engagement strategies. In 2016 CIGE launched its signature study on campus internationalization, *Mapping Internationalization on U.S. Campuses*, which is completed every five years and will be released in spring 2017.

Through its seats on the testing service's board of directors, ACE continues to provide direction and oversight to the GED Testing Service. It was created in 2011 as a joint venture between ACE and Pearson in order to launch the new GED® program, which is designed to help more adults prepare for and earn high school credentials, as well as prepare for success in college and careers. Since 1942, the GED test has opened doors to better jobs and college programs for more than 20 million graduates.

ACE's advocacy at the federal level, encompassing Congress, the administration, and the courts, ensures that the voice of American higher education is part of important policy conversations that impact students, families, and institutions.

The successes of ACE are only possible with the support of our members and supporters, for which we are deeply grateful.

Sincerely,

Molly Corbett Broad
President
American Council on Education

John J. DeGioia
Chair, 2016–17 ACE Board of Directors
President, Georgetown University (DC)



2016 ACTIVITIES

As the nation's most influential, respected, and visible higher education association, ACE represents the presidents and chancellors of two- and four-year public and private colleges and universities. No other association represents the broad interests of higher education's top leaders like ACE does.

The Council convenes the higher education community and its membership—ACE member institutions serve 80 percent of today's college students—to collectively tackle the toughest higher education challenges. Higher education is America's best hope for long-term economic growth and social progress, and ACE's core objective is to advance activities that support institutions, students, faculty, and staff. In 2016, ACE pursued that objective by working on behalf of its members in the following areas.



ACE LEADERSHIP

ACE Leadership's comprehensive strategic planning process, which launched in 2015, identified key priorities and a supporting operational framework that will enable sustained contribution to member value and fiscal health. Key priorities include adaptive and cohesive delivery of programs, products, and services; inclusive collaborations and partnerships; data-based decision making and assessment; innovation and continuous improvement; and operational alignment. In fulfillment of these priorities, the structural sub-groups—Emerging Leaders, Executive Leadership, and Inclusive Excellence—have been integrated into a cohesive whole. This integration allows the entire network of leadership development offerings to place a primacy on the division's core mission to educate and advance a visionary, bold, and inclusive community of leaders, including faculty, mid-level administrators, presidents, and chancellors, through a distinctive suite of programs, products, and services. In addition, the division continued to provide a rich suite of leadership development offerings engaging the highest number of higher education leaders in a year since the division's inception in 2011.

ACE's Institute for Chief Academic Officers and Advancing to the Presidency workshop both engaged record-high numbers of participants in 2016. The Fidelity Investments-sponsored ACE Advancing to the Presidency program and the ACE Institute for New Presidents received glowing evaluations from participants and explored essential topics including fundraising, board relations, working with the media, building an effective team, and an array of case studies drafted and presented by the participants. In 2016, ACE created a bimonthly CAO briefing communication for all member chief academic officers that shares resources and insights on management and academic trends relevant to provosts and vice presidents of academic affairs.

In addition, a new leadership academy collaboration with the National Association for System Heads (NASH) was launched in 2016, attracting leadership teams for systems across the country to examine approaches to large-scale change and enhanced campus and system performance. ACE continued its successful partnership with the Association of Chief Academic Officers to support academic leaders with training and mentorship opportunities.

ACE welcomed Sherri Lind Hughes as a new director inside the ACE Leadership team, with primary responsibility for the ACE Fellows program. The Council of Fellows began a strategic planning process, the first for the alumni organization. The group renewed its commitment to recruiting participants from sectors that are currently underrepresented, including community colleges, minority-serving institutions, and small private colleges and universities. The three convenings developed for the ACE Fellows class of 2016–17 featured sessions focused on diversity and inclusion, shared governance, campus communications, program development, legal issues, and the political climate and impact of the presidential election.

Hughes also oversees ACE’s Leadership Academy for Department Chairs and contributes directly to the curricular and content design of the broad set of ACE’s leadership programs. ACE’s Leadership Academy for Department Chairs, hosted in January, July, and October, attracted over 200 participants. The growing demand and consistent positive feedback has driven an expansion of the number of academies for 2017 and exploration of new approaches to strengthening the leadership capabilities of department chairs.

The Spectrum Aspiring Leaders Program, Regional Women’s Leadership Forum, and National Women’s Leadership Forum continued to serve mid-level and senior-level leaders from diverse, underrepresented groups. In addition, the ACE

Women’s Networks reach 10,000 women annually through network convenings. Following the Moving the Needle: Advancing Women in Higher Education Leadership initiative, over 400 presidents—women and men from all higher education sectors—signed on to the Moving the Needle: Advancing Women Leaders Commitment. The National Association of Chief Diversity Officers in Higher Education, ACE Leadership, and the Division of Government and Public Affairs hosted a joint convening on equitable and inclusive campus climates at the ACE Annual Meeting on March 15, 2016 in San Francisco. The convening included presidents, chief diversity officers, general counsels, student affairs staff, and faculty/researchers. In April 2016, a select group of researchers, practitioners, provosts, and faculty of color met with Under Secretary of Education Ted Mitchell, Deputy Under Secretary Kim Hunter Reed, and other senior officials from the U.S. Department of Education to discuss the important role of faculty of color and the need for greater faculty diversity at our nation’s colleges and universities.

The division has continued to build capacity through internal ACE collaborations with the Center for Policy Research and Strategy, Membership, and Advancement, and external collaboration discussions with NASH, LGBTQ Presidents in Higher Education, the National Collegiate Athletic Association, the National Association of Collegiate Women Athletics Administrators, Pearson, Sodexo, TIAA, and Fidelity.

CENTER FOR INTERNATIONALIZATION AND GLOBAL ENGAGEMENT

The Center for Internationalization and Global Engagement (CIGE) promotes internationalization at ACE member institutions while supporting the strengthening of higher education globally. Below are some of the highlights of CIGE activities in 2016.

Programs and services that focus on campus internationalization. The Internationalization Collaborative convened in February 2016, focusing on the internationalization of the general education curriculum. Evaluations indicated strong support for continuing the topic of curriculum internationalization in subsequent collaboratives. The Executive Forum for Leading Internationalization, convened in November 2016, focused on the role of international students in campus internationalization. Participation in the forum is limited to presidents, chief academic officers, senior international officers, and chief student affairs officers.

The Internationalization Laboratory guides participating institutions through a strategic planning process that defines international goals, completes a thorough scan of existing institutional resources and capabilities, and creates a plan for comprehensive internationalization. The Lab is currently in the process of restructuring in order to expand its capacity to serve ACE members. Over 100 institutions have participated in the Lab to date, and in many cases, their goals and capabilities have evolved over time. With this in mind, Lab 2.0 has been launched to help Lab institutions assess progress toward their original goals, analyze environmental changes, and make recommendations for redefining their international mission.

CIGE launched its signature study on campus internationalization, *Mapping Internationalization on U.S. Campuses*. Completed every five years, *Mapping* is the most comprehensive survey of internationalization in the United States, with survey questions on curriculum, partnerships, organizational structure, international students, and several other areas. By the end of 2016, more than 1,100 responses had been received, surpassing the total for the 2012 survey. The final report will be widely disseminated to the higher education community in the spring of 2017.

CIGE continued to invest in its presence on the ACE website, which is used extensively by the higher education community. In 2016, CIGE produced two installments of its online series *Internationalization in Action*, focusing on internationalizing the co-curriculum and using technology to facilitate global learning. In addition, ACE completed a substantial expansion and update of the Internationalization Toolkit, a resource featuring the best international practices and programs of ACE member institutions.

Global engagement. CIGE continued to develop and expand its strategic partnerships with counterpart organizations around the world. One such partnership is with Santander Universidades/Universia, a consortium of Latin American higher education institutions. Santander sponsored a delegation of 40 university leaders to attend the ACE Annual Meeting in March 2016, culminating in a dinner hosted by ACE President Molly Corbett Broad. In October 2016, Santander and CIGE continued their cooperation on professional development programming by offering an institute for internationalization leaders based at Latin American institutions. The program focused on international academic partnerships.

CENTER FOR POLICY RESEARCH AND STRATEGY

ACE's Center for Policy Research and Strategy (CPRS) produces research papers, issue briefs, infographics, blog posts, and convenings spanning three broad themes: reimagining diversity and equity in higher education in the twenty-first century, public finance and higher education systems, and transformational leadership.

CPRS released *Evolving Higher Education Business Models: Using Data to Deliver Results* in 2016. The report examines a network approach to leadership that creates transparency around institutional financial data using business model

analysis. The network approach shifts shared governance from an emphasis on institutional dialogue and coherence toward institutional performance based on data-informed decision making.

Throughout 2016, CPRS engaged with scholars at ACE member institutions and other leaders through a blog series on the many dimensions of campus climate. Posted on ACE's *Higher Education Today* platform, the ongoing series includes 11 posts which have been viewed over 20,000 times since debuting in January 2016. The inaugural post "What Are Students Demanding?" analyzed the demands from student organizers across 76 higher education institutions and coalitions.

In an effort to take the pulse of our senior postsecondary leaders on timely topics, CPRS launched Pulse Point in 2016. The first Pulse Point survey, which focused on the timely issue of campus racial climate amidst student protests on campuses nationwide, led to the CPRS blog post "Racial Climate on Campus: A Survey of College Presidents." The post garnered the most views in a single day in the history of the *Higher Education Today* platform.

CPRS conducted the 2016–17 American College President Study (ACPS) survey between April and November 2016 and has received over 1,500 responses from college, university, and system presidents and chancellors. This edition of the ACPS will contain new insight related to diversity and equity, as well as the political and funding environment across states. The report and new interactive data tool are scheduled to be released in June 2017.

With support from the John S. and James L. Knight Foundation, ACE hosted a convening titled "Freedom of Expression and Inclusive Campus Environments: Challenges and Opportunities." The convening, planned and executed by CPRS, brought presidents and other stakeholders together to

discuss perceived tensions between freedom of expression and inclusive campus environments, and to discuss possible solutions for colleges and universities to support both.

CPRS and ACE Leadership finalized the review of the ACE Fellows Program. The purposes of the report are to share the findings from the review, to initiate dialogue around challenges and opportunities facing leadership development programs, and to underscore the changing ways in which the higher education community develops its leaders. The report was released in February 2017.

CPRS staff and graduate research associates provided research and administrative support for the cross-divisional Member Value Revenue (MVR) group, convened by ACE President Molly Corbett Broad to articulate a value proposition that can be used as a basis for developing and analyzing revenue-generating opportunities for ACE.

CENTER FOR EDUCATION ATTAINMENT AND INNOVATION

The Center for Education Attainment and Innovation (CEAI) strives to promote and support post-traditional learners by connecting educational and life experiences among students, institutions, and companies. Through its four groups—CREDIT, College and University Partnerships, the Military Evaluations Program, and Academic Innovation—CEAI is expanding programs and services to advance higher education innovation and increase educational attainment.

The Academic Innovation unit expanded work on its largest grant-funded initiative, the Alternative Credit Project, funded by the Bill & Melinda Gates Foundation. In fiscal 2016, the number of institutions that guarantee to accept nonaccredited courses for transfer credit grew to 56, and the marketing efforts resulted in more than 70,000 unique individuals interacting with the project microsite.

The team developed a quality assurance process and standards to evaluate faculty development training, and completed quality assurance evaluations for 27 modules in the Association of College and University Educators (ACUE) Course on Effective Teaching Practice. Building on its quality assurance of faculty development training, Academic Innovation commenced work on one of ACE's signature initiatives, a USA Funds-supported project to examine connections between effective classroom instruction, student outcomes, and institutional efficiency. This effort will lead to the publication of white papers, national benchmark evaluation standards, and an updated ACE faculty development evaluation tool.

Notable collaborations over the past year include hosting a third successful ACE-UPCEA Summit for Online Leadership in Washington, DC and a partnership with Ellucian and Eduventures to conduct research on competency-based education. Academic Innovations' research and program outcomes were shared at eight national and two regional conferences and workshops.

ACE's College Credit Recommendation Service (CREDIT®) is a self-supporting, fee-for-service unit within ACE. During the past year and continuing into the current fiscal year, CREDIT is developing the capacity to expand the credit recommendation service. Exploration of new potential verticals and new business models for CREDIT is an important ongoing initiative within the center. With the increased attention on helping adults pursue postsecondary degrees and credentials, there is great potential to serve more students and institutions by expanding this service and broadening our scope of review to include workplace credentials and program evaluations.

CREDIT was selected as a Quality Assurance Entity in partnership with Northeastern University (MA) and General

Electric under the Department of Education's Experimental Sites Initiative known as Educational Quality Through Innovative Partnerships (EQUIP). EQUIP fosters partnerships between institutions and nontraditional providers to provide low-cost degree and certificate opportunities to students who qualify. This is an outcomes-based project that seeks to provide education opportunities leading to pathways to employment with little to no financial debt incurred by students.

CREDIT's portfolio of participating organizations expanded in 2016, adding 11 new organizations, including Sales2Job Academy, U.S. Citizenship and Immigration Services, Healthcare Financial Management Association, Shmoop University, Kentucky Fried Chicken, and Scientific Management Technologies. In support of attainment, CREDIT conducted 90 distinct reviews of 760 courses. The CREDIT Annual Benefit Program was enhanced to bring additional, tangible value to participating organizations, including a free summer webinar series.

In 2016, Transcript Services implemented a reduced price for transcripts, resulting in an 8.5 percent increase in number of transcripts ordered year over year. Finally, CREDIT is offering a unique opportunity for all participating organizations in 2017. CREDIT has entered into an agreement with Credly (www.credly.com) to provide badges at no direct cost to the learner. In the spirit of expanding educational and workforce opportunities, the badges will grow the visibility and usability of credit recommendations by allowing learners to display their accomplishments on various platforms such as LinkedIn, Facebook, and Twitter.

College and University Partnerships (CUP) expanded its reach to higher education institutions in a number of ways, including statewide, regional, and national presentations, technical assistance workshops, and webinars. Completing

a national three-part webinar series, CUP engaged more than 1,000 participants from higher education institutions and other organizations, focusing on credit for prior policy and practice, faculty engagement, and development of data infrastructures to capture impact of credit for prior learning on postsecondary persistence and completion. CUP provided ACE credit mapping workshops across the United States for interactive engagement with approximately 750 faculty, administrators, advisors, and registrars. CUP presentations at the annual meetings for the Higher Learning Commission, the Southern Association of Colleges and Schools Commission on Colleges, and the Western Association of Schools and Colleges offered further opportunities to provide technical assistance to a variety of institutions and systems.

Based on these outreach efforts and demand from higher education institutions and state systems, CUP continued to develop hybrid formats to engage constituencies in building awareness, acceptance, and application of ACE credit recommendations. CUP also created and piloted a credit for prior learning readiness survey, train-the-trainer modules, and a set of rubrics for reviewing credit for prior learning policy.

Student and institutional spotlights on ACE's higher education blog and other social media highlighted successful collaborative efforts to promote postsecondary completion through the application of ACE credit recommendations. The renovation of the ACE Credit College and University Network on ACE's new CRM and the creation of new resources are streamlining institutional collaboration with CREDIT organizations.

The Veterans' Program concluded its work with the end of fiscal 2016. The rich Toolkit for Veteran Friendly Institutions portal resources have been archived to the ACE website.

ACE continues to serve in the crucial areas of military credit, transcript facilitation, advocacy, and policy work.

The Military Evaluations Program completed the base year of the new contract and received an excellent review by the Department of Defense for the quality of work performed. Directly from the Contractor Performance Assessment Report:

“American Council on Education (ACE), the sole-source contractor, maintained high standards for quality, a key credit acceptance by colleges and universities to increase Government return on investment. ACE strictly adhered to uncompromising academic standards in their course reviews. They proactively increased project awareness in preparation for a new Army initiative to review courses containing Secret-classified material by working with the Government to capture nuances and implications the project will have on security and workflow. Over the Period of Performance, the contractor responded to Service training personnel knowledge gaps by tailoring onsite evaluation preparation workshops for USMC and USAF. The results were maximized productivity to enable new reviews needed because of vast changes in the training and occupational landscape. Such efforts ultimately avoided loss of credit recommendations for Service members and veterans who pursue higher education credentials.”

Other notable accomplishments included 24 outreach sessions to over 2,000 participants. Key leadership meetings and presentations with The Army University and executive briefings to the Inter-Service Voluntary Education Board. In response to carefully documented and vetted stakeholder feedback, course exhibits in the ACE Military Guide were revised to present learning outcomes to more closely resemble college course syllabi, streamlining the translation from military training to college learning objectives.

DIVISION OF GOVERNMENT AND PUBLIC AFFAIRS

Though the 2016 elections contributed to an even greater partisan divide in Washington last year, work proceeded, mostly behind the scenes, on the continuing effort to reauthorize the Higher Education Act (HEA). ACE Government Relations (GR) staff worked with members of Congress and their staffs in both chambers, as well as at the Department of Education, to share the higher education community's perspective on a range of issues that are likely to be considered as a part of HEA reauthorization, including topics such as campus sexual assault, accreditation, consumer information, and risk sharing. GR staff met frequently with majority and minority staff in both chambers to discuss proposals and the possibility of moving some separate bills on specific topics of interest, in particular a "smart regulation" bill that might emerge from the Senate based on the recommendations from the 2015 report of the Task Force on Federal Regulation of Higher Education.

In addition, GR staff worked with the higher education community to submit formal comments and provide feedback on a number of regulatory matters under consideration this year. Comments were submitted on proposed borrower defense regulations; state authorization of foreign locations and online courses offered by out-of-state institutions; web accessibility; and the distance education provisions in proposed teacher preparation regulations, among others. GR also organized multiple meetings with senior federal regulatory staff concerning issues such as subsidies for student health insurance coverage provided to graduate students.

GR staff organized several meetings with Under Secretary Ted Mitchell and other U.S. Department of Education officials on key issues, including diversifying faculty and

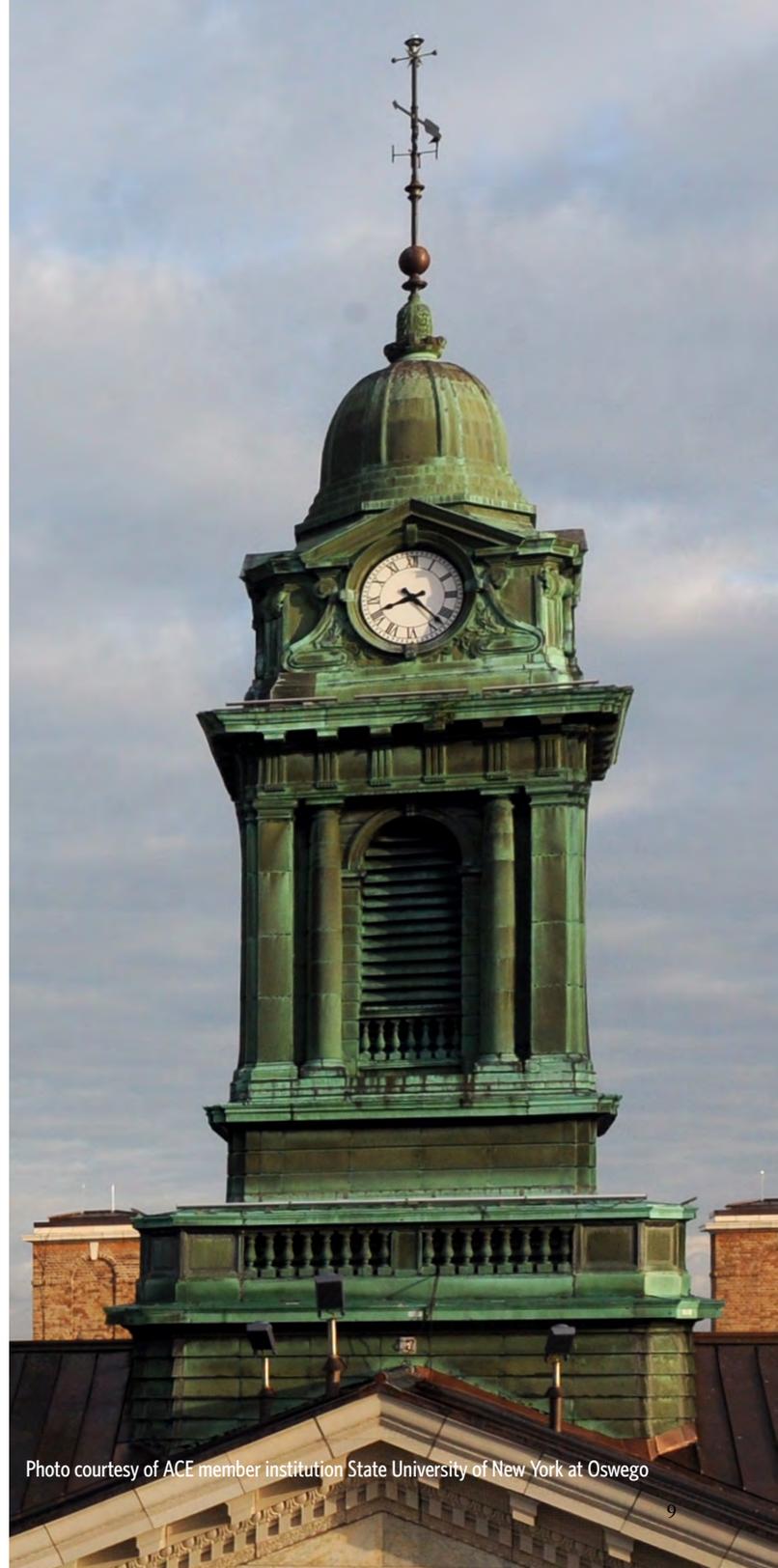


Photo courtesy of ACE member institution State University of New York at Oswego

financial responsibility standards. And the ACE GR and Public Affairs teams, along with General Counsel Peter McDonough, convened an April 22 Roundtable on intercollegiate athletics and academic integrity and later in the year released a paper containing best practices and guidance for presidents and chancellors that was covered by outlets such as *USA Today* and *Inside Higher Ed*.

On the federal funding front, ACE GR staff coordinated higher education community advocacy efforts seeking to ensure that lawmakers made higher education a priority as they moved forward on fiscal 2017 spending bills, particularly in the areas of expanding student aid and research funding.

The GR staff also continued to engage with the congressional tax-writing committees regarding federal tax policy and provisions important to the higher education community. ACE GR staff also led community advocacy on the Affordable Care Act, particularly to help ensure that colleges and universities could continue to provide subsidized student health insurance coverage to graduate students. GR staff worked closely with CUPA-HR and other higher education associations to raise concerns with policy makers and to alert schools about the detrimental effect on college and universities with the Department of Labor's regulations updating the overtime rules of the Fair Labor Standards Act (FLSA).

ACE Public Affairs continued its efforts to maintain the Council's presence as one of the top sources for the media on federal policy, to advocate for the Council's membership on key issues, and to promote the important work of ACE's programs. The office produced and distributed a number of statements from President Molly Corbett Broad on major issues, including (with ACE Board Chair John J. DeGioia) on the National Collegiate Athletic Association's diversity and gender equity pledge; the U.S. Supreme Court's ruling in the

case of *Fisher v. University of Texas at Austin*; and the Department of Labor's overtime pay rule.

OFFICE OF THE GENERAL COUNSEL

In 2016, ACE's judicial advocacy continued to focus on coordinating higher education associations' support for and preparation of amicus briefs in broadly significant cases. The GC attended to the submission of amicus briefs regarding institutional responsibility and liability arising from overseas student travel (*Munn v. Hotchkiss*, Connecticut Supreme Court), the organizing rights of graduate students (*Columbia University and Graduate Workers of Columbia–GWC, UAW, National Labor Relations Board*), an effort to form a union composed exclusively of undergraduate resident advisers (*George Washington University and Service Employees International Union, National Labor Relations Board, Region 5*), and the applicability of the Digital Millennium Copyright Act "safe harbors" to broadband Internet service providers, which include colleges and universities (*BMG v. Cox Communications, Inc.*, U.S. Court of Appeals for the 4th Circuit).

ACE's GC and the president of the National Association of College and University Attorneys again brought campus counsel to the Department of Education's Office for Civil Rights in an effort to offer informed perspective and increase policymaker awareness of campus complexities and challenges relating to current issues.

During 2016, the GC's support of ACE membership across the spectrum of higher education legal issues continued to be advanced by speaking, writing, and media commentary. For example, the GC authored, co-authored, or commissioned ACE issue briefs regarding transgender students' rights and institutional responsibilities; lawsuits claiming breaches of fiduciary duties under the Employee Retirement Income Security Act by private universities based on their administration of 403(b) retirement plans; the Fair

Labor Standards Act (FLSA) and the Department of Labor’s overtime rules; and post-election attention to the Deferred Action for Childhood Arrivals (DACA) program, sanctuary campuses, and related issues pertaining to undocumented students. For ACE’s Annual Meeting, the GC developed and moderated sessions on diversity and campus climate, and on sexual assault. For the ACE Fellows Program and for the ACE Institute for New Presidents, the GC co-presented sessions regarding legal advice to campus presidents. The GC developed and moderated an ACE-produced webcast in June pertaining to the FLSA overtime rules that attracted over 1,200 registrants. For ACE’s *The Presidency* magazine, the GC wrote columns regarding guns on campus, the FLSA overtime rules, and the expectations accompanying higher education institutions’ adoption of the behaviors and language of businesses. The GC’s media engagement offering higher education community perspective included numerous day-of-decision interviews regarding *Fisher v. University of Texas at Austin (Fisher II)*, such as with *The New York Times*, *The Washington Post*, and *The Associated Press*, and co-authoring (with ACE colleague Lorelle Espinosa) a day-after-decision *Fisher II* op-ed featured in *The Chronicle of Higher Education*.

OTHER ACE INITIATIVES

GED Testing Service: For more than 70 years, ACE has been steward of the nation’s preeminent high school equivalency exam, the GED® test. In 2016, the GED Testing Service delivered more than 1,000,000 tests in the United States and abroad, enabling adult learners to prepare for and earn high school credentials, as well as prepare for success in college and careers. It expanded services to adults by partnering with major employers to create GEDWorks®, an employer-funded program for working adults who lack a high school diploma. ACE’s College Credit Recommendation

Service (CREDIT®) recommends that students who achieve the GED® with Honors performance level be waived from developmental education and placement testing, signaling their readiness for college-level courses.

American College Application Campaign

(ACAC): This ACE-led initiative to increase the number of first-generation and low-income students pursuing a college or university degree reached close to 355,000 students in all 50 states and the District of Columbia during fall 2015. Data from the fall 2016 campaign are still being collected. ACAC initially received support from Lumina Foundation, the Bill & Melinda Gates Foundation, The Kresge Foundation, and the Bank of America Charitable Foundation. Projections are that that ACAC can reach some 80 percent of all high schools in the next five to six years, reaching 1.5 million students who might otherwise never have applied to college. More recently, the project has received grants from ACT, the KPMG Foundation, and the U.S. Department of Education. In partnership with ACT, the National Student Clearinghouse, and Delaware State University, we are evaluating the impact of a recently developed College Match and Fit Toolkit on the college enrollment and persistence rates of students from low-income backgrounds and first-generation students. The College Match and Fit Toolkit provides school counselors and their students a strategic approach to identifying postsecondary institutions that align with each student’s academic preparedness and fit with their career aspirations, finances, and lifestyle preferences.

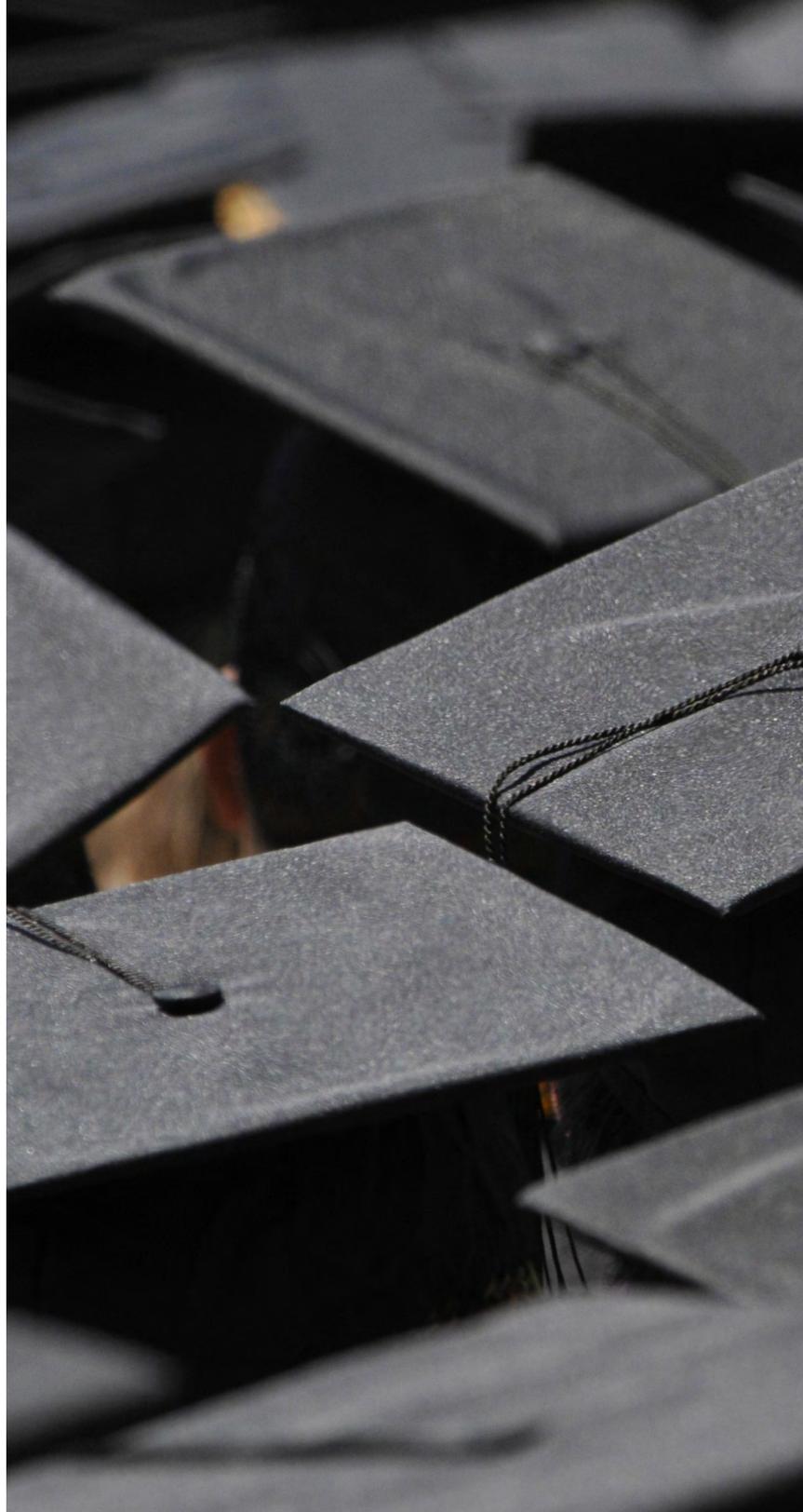
Association of College and University

Educators: In March, ACE announced a significant collaboration with the Association of College and University Educators (ACUE) that aims to enhance student success through effective college instruction. ACUE, a new company founded in 2014, has launched a national effort to advance effective college instruction through state-of-the-art online

professional development programs. ACE is collaborating with ACUE in a joint endeavor as part of our nearly century-old mission to prepare campus leaders, support the work of colleges and universities, and assist institutions in strengthening student learning, persistence, and completion. ACE is applying its rigorous quality assessment expertise formed through decades of making college credit recommendations for workplace and military courses in order to optimize the soundness and research basis of ACUE's Effective Practice Framework© and Course in Effective Teaching Practices.

ACE's Annual Meeting: Hundreds of higher education leaders convened March 12–15, 2016 in San Francisco, to attend ACE's 98th Annual Meeting, newly branded as ACE2016. This bold new approach to marketing ACE's Annual Meeting created a stable, powerful identity whose name recognition can be carried forward from year to year. The rebrand resonated with attendees, making ACE2016 not only ACE's largest West Coast meeting ever, but also ACE's largest meeting in history, bringing nearly 2,000 participants onsite.

The plenary sessions focused on issues of critical importance to today's higher education leaders including Equity and Social Justice, Innovation, Higher Education Leadership, and Leadership in a Changing World. In addition to these thought-provoking plenary sessions, the content at ACE2016 was designed to spark collaborative dialogue between senior leaders, emerging leaders, provocative speakers, and issue experts. Some of the content in this area included ACE's first offering of Master Classes with expert scholars focused on leadership skill development, a federal relations update, leader-to-leader sessions, and over 30 concurrent sessions.





ACE'S STRATEGIC VISION

The American Council on Education (ACE) believes that higher education is at a pivotal juncture in its history. Multiple forces including demand for knowledge and skills, constrained public funding, broad concerns regarding affordability, increasingly diverse student bodies, and technological innovation are driving a need for sector-wide innovation.

ACE envisions a future of mission-driven, innovative, and financially resilient colleges and universities providing quality and affordable higher education serving diverse learners, regional communities, a thriving nation, and a globalizing world. Given changing demographics and income disparities, ACE's vision is focused on deepening higher education's historic role in ensuring a just and equitable society in which all citizens have an opportunity to prosper.

Strategic Agenda

ACE's 100-year history of advocacy and leadership development for higher education has demonstrated that the sector evolves in generative ways at the intersection of public policy and institutional strategy. Given the pivotal changes noted above, ACE is pursuing innovative directions to help institutions embrace the future and strive to meet the nation's education imperative to promote national competitiveness, individual opportunity, and equitable social mobility. ACE pursues four organizational strategies to promote generative change:

1. Re-imagine Diversity and Equity in Higher Education for Today's Students, Faculty, and Leaders
2. Enable the Expansion of Flexible Completion Pathways
3. Develop Innovative Institutions and Leaders That Are Learner-Centered, Tech-Savvy, and Globally Engaged
4. Foster Effective Public Policy Reform Based on Expertise, Evidence, and Engagement

Our success is dependent on the coordinated efforts and investments of multiple stakeholders including college leaders, public policy makers, business leaders, philanthropic organizations, and students themselves.

1. RE-IMAGINE DIVERSITY AND EQUITY IN HIGHER EDUCATION FOR TODAY'S STUDENTS, FACULTY, AND LEADERS

ACE believes that global economic, political, and social progress rely upon a diversity of ideas and people at every level of the higher education enterprise. We also believe that continued progress toward building a more equitable society requires a reimagining of organizational culture, values, policies, and management practice in higher education.

Over the last 40 years, college enrollment has quadrupled, resulting in an upsurge that encompasses an increase in the diversity of learners. Today's higher education students represent many life stages and identities—gender, racial/ethnic minority, single parent, veteran, immigrant, at-risk young adult, and digital native, to name only a few. While this diversity has been addressed in the scholarly literature, it has been less explored as a systemic driver of innovation in higher education. ACE sees this work as a global effort, with opportunities for the exchange of innovation and effective practice among national systems and their institutions.

In the next 20 years, the academic enterprise must manifest new models of faculty work and engagement that leverage research/pedagogical expertise in the context of racially and culturally diverse student bodies to yield optimal educational outcomes. So too must leadership in higher education represent an increasingly diverse society. These needs are articulated by research that illustrates the efficacy of diverse perspectives in educational settings and institutional leadership.

ACE is spearheading the following signature initiatives in support of more equitable student, faculty, and leadership bodies: American College Application Campaign, Campus Climate Initiative, and the Forum for Expression and Inclusion.

2. ENABLE THE EXPANSION OF FLEXIBLE COMPLETION PATHWAYS

Many of today's students are post-traditional. They are racially and ethnically diverse, digital natives, single parents, veterans, high school dropouts, and career changers. Each of these post-traditional learners will take different pathways to complete a credential of value yielding positive life and labor market outcomes. Pathways include learning at many institutions; crossing international borders; learning in work/community settings; episodic enrollment; online learning; and varying ways of assessing one's stock of knowledge.

ACE provides programs, services, and tools to employers, colleges, and universities seeking to enable strong yet flexible pathways for students to earn badges, certificates, and degrees. Our solutions include college readiness assessment (GED® test), military and corporate credit validation, alternative transcript validation, education/business partnership facilitation, and faculty teaching enhancement (Association of College and University Educators). ACE is also investing in capabilities to validate the quality of learning of nontraditional postsecondary providers and serve as a standards clearinghouse for competency transcripts and badges.

ACE is spearheading the following signature initiatives to enable flexible completion pathways for the post-traditional student: alternative credential ecosystem and high-quality badges clearinghouse.

3. DEVELOP INNOVATIVE INSTITUTIONS AND LEADERS THAT ARE LEARNER-CENTERED, TECH-SAVVY, AND GLOBALLY ENGAGED

America's 4,600 colleges and universities have become complex, global learning enterprises—a mix of mission, culture, faculty and management talent, and technology—to educate students and improve society. Society demands that institutions do their work by promoting access, affordability, and quality while striving for increased education attainment among all demographic groups.

This challenge necessitates that higher education institutions and their leaders be innovative, learner-centered, tech-savvy, and globally engaged. Innovative means able to use data and evidence to adapt and scale new ways to facilitate student success in mission-aligned ways. Learner-centered implies a focus on student success and measurable learning outcomes. Tech-savvy embraces digital and web-enabled resources to improve both the academic and financial models that underpin the enterprise. Globally engaged means that institutions are designed to thrive in an international marketplace and prepare students for a global society. In order to evolve along these lines, these enterprises require leaders who are at once visionary on mission, champions of academic quality, data-driven business managers, and internationally adept partnership builders.

ACE is empowering its members to create innovative colleges and universities with a suite of initiatives and programs that provide presidents and cabinet executives with the knowledge, skills, and abilities needed to create global, learning enterprises. (A signature initiative in this area is under development.)

4. FOSTER EFFECTIVE PUBLIC POLICY REFORM BASED ON EXPERTISE, EVIDENCE, AND ENGAGEMENT

ACE is at the center of public policy making in American higher education and plays a key role in discussions in such key areas as federal financial aid, quality assurance, tax policy, immigration, international education, and health care. All major actors in education policy rely on ACE's unparalleled ability to convene discussions and articulate solutions to pressing challenges.

Our goal is to find policy options that will balance the government's need for oversight and accountability with institutional needs for autonomy and independence. ACE does this by leveraging a deep reservoir of public policy expertise and analytic skill and seeking evidence-based solutions that recognize and meet the needs of students, institutions, and policy makers. In an era of unprecedented change and serious challenges, ACE's commitment and leadership to effective public policy has never been more important. *(A signature initiative in this area is under development.)*

Looking Ahead

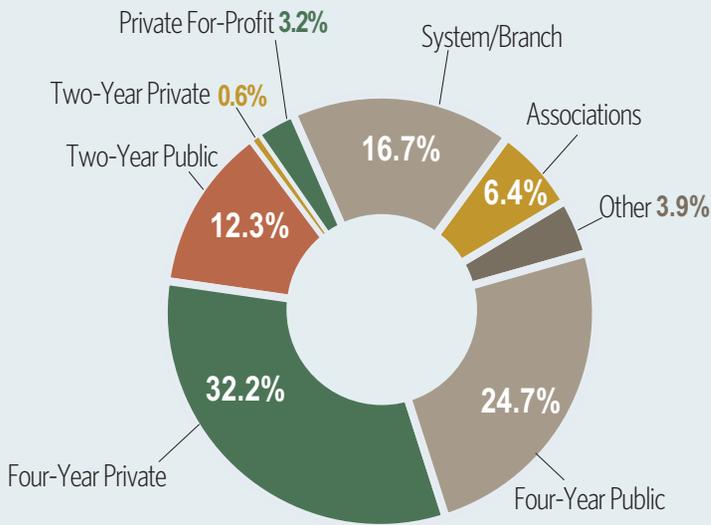
Executing this four-fold strategy positions ACE well to respond to the many forces that are disrupting higher education and transforming the very fabric of our institutions. Preparing the future leaders of our colleges and universities and increasing education attainment for all students are key priorities. Catalyzing innovative solutions to address these goals will drive our work in the years ahead.



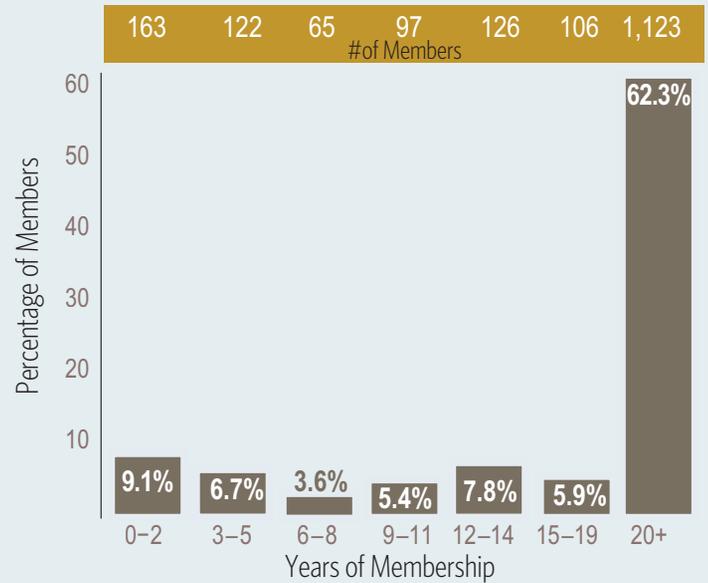
MEMBERSHIP PROFILE

Photo courtesy of ACE member institution Otterbein University (OH).

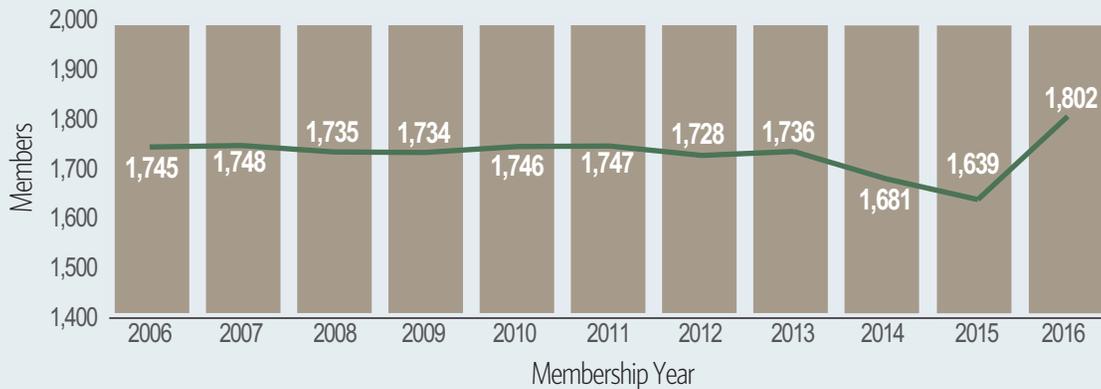
ACE MEMBERS, BY TYPE



DISTRIBUTION OF MEMBERS, BY YEARS OF MEMBERSHIP



MEMBERSHIP, DECEMBER 2006-DECEMBER 2016*



*These numbers represent an adjusted total for members that were removed beginning in 2011-12 for multiple years of non-payment.



CORPORATE MEMBERSHIP PROGRAM

The Corporate Membership Program strengthens the connection between the business community and higher education, bringing together leaders in both sectors to address key issues our institutions face today. For further information on the ACE Corporate Membership program, please contact ACE's Advancement Office at (202) 939-9397.

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Sage Search Partners*
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Bill & Melinda Gates Foundation
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Harris Search Associates
The Hearst Foundation
Heidrick & Struggles
Helix Education
Hobsons
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Hyatt-Fennell, Executive Search
IBM
Innovative Educators
InsideTrack
Institute of International Education
International Association of University
Presidents
Isaacson, Miller

John S. & James L. Knight Foundation
Jenzabar, Inc.
JetBlue
Keypath Education
KPMG Foundation
MEF University (Turkey)
Merit
MetLife Foundation
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo,
P.C.
Myers McRae Executive Search Consulting
National Collegiate Athletic Association
National Student Clearinghouse
Navitas
Noodle Companies
Park Square Executive Search
Paschal • Murray Executive Search
Pearson

Registry for College and University Presidents
Rent Consulting Group, LLC
Revature
RPA Inc.
Ruffalo Noel Levitz
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Storbeck/Pimentel & Associates, LP
Summit Search Solutions, Inc.
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TIAA
Wiley Education Services
Witt/Kieffer



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2016-17**

Photo courtesy of ACE member institution Augustana College (IL).

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representing the *Association of American Colleges and Universities*

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Justin Draeger, President and Chief Executive Officer, *National Association of Student Financial Aid Administrators*

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WASHINGTON HIGHER EDUCATION SECRETARIAT



Photo courtesy of ACE member institution Juniata College (PA).

FINANCIAL HIGHLIGHTS

ACE has continued its commitment to sound, effective financial stewardship as part of its strategic goal to improve the organization's effectiveness, efficiency, and financial strength. By protecting and preserving its assets, ensuring compliance with financial reporting and control requirements, enhancing business performance and strategic decision making, and balancing cost and service levels, ACE ensures the sustainability of its ongoing programs and enables the development of new programs to support its mission.

The financial statements from which the accompanying financial highlights were derived have been determined to present fairly, in all material respects, the financial position of ACE as of September 30, 2016, and the changes in its net assets and cash flows for the year then ended in conformity with generally accepted accounting principles. For a complete set of the audited financial statements, including statements of functional expenses and cash flows, full footnote disclosure, and the unmodified opinion of the independent certified public accountants, please visit ACE online at www.acenet.edu or contact the ACE Department of Finance and Budget at One Dupont Circle NW, Washington, DC 20036.



SUMMARY STATEMENTS OF FINANCIAL POSITION

	As of September 30	
	2016	2015
ASSETS		
Cash and cash equivalents	\$ 2,993,802	\$ 1,550,665
Accounts receivable	2,004,098	6,083,468
Investments	55,331,709	54,918,224
Investment in joint venture	12,319,140	14,263,841
Investment in ACUE	3,000,000	-
Property, net	11,186,759	8,455,594
Other assets	2,411,248	3,050,782
Total assets	\$ 89,246,756	\$ 88,322,574
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expense	\$ 2,488,488	\$ 3,735,560
Deferred revenue	11,767,904	12,165,404
Notes payable	724,382	1,667,597
Retiree medical benefit obligation	3,584,842	2,622,467
Other liabilities	3,402,848	3,592,311
Total liabilities	21,968,464	23,783,339
Net assets		
Unrestricted	62,591,084	62,398,087
Temporarily restricted	4,687,208	2,141,148
Total net assets	67,278,292	64,539,235
Total liabilities and net assets	\$ 89,246,756	\$ 88,322,574

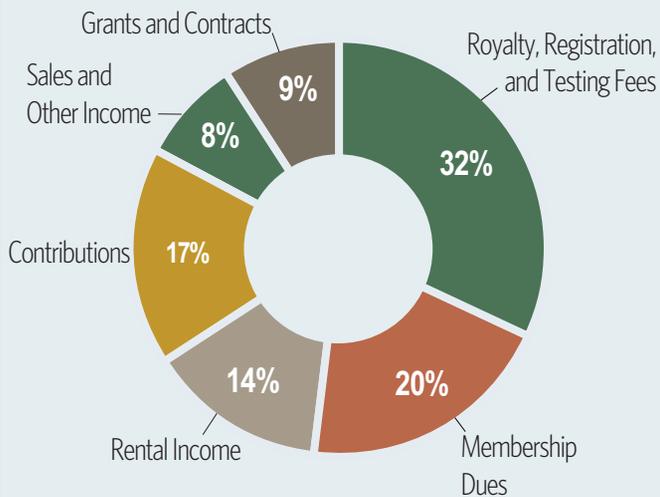
SUMMARY STATEMENTS OF ACTIVITIES

	Years Ended September 30	
	2016	2015
REVENUES		
Grants and contracts	\$ 3,502,153	\$ 21,112,325
Royalty, registration, and testing fees	12,560,222	12,068,458
Membership dues	7,636,712	7,227,582
Rental income	5,436,096	6,147,663
Contributions	6,473,104	1,113,775
Sales and other income	3,121,012	3,261,684
Total revenues	38,729,299	50,931,487
EXPENSES		
Program services	24,233,509	39,674,526
Supporting services:		
Building operations and other ancillary services	5,080,498	4,508,748
General and administrative	5,767,306	5,627,864
Fundraising	575,892	792,942
Total supporting services	11,423,696	10,929,554
Total expenses	35,657,205	50,604,080
Excess of revenues over expenses	3,072,094	327,407
NET LOSS	(333,037)	(6,023,240)
Change in net assets	2,739,057	(5,695,833)
Net assets, beginning of year	64,539,235	70,235,068
Net assets, end of year	\$ 67,278,292	\$ 64,539,235

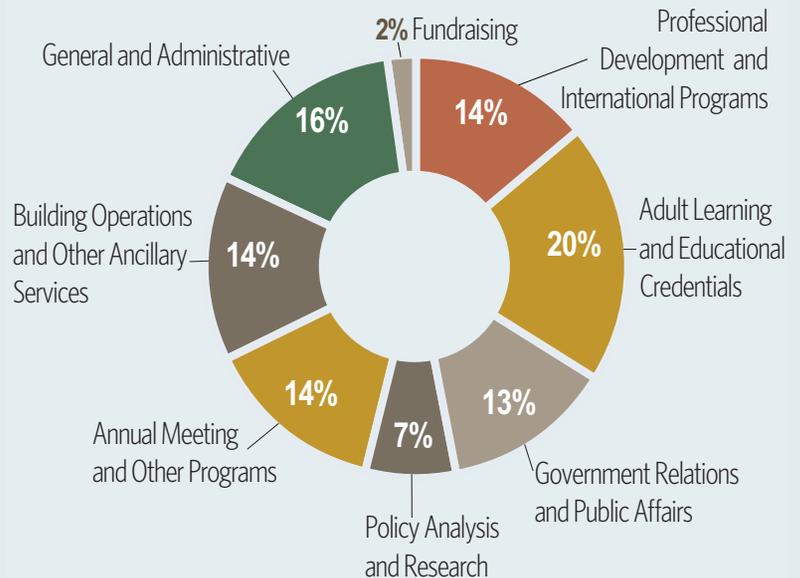
GROWTH OF ORGANIZATIONAL ASSETS AND NET ASSETS



REVENUES, BY SOURCE YEAR ENDED SEPTEMBER 30, 2016



EXPENSES, BY ACTIVITY YEAR ENDED SEPTEMBER 30, 2016



ALABAMA

Alabama A&M University*
Alabama State University*
Amridge University
Athens State University*
Auburn University at Montgomery*
Auburn University System*
Auburn University*
Bevill State Community College
Birmingham-Southern College*
Columbia Southern University*
Herzing University-Birmingham
Jacksonville State University*
Miles College*
Samford University*
Spring Hill College*
Strayer University-Birmingham*
Tuskegee University*
University of Alabama*
University of Alabama at Birmingham
University of Alabama System*
University of Montevallo*
University of North Alabama*

ALASKA

Ilisagvik College
Kenai Peninsula College*
Kodiak College*
Matanuska-Susitna College*
University of Alaska Anchorage*
University of Alaska Fairbanks*
University of Alaska Fairbanks-Bristol Bay Campus*
University of Alaska Fairbanks Chukchi Campus*
University of Alaska Fairbanks Kuskokwim Campus*
University of Alaska Fairbanks Northwest Campus*
University of Alaska Southeast*
University of Alaska System*

ARIZONA

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Arizona Board of Regents*
Arizona Christian University
Arizona State University*
Chandler-Gilbert Community College
DeVry University Phoenix*
Diné College*
Estrella Mountain Community College
GateWay Community College
Glendale Community College

* Indicates institution has been a member of ACE for more than 10 years



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Photo courtesy of ACE member institution Bellarmine University (KY).

Harrison Middleton University*
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Mesa Community College*
Northcentral University
Northern Arizona University*
Paradise Valley Community College
Phoenix College*
Pima County Community College District*
Rio Salado Community College*
Scottsdale Community College*
South Mountain Community College
Tohono O'odham Community College
University of Advancing Technology
University of Arizona*
University of Phoenix*
University of Phoenix-Hohokam*
University of Phoenix-Online Campus*
University of Phoenix-Southern Arizona*
Western International University

ARKANSAS

Arkansas Baptist College
Arkansas State University*
Arkansas State University-Beebe*
Arkansas Tech University
Henderson State University
Hendrix College*
Lyon College*
Philander Smith College*
Southern Arkansas University*
University of Arkansas at Fort Smith*
University of Arkansas at Little Rock*
University of Central Arkansas*
University of the Ozarks*

CALIFORNIA

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Allan Hancock Joint Community College District*
Alliant International University*
Alliant International University-San Diego Scripps Ranch
Anaheim University
Antioch University-Los Angeles*
Antioch University-Santa Barbara*
Argosy University*
Ashford University*
Azusa Pacific University*
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Bryan University
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California Community Colleges System Office*
California Institute of Technology*
California Institute of the Arts*

California InterContinental University
California Lutheran University*
California Maritime Academy*
California National University for Advanced Studies
California Polytechnic State University-San Luis Obispo*
California Southern University
California State Polytechnic University-Pomona*
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, Monterey Bay*
California State University, Northridge*
California State University, Sacramento*
California State University, San Bernardino*
California State University, San Marcos*
California State University System*
Cerritos Community College District*
Chabot-Las Positas Community College District
Chaffey College
Chaffey Community College District
Chapman University*
Chapman University System
Chicago School of Professional Psychology
City College of San Francisco*
Claremont Graduate University*
Claremont McKenna College*
Claremont University Consortium*
Coast Community College District*
Coleman University
Cosumnes River College
Desert Community College District*
DeVry University Pomona*
Dominican University of California*
Fashion Institute of Design and Merchandising*
Fielding Graduate University*
Foothill College*
Foothill-De Anza Community College District*
Golden Gate University
Grossmont-Cuyamaca Community College District*
Hartnell Community College District*
Harvey Mudd College*
Humboldt State University*
International Technological University
John F. Kennedy University
Laney College*

Long Beach City College
Los Angeles Community College District
Los Angeles Mission College*
Los Angeles Trade-Technical College*
Los Angeles Valley College*
Los Medanos College
Los Rios Community College District*
Loyola Marymount University*
Menlo College
Mills College*
Mount Saint Mary's University*
National University*
National University System*
North Orange County Community College District
Notre Dame de Namur University*
Occidental College*
Orange Coast College
Pacific Oaks College*
Palo Alto University
Palomar Community College District*
Pepperdine University*
Peralta Community College District
Pitzer College*
Point Loma Nazarene University*
Pomona College*
Riverside Community College District*
Sacramento City College
Saint Mary's College of California
Samuel Merritt University*
San Bernardino Community College District*
San Diego City College*
San Diego Community College District*
San Diego Mesa College*
San Diego Miramar College*
San Diego State University*
San Francisco Community College District*
San Francisco State University*
San Jose State University*
Santa Barbara Community College District
Santa Clara University*
Santa Monica Community College District*
School of Urban Missions (SUM) Bible College and Theological Seminary
Scripps College*
Silicon Valley University*
Siskiyou Joint Community College District*
Sonoma State University*
Southern California University of Health Sciences
Stanford University*
State Center Community College District
Taft University System, Inc.

Touro University-California
Trident University
United States Naval Postgraduate School*
University of Antelope Valley
University of California, Berkeley*
University of California, Davis*
University of California, Irvine*
University of California, Los Angeles*
University of California, Merced
University of California Office of the President*
University of California, Riverside*
University of California, San Diego
University of California, Santa Cruz*
University of La Verne*
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University of Phoenix-San Diego*
University of Phoenix-Southern California*
University of Redlands*
University of San Diego*
University of San Francisco*
University of Southern California*
University of the Pacific*
Vanguard University of Southern California
Ventura College
Ventura County Community College District*
West Hills Community College District*
Westmont College*
Whittier College*
Woodbury University*
Yosemite Community College District*

COLORADO

Aims Community College
Arapahoe Community College
Colorado Christian University
Colorado College*
Colorado Community College System*
Colorado Northwestern Community College
Colorado School of Mines*
Colorado State University System
Colorado State University*
Colorado State University-Global Campus
Colorado State University-Pueblo
Colorado Technical University*
Community College of Aurora
Community College of Denver*
DeVry University Westminster*
Front Range Community College
Metropolitan State University of Denver*
Morgan Community College
Pikes Peak Community College
Red Rocks Community College

Regis University*
Rocky Vista University
United States Air Force Academy*
University of Colorado Boulder*
University of Colorado Colorado Springs*
University of Colorado Central Administration*
University of Colorado Denver*
University of Denver*
University of Phoenix-Colorado*
University of Phoenix-Southern Colorado*
University of the Rockies

CONNECTICUT

Albertus Magnus College*
Asnuntuck Community College*
Central Connecticut State University*
Charter Oak State College*
Connecticut College*
Connecticut State Colleges & Universities*
Eastern Connecticut State University*
Fairfield University*
Goodwin College
Housatonic Community College
Naugatuck Valley Community College*
Quinnipiac University*
Sacred Heart University
Southern Connecticut State University*
St. Vincent's College*
State of Connecticut Board of Regents for Higher Education*
Trinity College*
United States Coast Guard Academy*
University of Connecticut*
University of Hartford*
Western Connecticut State University*
Yale University*

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Goldey-Beacom College*
Strayer University-Christiana*
University of Delaware*
Wilmington University*

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Catholic University of America*
Gallaudet University*
The George Washington University*
Georgetown University*
Graduate School USA*
Institute of World Politics*

National Intelligence University*
Strayer University*
Strayer University-Takoma Park Campus*
Trinity Washington University*
University of the District of Columbia*

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DeVry University Miramar*
Eastern Florida State College*
Eckerd College*
Edward Waters College
Everglades University
Flagler College
Florida A&M University*
Florida Gateway College*
Florida Gulf Coast University*
Florida Institute of Technology*
Florida International University*
Florida Memorial University*
Florida National University
Florida State College at Jacksonville
Florida State University*
Herzing University-Winter Park
Hillsborough Community College*
Hillsborough Community College District
Hodges University*
Indian River State College*
Jacksonville University*
Lynn University*
Miami Dade College*
Nova Southeastern University*
Palm Beach State College*
Rollins College*
Saint Leo University*
Santa Fe College*
South Florida State College*
St. Johns River State College*
St. Petersburg College
St. Thomas University*
State University System of Florida*
Stetson University*
Strayer University-Baymeadow*
Strayer University-Coral Springs*
Strayer University-Ft. Lauderdale*
Strayer University-Maitland*
Strayer University-Orlando East*
Strayer University-Palm Beach Gardens*
Strayer University-Sand Lake*
Strayer University-Tampa East*
Strayer University-Tampa Westshore*
Ultimate Medical Academy

University of Central Florida*
University of Florida*
University of Miami*
University of North Florida*
University of Phoenix-Central Florida*
University of Phoenix-North Florida*
University of Phoenix-South Florida*
University of Phoenix-West Florida*
University of South Florida Sarasota-Manatee
University of South Florida*
University of South Florida St. Petersburg
University of Tampa*
University of West Florida*
Valencia College*

GEORGIA

Agnes Scott College*
Albany State University*
Albany Technical College
Armstrong State University
Atlanta Technical College
Augusta University
Berry College*
Board of Regents of the University System of Georgia
Brenau University*
Clark Atlanta University
Clayton State University*
College of Coastal Georgia*
Dalton State College
DeVry University Georgia*
East Georgia State College
Emory University*
Fort Valley State University
Georgia College & State University*
Georgia Gwinnett College*
Georgia Highlands College*
Georgia Institute of Technology*
Georgia Perimeter College*
Georgia State University*
Gordon State College
Herzing University-Atlanta
Kennesaw State University*
Life University*
Mercer University*
Morehouse College*
Oglethorpe University*
Paine College*
Reinhardt University*
Savannah College of Art and Design*
Savannah State University*
South Georgia State College

Spelman College*
Strayer University-Chamblee*
Strayer University-Cobb County*
Strayer University-Douglasville*
Strayer University-Lithonia*
Strayer University-Morrow*
Strayer University-Roswell*
Strayer University-Savannah*
Technical College System of Georgia
University of Georgia*
University of North Georgia*
University of Phoenix-Atlanta*
University of West Georgia*
Valdosta State University*

GUAM

Guam Community College
University of Guam*

HAWAII

Hawaii Community College
Hawaii Pacific University
Honolulu Community College*
Kapi'olani Community College*
Kauai Community College*
Leeward Community College*
University of Hawaii at Hilo*
University of Hawaii at Manoa*
University of Hawaii at West Oahu*
University of Hawaii Center at West Hawaii*
University of Hawaii Maui College*
University of Hawaii System*
University of Phoenix-Hawaii*
Windward Community College*

IDAHO

Boise State University*
Brigham Young University-Idaho
University of Idaho*
University of Phoenix-Boise*

ILLINOIS

Adler University*
Augustana College*
Benedictine University*
Black Hawk College*
Bradley University*
Chamberlain College of Nursing
Chicago State University*
City Colleges of Chicago-Malcolm X College
Columbia College Chicago*
Concordia University Chicago*
DePaul University*

DeVry University*
DeVry University Chicago*
DeVry University Oak Brook*
Elgin Community College
Governors State University*
Illinois Board of Higher Education*
Illinois Institute of Technology*
Illinois State University*
Illinois Wesleyan University*
Kaplan University
Lewis University
Lincoln Land Community College*
Loyola University of Chicago*
MacMurray College
McKendree University*
Methodist College
Midwestern University*
Monmouth College*
Moody Bible Institute
Moraine Valley Community College*
Morton College*
National Louis University*
Northeastern Illinois University*
Northern Illinois University*
Northwestern University*
Oakton Community College*
Parkland College*
Prairie State College*
Principia College*
Resurrection University
Robert Morris University*
Rockford University*
Roosevelt University*
Rosalind Franklin University of Medicine & Science
Saint Xavier University*
School of the Art Institute of Chicago
Shimer College
Southern Illinois University Carbondale*
Southern Illinois University Edwardsville*
Southern Illinois University System*
Triton College*
University of Chicago*
University of Illinois at Chicago*
University of Illinois at Springfield*
University of Illinois at Urbana-Champaign*
University of Illinois Central Office*
University of Phoenix--Chicago*
University of Saint Francis*
Waubonsee Community College*
Western Illinois University*
William Rainey Harper College

INDIANA

American College of Education
Ball State University*
Butler University*
DePauw University*
DeVry University Indianapolis*
Earlham College*
Franklin College*
Indiana Commission for Higher Education*
Indiana Institute of Technology*
Indiana State University*
Indiana University Bloomington*
Indiana University East*
Indiana University Kokomo*
Indiana University Northwest*
Indiana University South Bend*
Indiana University Southeast*
Indiana University System*
Indiana University-Purdue University Indianapolis*
Ivy Tech Community College-Central Indiana*
Ivy Tech Community College-Central Office*
Ivy Tech Community College-Columbus*
Ivy Tech Community College-East Central*
Ivy Tech Community College-Kokomo*
Ivy Tech Community College-Lafayette*
Ivy Tech Community College-Madison*
Ivy Tech Community College-Northeast*
Ivy Tech Community College-Northwest*
Ivy Tech Community College-Richmond*
Ivy Tech Community College-Sellersburg*
Ivy Tech Community College-Southwest*
Ivy Tech Community College-Wabash Valley*
Marian University*
Purdue University*
Purdue University Northwest
Purdue University System*
Rose-Hulman Institute of Technology*
Taylor University*
University of Indianapolis*
University of Notre Dame*
University of Southern Indiana
Valparaiso University*
Vincennes University*
Wabash College

IOWA

Board of Regents, State of Iowa*
Central College
Clarke University*
Des Moines University-Osteopathic Medical Center*
Divine Word College*
Drake University*

Graceland University*
Grinnell College*
Iowa State University*
Morningside College*
Simpson College*
University of Iowa*
University of Northern Iowa*
William Penn University*

KANSAS

Cowley County Community College
Emporia State University*
Fort Hays State University*
Haskell Indian Nations University*
Kansas Board of Regents*
Kansas State University*
Newman University
Seward County Community College
University of Kansas*
University of Saint Mary*
Washburn University*

KENTUCKY

Bellarmine University*
Berea College*
Bluegrass Community and Technical College District*
Campbellsville University*
Centre College*
Eastern Kentucky University*
Frontier Nursing University*
Georgetown College*
Hazard Community & Technical College District*
Kentucky Council on Postsecondary Education*
Kentucky State University*
Madisonville Community and Technical College District*
Morehead State University*
Northern Kentucky University*
Somerset Community and Technical College District*
Spalding University*
Strayer University-Lexington*
Strayer University-Louisville*
Sullivan University*
Transylvania University*
University of Kentucky*
University of Kentucky System*
University of Louisville*
University of Pikeville*

LOUISIANA

Baton Rouge Community College*
Bossier Parish Community College*
Dillard University*
Grambling State University*

Herzing University-Kenner
Louisiana State University at Eunice*
Louisiana State University Health Sciences Center in New Orleans*
Louisiana Tech University*
Loyola University New Orleans*
Northwestern State University*
Our Lady of the Lake College*
Southern University at New Orleans*
Southern University System*
Tulane University*
University of New Orleans*
University of Phoenix-Louisiana*
Xavier University of Louisiana*

MAINE

Bates College
Bowdoin College*
Central Maine Community College
Colby College*
Eastern Maine Community College*
Kennebec Valley Community College
Maine College of Health Professions*
Maine Community College System
Northern Maine Community College
Southern Maine Community College
University of New England*
University of Southern Maine
Washington County Community College
York County Community College*

MARYLAND

Anne Arundel Community College*
Bowie State University*
Capitol College*
Community College of Baltimore County*
Coppin State University*
DeVry University Bethesda*
Frostburg State University*
Goucher College*
Harford Community College
Hood College*
Johns Hopkins University*
Loyola University Maryland*
Maryland University of Integrative Health
McDaniel College*
Montgomery College*
Morgan State University*
Mount Saint Mary's University*
Notre Dame of Maryland University*
Prince George's Community College*
St. Mary's College of Maryland*

Salisbury University*
St. John's College*
Stevenson University*
Strayer University-Anne Arundel Campus*
Strayer University-Owings Mills Campus*
Strayer University-Prince George's Campus*
Strayer University-Rockville Campus*
Strayer University-White Marsh Campus*
Towson University*
Uniformed Services University of the Health Sciences*
United States Naval Academy
University of Baltimore*
University of Maryland Baltimore*
University of Maryland Baltimore County*
University of Maryland College Park*
University of Maryland Eastern Shore*
University of Maryland University College*
University of Phoenix-Maryland*
University System of Maryland*
Washington Adventist University*

MASSACHUSETTS

Amherst College*
Assumption College
Babson College*
Becker College
Bentley University
Berklee College of Music*
Boston Architectural College
Boston University*
Brandeis University*
Bridgewater State University
Bristol Community College*
Bunker Hill Community College*
Cambridge College*
Cape Cod Community College*
Clark University*
College of the Holy Cross*
Curry College*
Dean College*
Emerson College*
Emmanuel College*
Episcopal Divinity School
Fisher College
Framingham State University
Gordon College
Hampshire College*
Harvard University*
Hellenic College/Holy Cross Greek Orthodox School of
Theology*
Holyoke Community College*
Laboure College*

Lasell College
Lesley University*
Massachusetts Department of Higher Education
Massachusetts Institute of Technology
Merrimack College
MGH Institute of Health Professions*
Mount Holyoke College*
Mount Ida College*
Mount Wachusett Community College*
Newbury College
Northeastern University*
Northern Essex Community College*
Quincy College*
Regis College*
Salem State University*
Simmons College*
Smith College*
Springfield College*
Suffolk University*
Tufts University*
University of Massachusetts*
University of Massachusetts Amherst*
University of Massachusetts Boston*
University of Massachusetts Dartmouth*
University of Massachusetts Lowell*
University of Massachusetts Medical School*
University of Phoenix-Boston*
Wellesley College*
Wentworth Institute of Technology*
Western New England University*
Westfield State University*
Wheaton College*
Wheelock College*
Williams College*
Worcester Polytechnic Institute*
Worcester State University*

MICHIGAN

Adrian College*
Albion College*
Alma College*
Andrews University
Baker College System*
Bay Mills Community College*
Calvin College
Central Michigan University*
Davenport University*
Delta College*
Eastern Michigan University*
Grand Rapids Community College
Grand Valley State University*
Hope College*

Kalamazoo College*
Kettering University*
Lawrence Technological University*
Michigan School of Professional Psychology
Michigan State University*
Michigan Technological University*
Muskegon Community College
Northern Michigan University*
Northwestern Michigan College*
Oakland Community College*
Oakland University*
Olivet College*
Saginaw Chippewa Tribal College
Saginaw Valley State University*
University of Detroit Mercy
University of Michigan*
University of Michigan-Flint*
University of Phoenix-Detroit*
University of Phoenix-West Michigan*
Washtenaw Community College*
Wayne County Community College District*
Wayne State University*
Western Michigan University*

MINNESOTA

Augsburg College*
Bemidji State University*
Bethany Lutheran College*
Bethel University*
Capella University*
Carleton College*
College of Medicine, Mayo Clinic
College of Saint Benedict*
Fond du Lac Tribal and Community College*
Gustavus Adolphus College*
Hamline University
Hennepin Technical College
Herzing University-Minneapolis
Leech Lake Tribal College
Macalester College*
Minnesota State Colleges and Universities*
Minnesota State University-Mankato*
Normandale Community College*
Northwestern Health Sciences University
Rasmussen College System
Riverland Community College-Austin Campus
Saint Olaf College*
South Central College-Faribault
South Central College-Mankato
Southwest Minnesota State University
St. Cloud State University*
University of Minnesota System*

University of Minnesota–Crookston*
University of Minnesota–Duluth*
University of Minnesota–Morris*
University of Minnesota–Twin Cities*
University of Northwestern–St. Paul*
University of Saint Thomas*
Walden University*
White Earth Tribal and Community College

MISSISSIPPI

Alcorn State University
Delta State University*
Jackson State University*
Millsaps College*
Mississippi Board of Trustees of State Institutions of Higher Learning*
Mississippi State University*
Mississippi Valley State University*
Tougaloo College*
University of Mississippi Medical Center
University of Mississippi*
University of Southern Mississippi*

MISSOURI

A.T. Still University of Health Sciences*
Cottey College*
DeVry University Kansas City*
Drury University
Harris–Stowe State University*
Lincoln University*
Maryville University of St. Louis*
Missouri University of Science and Technology*
Park University*
Saint Luke's College of Health Sciences
Southeast Missouri State University
Stephens College
St. Louis College of Pharmacy*
St. Louis Community College at Florissant*
St. Louis Community College at Forest Park*
St. Louis Community College at Meramec*
St. Louis Community College at Wildwood*
St. Louis Community College District*
St. Louis University
Truman State University*
University of Central Missouri*
University of Missouri*
University of Missouri System*
University of Missouri–Kansas City*
University of Phoenix–Kansas City*
University of Phoenix–St. Louis*
Washington University in St. Louis*
Webster University*

Westminster College*

MONTANA

Aaniiih Nakoda College*
Blackfeet Community College*
Chief Dull Knife College*
Flathead Valley Community College
Fort Peck Community College*
Little Big Horn College*
Montana State University*
Montana State University–Billings*
Montana University System*
Salish Kootenai College*
Stone Child College*
University of Montana*

NEBRASKA

Bellevue University
Creighton University*
Little Priest Tribal College
Midland University*
Nebraska Indian Community College*
Nebraska Wesleyan University*
University of Nebraska Central Administration*
University of Nebraska Medical Center*
University of Nebraska Omaha*
University of Nebraska–Lincoln*

NEVADA

College of Southern Nevada
Roseman University of Health Sciences
Truckee Meadows Community College*
University of Nevada, Las Vegas*
University of Phoenix–Las Vegas*

NEW HAMPSHIRE

Antioch University New England*
Colby–Sawyer College*
Dartmouth College*
Granite State College*
Keene State College
Plymouth State University*
River Valley Community College
Saint Anselm College*
Southern New Hampshire University*
University of New Hampshire*
University System of New Hampshire*

NEW JERSEY

Atlantic Cape Community College*
Bergen Community College
Berkeley College of New Jersey
Brookdale Community College*

Caldwell University*
College of New Jersey*
College of Saint Elizabeth*
County College of Morris*
DeVry University North Brunswick*
Drew University*
Eastwick College
Fairleigh Dickinson University*
Felician College
Hudson County Community College
Mercer County Community College
Middlesex County College
Monmouth University*
Montclair State University*
New Jersey City University*
New Jersey Higher Education*
New Jersey Institute of Technology*
Ocean County College*
Princeton University*
Ramapo College of New Jersey*
Rider University*
Rowan University*
Rutgers, The State University of New Jersey Central Office*
Rutgers University–Camden*
Rutgers University–New Brunswick*
Rutgers University–Newark*
Saint Peter's University*
Seton Hall University*
Stockton University*
Strayer University–Cherry Hill*
Strayer University–Willingboro*
Sussex County Community College*
Thomas Edison State University*
William Paterson University of New Jersey*

NEW MEXICO

Institute of American Indian and Alaska Native Culture and Arts Development*
Navajo Technical College
New Mexico Military Institute
New Mexico State University*
New Mexico State University–Dona Ana*
New Mexico State University–Grants*
Southwestern Indian Polytechnic Institute*
St. John's College*
University of New Mexico*
University of Phoenix–New Mexico*
University of the Southwest

NEW YORK

Adelphi University*
Albany College of Pharmacy and Health Sciences*

Albany Law School*
Bank Street College of Education*
Bard College*
Barnard College*
Baruch College*
Berkeley College of New York and New Jersey*
Berkeley College of New York*
Briarcliffe College*
City University of New York Borough of Manhattan
Community College*
City University of New York Bronx Community College*
City University of New York Brooklyn College*
City University of New York City College*
City University of New York College of Staten Island*
City University of New York Graduate Center*
City University of New York Hostos Community College*
City University of New York Kingsborough Community
College*
City University of New York LaGuardia Community College*
City University of New York, Lehman College*
City University of New York Medgar Evers College*
City University of New York New York City College of
Technology*
City University of New York Queens College*
City University of New York Queensborough Community
College*
City University of New York Stella and Charles Guttman
Community College
City University of New York System*
Clarkson University
Colgate University*
College of New Rochelle*
The College of Saint Rose
College of Westchester
Columbia University in the City of New York*
Cooper Union for the Advancement of Science and Art*
Cornell University*
DeVry College of New York*
Dominican College of Blauvelt*
D'Youville College
Erie Community College*
Erie Community College-North Campus*
Erie Community College-South Campus*
Excelsior College*
Farmingdale State College*
Fashion Institute of Technology*
Five Towns College*
Fordham University*
Hamilton College*
Hartwick College*

Herkimer College
Hobart & William Smith Colleges*
Hofstra University*
Ithaca College*
Jewish Theological Seminary*
Keuka College*
LIM College*
Long Island University*
Long Island University-Brentwood Campus*
Long Island University-Brooklyn Campus*
Long Island University-C.W. Post Campus*
Long Island University-Riverhead*
Long Island University-Rockland Campus*
Long Island University-Westchester Campus*
Manhattan College*
Manhattan School of Music
Manhattanville College*
Marist College*
Mercy College*
Metropolitan College of New York*
Molloy College*
Monroe College
Monroe Community College
Nazareth College of Rochester*
New School*
New York Conservatory for Dramatic Arts
New York Institute of Technology-Old Westbury
New York Medical College
New York University*
Pace University*
Pratt Institute*
Rensselaer Polytechnic Institute*
Rochester Institute of Technology*
Russell Sage College*
Sage College of Albany*
Sage Colleges*
Sarah Lawrence College*
Schenectady County Community College
School of Visual Arts*
Skidmore College*
St. Francis College
St. John Fisher College*
St. John's University*
St. Joseph's College New York*
St. Thomas Aquinas College*
State University of New York at Binghamton*
State University of New York at Geneseo*
State University of New York at New Paltz*
State University of New York Broome Community College
State University of New York College at Brockport*

State University of New York College at Buffalo State*
State University of New York College at Cortland*
State University of New York College at Fredonia*
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 &
Technology at Cobleskill
State University of New York College of Environmental
Science and Forestry*
State University of New York College of Optometry*
State University of New York College of Technology at
Canton
State University of New York College of Technology at Delhi
State University of New York Empire State College*
State University of New York Maritime College*
State University of New York Polytechnic Institute
State University of New York System Office*
State University of New York University at Buffalo*
State University of New York at Stony Brook*
Suffolk County Community College*
Syracuse University*
Teachers College of Columbia University*
Trocaire College
United States Military Academy*
University at Albany*
University of Rochester*
Vassar College*
Vaughn College of Aeronautics and Technology*
Wagner College*
Webb Institute*

NORTH CAROLINA

Appalachian State University*
Barton College*
Belmont Abbey College*
Bennett College for Women*
Campbell University
Craven Community College
DeVry University-Morrisville*
Duke University*
East Carolina University*
Edgecombe Community College*
Elizabeth City State University*
Elon University*
Fayetteville State University*
Gardner-Webb University*
Guilford College*

High Point University
Johnson C. Smith University*
Livingstone College*
Meredith College*
North Carolina Agricultural and Technical State University*
North Carolina Central University*
North Carolina State University*
Sandhills Community College*
Strayer University–Garner*
Strayer University–Greensboro*
Strayer University–Huntersville*
Strayer University–North Charlotte Campus*
Strayer University–North Raleigh*
Strayer University–RTP Campus*
Strayer University–South Charlotte Campus*
University of Mount Olive
University of North Carolina at Asheville*
University of North Carolina at Chapel Hill*
University of North Carolina at Charlotte*
University of North Carolina at Greensboro*
University of North Carolina at Wilmington*
University of North Carolina School of the Arts*
University of North Carolina System*
Wake Forest University*
Western Carolina University*
Wingate University*
Winston–Salem State University*

NORTH DAKOTA

Cankdeska Cikana Community College*
Dickinson State University*
Fort Berthold Community College*
North Dakota State College of Science*
North Dakota State University*
North Dakota University System
Sitting Bull College*
Turtle Mountain Community College*
United Tribes Technical College*
University of North Dakota*

OHIO

Antioch University*
Antioch University Midwest*
Antioch University System*
Baldwin Wallace University*
Bowling Green State University*
Capital University*
Case Western Reserve University*
Cedarville University
Central Ohio Technical College*

Central State University*
Christ College of Nursing and Health Sciences
Clark State Community College*
College of Wooster*
Columbus State Community College*
Cuyahoga Community College*
Cuyahoga Community College–Corporate Campus*
Cuyahoga Community College Eastern Campus*
Cuyahoga Community College Metropolitan Campus*
Cuyahoga Community College Western Campus*
Cuyahoga Community College Westshore Campus*
Denison University*
DeVry University Columbus*
Firelands College*
Franklin University*
Herzing University–Akron
Herzing University–Toledo
Hiram College*
John Carroll University*
Kent State University*
Kent State University–Ashtabula Campus*
Kent State University–East Liverpool Campus*
Kent State University–Geauga Campus*
Kent State University–Salem Campus*
Kent State University–Stark Campus*
Kent State University–Trumbull Campus*
Kent State University–Tuscarawas Campus*
Kenyon College
Lourdes University*
Marietta College*
Miami University*
Muskingum University*
North Central State College*
Northeast Ohio Medical University*
Notre Dame College*
Oberlin College*
Ohio Dominican University
The Ohio State University*
Ohio University*
Ohio University Chillicothe Campus*
Ohio University Eastern Campus*
Ohio University Lancaster Campus*
Ohio University Southern Campus*
Ohio University Zanesville Campus*
Ohio Wesleyan University*
Otterbein University*
Owens Community College*
Shawnee State University*
Sinclair Community College*
Union Institute & University*

University of Akron*
University of Cincinnati*
University of Cincinnati–Blue Ash College*
University of Dayton*
University of Findlay*
University of Mount Union*
University of Phoenix–Cleveland*
University of Rio Grande & Rio Grande Community College*
University of Toledo*
Ursuline College*
Walsh University*
Wittenberg University*
Wright State University*
Xavier University*

OKLAHOMA

East Central University*
Langston University*
Northeastern State University*
Northern Oklahoma College*
Northwestern Oklahoma State University*
Oklahoma State Regents for Higher Education*
Oklahoma State University*
Southeastern Oklahoma State University*
University of Central Oklahoma*
University of Oklahoma*
University of Oklahoma Health Sciences Center
University of Phoenix–Oklahoma City*
University of Phoenix–Tulsa*
University of Science and Arts of Oklahoma*
University of Tulsa*

OREGON

George Fox University
Lewis and Clark College*
Oregon Health and Science University
Oregon State University*
Pacific University*
Portland Community College*
Reed College*
Southern Oregon University
University of Oregon*
University of Phoenix–Oregon*
University of Portland*
Western Oregon University*
Willamette University*

PENNSYLVANIA

Albright College*
Allegheny College*
Alvernia University*

Arcadia University*
Bloomsburg University of Pennsylvania*
Bryn Mawr College*
Bucknell University*
Butler County Community College*
Cabrini College*
California University of Pennsylvania*
Carnegie Mellon University*
Chatham University*
Chestnut Hill College*
Cheyney University of Pennsylvania*
Community College of Allegheny County
Community College of Beaver County*
Community College of Philadelphia*
Delaware County Community College*
Delaware Valley University*
DeVry University Philadelphia*
Dickinson College*
Dickinson School of Law of The Pennsylvania State University*
Drexel University*
Duquesne University
East Stroudsburg University of Pennsylvania*
Edinboro University of Pennsylvania
Franklin & Marshall College*
Gannon University*
Gettysburg College*
Grove City College*
Gwynedd Mercy University*
Harrisburg University of Science and Technology*
Haverford College*
Holy Family University*
Immaculata University*
Indiana University of Pennsylvania*
International Institute for Restorative Practices
Juniata College*
Keystone College
Kutztown University of Pennsylvania*
La Salle University*
Lafayette College*
Lebanon Valley College
Lehigh Carbon Community College*
Lehigh University*
Lock Haven University of Pennsylvania*
Luzerne County Community College*
Millersville University of Pennsylvania*
Misericordia University
Montgomery County Community College*
Moravian College*
Muhlenberg College*

Neumann University*
Northampton County Area Community College*
Pennsylvania College of Technology*
Pennsylvania Highlands Community College
Pennsylvania State System of Higher Education*
Pennsylvania State University*
Pennsylvania State University Abington Campus*
Pennsylvania State University Altoona Campus*
Pennsylvania State University at Erie-Behrend College*
Pennsylvania State University at Harrisburg-Capital College*
Pennsylvania State University Beaver Campus*
Pennsylvania State University Berks Campus
Pennsylvania State University Brandywine*
Pennsylvania State University College of Medicine*
Pennsylvania State University DuBois Campus*
Pennsylvania State University Fayette, The Eberly Campus*
Pennsylvania State University Great Valley Graduate Center*
Pennsylvania State University Greater Allegheny*
Pennsylvania State University Hazleton Campus*
Pennsylvania State University-Lehigh Valley Campus*
Pennsylvania State University Mont Alto Campus*
Pennsylvania State University New Kensington Campus*
Pennsylvania State University Schuylkill Campus*
Pennsylvania State University Shenango Campus*
Pennsylvania State University Wilkes-Barre Campus*
Pennsylvania State University Worthington-Scranton Campus*
Pennsylvania State University York Campus*
Philadelphia College of Osteopathic Medicine*
Philadelphia University*
Point Park University*
Robert Morris University*
Saint Francis University*
Saint Joseph's University*
Shippensburg University of Pennsylvania*
Slippery Rock University of Pennsylvania*
Strayer University-Center City*
Strayer University-Cranberry Woods*
Strayer University-Delaware County*
Strayer University-King of Prussia*
Strayer University-Lower Bucks County*
Strayer University-Penn Center West*
Swarthmore College*
Temple University*
Thomas Jefferson University
University of Pennsylvania*
University of Phoenix-Philadelphia*
University of Pittsburgh*

University of Phoenix-Pittsburgh*
University of Pittsburgh at Bradford
University of Pittsburgh at Greensburg
University of Scranton*
Ursinus College*
Villanova University*
Washington and Jefferson College*
West Chester University of Pennsylvania*
Westmoreland County Community College*
Widener University*
Wilkes University*
Williamson College of the Trades
Wilson College*
York College of Pennsylvania

PUERTO RICO

Carlos Albizu-Central Administration*
EDP University of Puerto Rico Inc.
Inter American University of Puerto Rico Aguadilla Campus*
Inter American University of Puerto Rico Arcibo Campus*
Inter American University of Puerto Rico Barranquitas Campus*
Inter American University of Puerto Rico Central Office of the System*
Inter American University of Puerto Rico Fajardo Campus*
Inter American University of Puerto Rico Guayama Campus*
Inter American University of Puerto Rico Metropolitan Campus*
Inter American University of Puerto Rico Ponce Campus*
Inter American University of Puerto Rico San German Campus
Sistema Universitario Ana G. Mendez Central Office*
Universidad del Este*
Universidad Metropolitana*
University of Phoenix-Puerto Rico*

RHODE ISLAND

Brown University*
Bryant University*
Community College of Rhode Island*
Johnson & Wales University*
Providence College*
Rhode Island Board of Governors for Higher Education*
Rhode Island School of Design*
University of Rhode Island*

SOUTH CAROLINA

Claffin University*
Clemson University*
Clinton College*

Coker College*
College of Charleston*
Florence–Darlington Technical College
Francis Marion University
Furman University
Greenville Technical College
Lander University*
Midlands Technical College
Morris College*
South Carolina Commission on Higher Education*
South Carolina State Board for Technical and Comprehensive Education*
Strayer University–Charleston*
Strayer University–Columbia*
Strayer University–Greenville*
University of South Carolina Central Office*
University of South Carolina–Columbia*
Wofford College*

SOUTH DAKOTA

Black Hills State University
Dakota State University
National American University
Northern State University*
Oglala Lakota College*
Presentation College*
Sinte Gleska University*
Sisseton Wahpeton College*
South Dakota Board of Regents*
South Dakota School of Mines and Technology*
South Dakota State University*
University of South Dakota*

TENNESSEE

Austin Peay State University*
Baptist Memorial College of Health Sciences*
Belmont University*
Chattanooga State Community College
Cleveland State Community College
DeVry University Memphis*
East Tennessee State University*
Fisk University*
Lane College*
Lee University*
LeMoyne–Owen College*
Lincoln Memorial University*
Lipscomb University
Middle Tennessee State University*
Rhodes College*
Southern College of Optometry*
Strayer University–Knoxville*

Strayer University–Nashville*
Strayer University–Shelby Oaks*
Strayer University–Thousand Oaks*
Tennessee Board of Regents*
Tennessee State University
Tennessee Technological University
University of Memphis*
University of Phoenix–Nashville*
University of Tennessee at Chattanooga*
University of Tennessee at Martin*
University of Tennessee, Knoxville*
University of Tennessee System*
University of the South*
Vanderbilt University*

TEXAS

Abilene Christian University*
Austin College*
Baylor College of Medicine*
Baylor University*
Brookhaven College
Dallas Baptist University*
Dallas County Community College District*
DeVry University Irving*
El Paso County Community College District*
Hallmark University
Houston Baptist University
Houston Community College*
Houston Community College–Northwest
Huston–Tillotson University*
Jarvis Christian College
Lee College*
Lone Star College System*
Lubbock Christian University
McMurry University
Midwestern State University
Our Lady of the Lake University*
Palo Alto College
Parker University
Prairie View A&M University*
Richland College*
Rio Grande Bible Institute
Schreiner University*
Southern Methodist University*
Southwestern University*
St. Edward's University*
St. Mary's University*
St. Philip's College
Stephen F. Austin State University*
Sul Ross State University*
Tarleton State University*

Texas A&M International University*
Texas A&M University*
Texas A&M University–Central Texas
Texas A&M University–Kingsville
Texas A&M University–San Antonio
Texas A&M University–Texarkana
Texas Christian University*
Texas Higher Education Coordinating Board*
Texas Southern University*
Texas State Technical College–Waco*
Texas State University*
Texas Tech University*
Texas Woman's University*
Trinity University*
University of Houston*
University of Houston System*
University of Houston–Clear Lake*
University of Houston–Downtown*
University of Houston–Victoria*
University of North Texas at Dallas
University of North Texas Health Science Center at Fort Worth*
University of North Texas System*
University of Phoenix–Dallas*
University of Phoenix–Houston*
University of Texas at Arlington*
University of Texas at Austin*
University of Texas at Dallas*
University of Texas at El Paso*
University of Texas, Rio Grande Valley
University of Texas at San Antonio*
University of Texas at Tyler*
University of Texas Southwestern Medical Center at Dallas
University of Texas System*
University of the Incarnate Word*
Wayland Baptist University*
West Texas A&M University
Wiley College*
William Marsh Rice University*

UTAH

Brigham Young University*
New Charter University*
Rocky Mountain University of Health Professions
Snow College
Southern Utah University
University of Phoenix–Utah*
University of Utah*
Utah State University*
Utah System of Higher Education*
Utah Valley University*

Weber State University
Western Governors University
Westminster College*

VERMONT

Bennington College*
Champlain College*
Goddard College*
Lyndon State College*
Middlebury College*
School for International Training*
University of Vermont*

VIRGINIA

American Indian Higher Education Consortium*
Bon Secours Memorial College of Nursing
Bridgewater College*
Christopher Newport University*
College of William and Mary*
DeVry University Arlington*
ECPI University
Emory & Henry College
Ferrum College
George Mason University*
Germanna Community College*
Hampden-Sydney College*
Hampton University*
Hollins University*
James Madison University*
Liberty University
Longwood University*
Mary Baldwin College*
Marymount University*
Norfolk State University*
Northern Virginia Community College*
Old Dominion University*
Patrick Henry College
Radford University*
Randolph College
Randolph-Macon College*
Regent University*
Roanoke College
Shenandoah University
State Council of Higher Education for Virginia*
Strayer University–Alexandria Campus*
Strayer University–Arlington Campus*
Strayer University–Chesapeake Campus*
Strayer University–Chesterfield Campus*
Strayer University–Fredericksburg Campus*
Strayer University–Henrico Campus*
Strayer University–Loudoun Campus*

Strayer University–Manassas Campus*
Strayer University–Newport News Campus*
Strayer University–Online*
Strayer University–Virginia Beach*
Strayer University–Woodbridge Campus*
Thomas Nelson Community College*
University of Mary Washington*
University of Phoenix–Northern Virginia*
University of Richmond*
University of Virginia Central Office*
University of Virginia*
University of Virginia's College at Wise*
Virginia Commonwealth University*
Virginia International University
Virginia Military Institute*
Virginia Polytechnic Institute and State University*
Virginia State University*
Virginia Union University*
Virginia University of Lynchburg
Virginia Wesleyan College*
Washington and Lee University*

VIRGIN ISLANDS

University of the Virgin Islands*

WASHINGTON

Antioch University–Seattle*
Bastyr University*
Central Washington University*
City University of Seattle*
Cornish College of the Arts
DeVry University Federal Way*
Eastern Washington University*
Gonzaga University*
Heritage University
Highline College*
Northwest Indian College*
Northwest University
Pacific Lutheran University*
Seattle University*
University of Phoenix–Western Washington*
University of Puget Sound*
University of Washington*
University of Washington–Bothell Campus
Washington Higher Education Coordinating Board*
Washington State University*
Western Washington University*
Whatcom Community College
Whitman College*
Whitworth University*

WEST VIRGINIA

American Military University*
American Public University
American Public University System
Bluefield State College
Marshall University*
Shepherd University*
University of Charleston
West Virginia Higher Education Policy Commission*
West Virginia University*
West Virginia University at Parkersburg
Wheeling Jesuit University*

WISCONSIN

Alverno College*
Beloit College*
Carroll University
College of the Menominee Nation*
Herzing University
Herzing University–Brookfield
Herzing University–Kenosha
Herzing University–Madison
Lac Courte Oreilles Ojibwa Community College*
Lakeland University
Lawrence University
Madison Area Technical College*
Marian University*
Marquette University*
Mid-State Technical College*
Nicolet Area Technical College*
Ripon College*
St. Norbert College*
University of Phoenix–Milwaukee*
University of Wisconsin Colleges*
University of Wisconsin System*
University of Wisconsin–Eau Claire*
University of Wisconsin–Green Bay*
University of Wisconsin–La Crosse*
University of Wisconsin–Madison*
University of Wisconsin–Milwaukee*
University of Wisconsin–Oshkosh*
University of Wisconsin–Parkside*
University of Wisconsin–Platteville*
University of Wisconsin–River Falls*
University of Wisconsin–Stout*
University of Wisconsin–Whitewater*

WYOMING

Northern Wyoming Community College District–Sheridan
University of Wyoming*

ARIZONA

Consortium for North American Higher Education Collaboration*

League for Innovation in the Community College

CALIFORNIA

ELS Education Services Inc.

Higher Education Research Institute*

WASC, Accrediting Commission for Community and Junior Colleges

WASC, Accrediting Commission for Senior Colleges and Universities*

COLORADO

Innovative Educators

Western Interstate Commission for Higher Education*

CONNECTICUT

Academic Keys

International Association of Campus Law Enforcement Administrators

DISTRICT OF COLUMBIA

Academic Search, Inc.*

Access Group, Inc.

Accrediting Council for Continuing Education and Training

Accrediting Council for Independent Colleges and Schools

AGB Institutional Strategies

American Association of Colleges for Teacher Education*

American Association of Colleges of Nursing*

American Association of Collegiate Registrars and Admissions Officers*

American Association of Community Colleges*

American Association of State Colleges and Universities*

American Association of University Professors*

American Chemical Society*

American College Personnel Association*

American Dental Education Association*

American Psychological Association*

Aspen Institute*

Association of Academic Health Centers*

Association of American Colleges and Universities*

Association of American Law Schools*

Association of American Medical Colleges*

Association of American Universities*

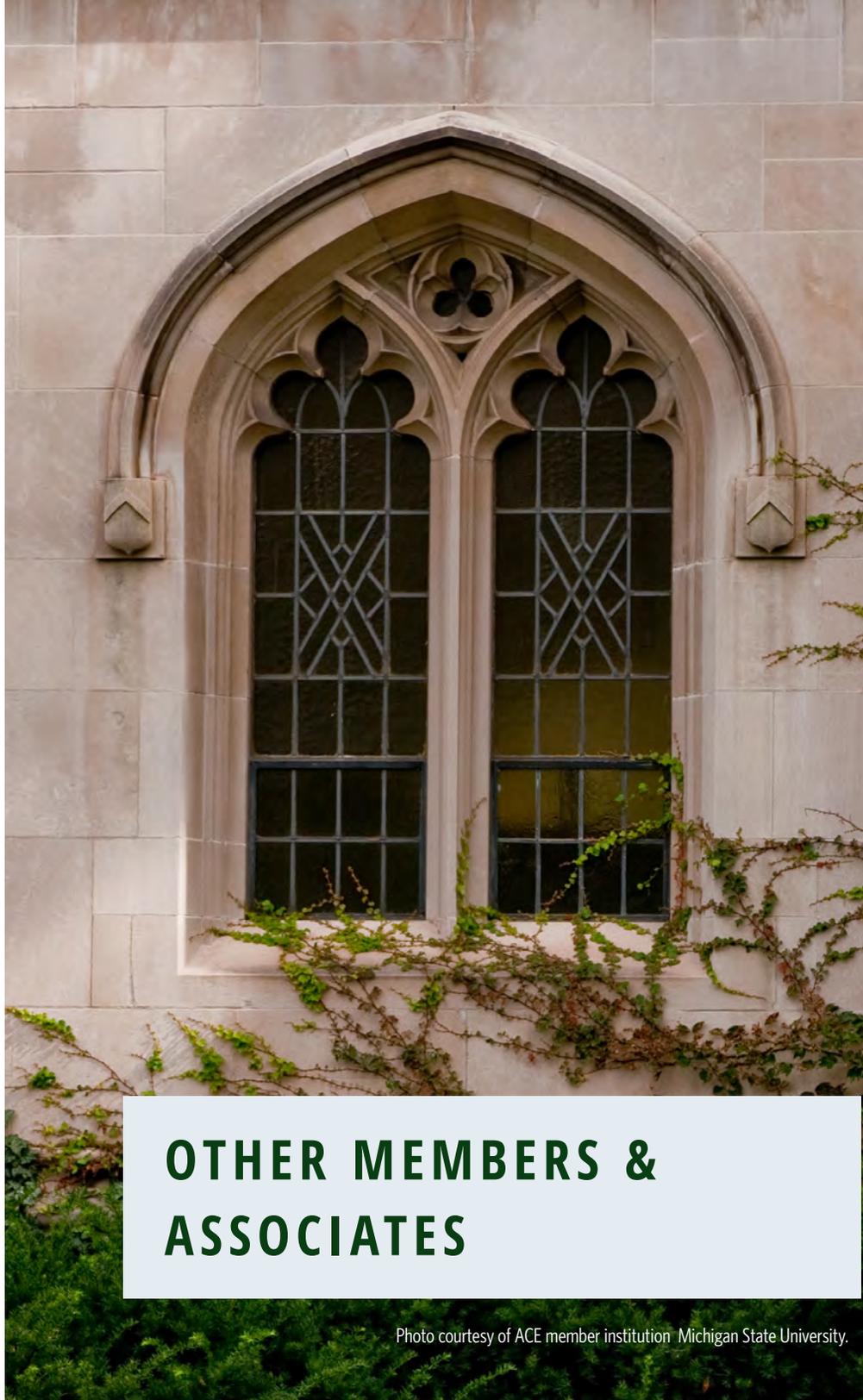
Association of Catholic Colleges and Universities*

Association of Community College Trustees*

Association of Governing Boards of Universities and Colleges*

Association of Jesuit Colleges and Universities*

Association of Private Sector Colleges and Universities



OTHER MEMBERS & ASSOCIATES

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Association of Research Libraries*
Association Public and Land-grant Universities*
Business Higher Education Forum*
Council for Advancement and Support of Education*
Council for Christian Colleges and Universities*
Council for Higher Education Accreditation*
Council for Opportunity in Education*
Council for the Advancement of Standards in Higher Education*
Council of Graduate Schools*
Council of Independent Colleges*
Council on Governmental Relations*
Distance Education Accrediting Commission*
EDUCAUSE*
NAFSA: Association of International Educators*
NASPA - Student Affairs Administrators in Higher Education*
National Association for Equal Opportunity in Higher Education*
National Association of College and University Attorneys*
National Association of College and University Business Officers*
National Association of Independent Colleges and Universities*
National Association of Student Financial Aid Administrators*
National Council of University Research Administrators*
Phi Beta Kappa Society*
Russell Reynolds Associates
Thurgood Marshall College Fund*
United Negro College Fund, Inc.*
University Professional and Continuing Education Association*
Washington Center for Internships and Academic Seminars*

FLORIDA

AACSB International-The Association to Advance Collegiate Schools of Business*
Association of Chief Academic Officers
Florida Association of Colleges and Universities*
Greenwood/Asher & Associates, Inc.*
National Association for Foreign Attorneys, Corp./ Universidad de los Pueblos de las Americas
National Association of Diversity Officers in Higher Education

GEORGIA

Myers McRae Executive Search and Consulting
Southern Association of Colleges and Schools Commission on Colleges*

ILLINOIS

Accreditation Council for Pharmacy Education*
American Osteopathic Association Commission on Osteopathic College Accreditation*
The Higher Learning Commission*
Wiley Education Services

INDIANA

Independent Colleges of Indiana*
National Collegiate Athletic Association*
National Student Exchange*

IOWA

ACT, Inc.*
National Association of Presidential Assistants in Higher Education*

KANSAS

National Academic Advising Association*

KENTUCKY

United States Army Cadet Command

MARYLAND

ABET
American College Health Association
American Speech-Language-Hearing Association*
Maryland Independent College and University Association
National Association of System Heads

MICHIGAN

Great Lakes Colleges Association, Inc.*

MISSISSIPPI

Mississippi Association of Colleges*

NEW HAMPSHIRE

New Hampshire College and University Council*
Stevens Strategy

NEW JERSEY

Association of Independent Colleges and Universities in New Jersey*
ETS*
New Jersey Association of State Colleges and Universities, Inc.*

NEW YORK

Association of Advanced Rabbinical and Talmudic Schools*
Association of Colleges and Universities of the State of New York*
Brooklyn Education Innovation Network
College Board*
Commission on Independent Colleges and Universities in New York*
Council for Aid to Education*
IBM Corporation
Institute of International Education*
International Association of University Presidents*
William Spelman Executive Search*
TIAA*
TIAA Institute*

NORTH CAROLINA

John N. Gardner Institute for Excellence in Undergraduate Education
Paschal Murray Executive Search
Rent Consulting Group, LLC*
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OHIO

Hobsons
National Association of College Stores, Inc.*
Ohio College Association*

OREGON

Oregon Council of College and University Presidents*

PENNSYLVANIA

16Over90, Inc
Ellucian*
Hyatt-Fennell Executive Search
Law School Admission Council*
Middle States Association of Colleges and Schools, Commission on Higher Education*
National Association of Colleges and Employers
Pennsylvania Association of Colleges and Universities*

PUERTO RICO

Association of Puerto Rico Universities and Colleges*

SOUTH CAROLINA

South Carolina Association of Colleges and Universities*

TENNESSEE

College and University Professional Association for Human Resources*

National Association of Schools and Colleges of the United Methodist Church*

Tennessee College Association*

Tennessee Higher Education Commission*

TEXAS

R. William Funk & Associates

Hispanic Association of Colleges and Universities*

VERMONT

Vermont Higher Education Council*

VIRGINIA

Association of Higher Education Facilities Officers*

Council of Arts Accrediting Associations

Council on Social Work Education*

EAB

National Association for College Admission Counseling*

Transnational Association of Christian Colleges and Schools*

WASHINGTON

Northwest Commission on Colleges and Universities*

WEST VIRGINIA

West Virginia Association of College and University Presidents*

INTERNATIONAL

American University in Cairo* (Egypt)

American University of Beirut (Lebanon)

American University of Iraq

American University of Paris* (France)

Asociacion Nacional de Universidades e Instituciones de Educacion Superior* (Mexico)

Association of African Universities* (Ghana)

Association of Universities and Colleges of Canada*

Australian Vice-Chancellors' Committee*

Benemerita Universidad Autonoma de Puebla (Mexico)

Charisma University (Turks and Caicos Islands)

College of Micronesia-FSM

Daffodil International University (Bangladesh)

DeVry Institute of Technology, Calgary* (Canada)

Effat University (Saudi Arabia)

European Universities Association* (Belgium)

European University of Lefke (Turkey)

Higher Education South Africa*

Holy Spirit University of Kaslik (Lebanon)

Inter-American Organization for Higher Education* (Canada)

International Association of Universities* (France)

International University in Geneva (Switzerland)

Korean Council for University Education

Lahore University of Management Sciences (Pakistan)

Langara College (Canada)

MEF University (Turkey)

Qatar University

Quest University Canada (Canada)

RIT-Kosovo

Shigakkan University* (Japan)

Sistema CETYS Universidad/IENAC (Mexico)

The American University of Afghanistan

Universidad Autonoma de Sinaloa (Mexico)

Universit  Antoinine (Lebanon)

Universities UK*

University College of the Caribbean (Jamaica)

University College of the Cayman Islands

University of British Columbia (Canada)

University of Limpopo* (South Africa)

University of Phoenix-Netherlands*

University of Phoenix-Vancouver* (Canada)

University of South Africa (UNISA)*

University of Tshwane University of Technology* (South Africa)

University of Venda for Science and Technology* (South Africa)

University of Witwatersrand* (South Africa)

UPAEP University (Mexico)

Vancouver Island University (Canada)



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