



AMERICAN COUNCIL ON EDUCATION

A photograph of a university campus entrance at sunset. The sky is a vibrant mix of orange, red, and purple. A paved road leads through a gate flanked by two stone pillars topped with glowing lanterns. Trees with autumn foliage line the path, and several red banners with a white 'M' are visible in the distance.

2014 Annual Report

ACE Strategic Plan



LEADERSHIP

- Develop and deliver high-quality programs, services, and thought leadership on current and emerging issues
- This work will derive from our expertise in research, leadership development, internationalization, and attainment

ADVOCACY

- Coordinate 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 higher education access, quality, and student success
- This work will derive from our efforts focused on federal, state, and international initiatives, as well as from legal, public affairs, and advancement activities

ORGANIZATIONAL EXCELLENCE

- Recruit, serve, and retain members and employees by improving internal culture and effectiveness
- 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 2014. This report summarizes the programmatic and advocacy activities which, driven by our strategic priorities, enabled the Council to serve our nearly 2,000 members nationwide during this period of multiple challenges and great opportunities for the entire higher education community.

The Center for Education Attainment and Innovation (CEAI) worked throughout 2014 on initiatives aimed at supporting the goal of increasing the number of Americans able to earn a college degree or credential. Among CEAI's focuses last year was operating and expanding the ACE College Credit Recommendation Service (ACE CREDIT®) in ways that help nontraditional learners speed their path to completing a postsecondary education.

ACE strives to continually enhance its premier suite of leadership development programming, which is aimed at providing a continuum of services and initiatives to higher education leaders at all stages of their careers, from aspiring administrators to chief academic officers to presidents and chancellors. The Division of Leadership Programs also assisted the Association of Chief Academic Officers (ACAO) as ACAO continued to develop following the election of its first board of directors and officers at the 2014 ACE Annual Meeting.

The Center for Policy Research and Strategy worked during 2014 on initiatives to heighten the prominence of the ACE research brand along two dimensions: its historical industry trend analyses and, taking on a new direction, thought leadership on evidence-based change.

The Center for Internationalization and Global Engagement 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.

Through its seats on the testing service's board of directors, ACE continues to provide direction and oversight to the GED Testing Service, which was created in 2011 as a joint venture between ACE and Pearson. The new GED® Program, including the new computer-based GED® test, is a comprehensive, learner-centered program designed to help more adults prepare for and earn high school credentials, as well as prepare for success in college and careers.

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 the American Council on Education are only possible with the support of our members and supporters, for which we are deeply grateful.

Molly Corbett Broad
President
American Council on Education

James H. Mullen Jr.
Chair, 2014 ACE Board of Directors
President, Allegheny College (PA)

2014 Activities



As the nation's most influential, respected, and visible higher education association, the American Council on Education (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 2014, ACE pursued that objective by working on behalf of its members in the following areas.

Leadership Programs

As ACE's Leadership Programs continued to serve education leaders across the stages of their careers in 2014, it also looked forward in several exciting and innovative ways.

Presidential Advisor for Leadership Programs Kevin P. Reilly, president emeritus of the University of Wisconsin System, developed a concept paper, *The ACE New Leadership Initiative*, detailing efforts to ensure that ACE remains at the forefront of preparing and supporting new leaders for new times in American higher education. Leadership Programs has also begun planning to expand its online and hybrid learning services for current and aspiring leaders. A new program to help academic deans succeed in their unique leadership responsibilities is being developed. This January, ACE took its highly regarded Leadership Academy for Department Chairs to Qatar University in a partnership that Leadership Programs hopes to expand to other Persian Gulf institutions.

ACE is also reviewing the ACE Fellows Program ahead of the celebration of its 50th anniversary in 2015. After conducting focus groups and research, ACE is developing a plan to address curricular renewal and participant satisfaction issues. The Emerging Leaders Group (ELG) also intends to build on the appeal of the Program's 50th anniversary by drawing representatives of traditionally underrepresented groups into the ACE Fellows Program, including the richly diverse community of minority-serving institutions and community colleges. Under Reilly's guidance, the directors of the

Inclusive Excellence, Executive Leadership, and Emerging Leaders programs are putting together a work plan and an external advisory council to develop a leadership program for deans.

The ACE Spectrum Executive Leadership Program welcomed its third cohort of senior leaders from diverse underrepresented groups in 2014, with support from the American Express Foundation. To date, eight of the 66 senior leaders served by the Spectrum Program have become university presidents, and 24 have advanced to senior positions. ACE introduced a precursor program, the Spectrum Aspiring Leaders Program, targeted at mid-level leaders from diverse, underrepresented groups earlier in their careers.

ACE's Institute for Chief Academic Officers marked its 10th year serving CAOs in 2014, and the Fidelity Investments-sponsored ACE Institute for New Presidents entered its third year of preparing newly appointed leaders. The Advancing to the Presidency workshop also continued its good work in 2014. Over 35 percent of past participants have moved on to a campus presidency within three years of their participation in the program. The Association of Chief Academic Officers (ACAO), the first national professional organization of chief academic officers, continues to receive operational and convening support from ACE.

Conversations involving possible collaboration with the University of Michigan's Center for Institutional Diversity and the National Forum on Higher Education for the Public Good continued through 2014, culminating with extensive ACE participation in a July Beta Institute on Leadership for Diversity.

Entry-Level Administrators	Mid-Level Administrators	Senior-Level Administrators	Presidents & Chancellors
	Hybrid Learning Programs		
	ACE Fellows Program		The ACE Institute for New Presidents
Regional Women's Leadership Forums		National Women's Leadership Forums	Presidential Roundtables
Leadership Academy for Department Chairs		The Spectrum Executive Leadership Program	
		The ACE Institute for New Chief Academic Officers	
		The CAO-CBO Workshop	
		Advancing to the Presidency	

Center for Internationalization and Global Engagement

The Center for Internationalization and Global Engagement (CIGE) supports and promotes internationalization and global engagement at ACE member institutions. It also explores critical issues in global higher education through research and analysis.

In cooperation with the Association of Universities and Colleges of Canada and the European University Association, ACE co-sponsored the Transatlantic Dialogues, a meeting of representatives from the three organizations. The 2014 session took place in Toronto, with leaders of 10 U.S. institutions and their counterparts from Europe and Canada in attendance. The meeting explored the question of institutional accountability, and participants compared and contrasted their experiences. The three sponsoring associations continued to coordinate their positions on several policy issues, including the future role of the Organisation for Economic Co-operation and Development in higher education and the Transatlantic Trade and Investment Partnership.

ACE continued to work with other countries, especially their Washington-based embassies, on behalf of U.S. higher education.

In November, the ambassador of Australia gave a keynote address to the Leadership Network for International Education, an ACE-sponsored program for U.S. presidents and provosts that addresses emerging issues in internationalization. The meeting concluded with a reception hosted by the Indian ambassador. In addition, ACE organized two meetings of the International Education Roundtable, a gathering of Washington-based diplomats who have responsibility for educational affairs. The sessions were hosted by ACE President Molly Corbett Broad and addressed national approaches to defining and measuring institutional quality. With a focus on cross-border higher education relationships, the 2014 ACE Annual Meeting hosted a delegation of nearly 50 rectors from Mexican universities. Several special events were arranged for the group, including a networking dinner addressed by the Mexican undersecretary for North American affairs.

ACE's Internationalization Laboratory welcomed a record number of institutions into its latest cohort. A total of 13 institutions gathered in August 2014 for their inaugural meeting, which marked the beginning of a 20-month process that will lead to a strategic plan for internationalization. To that end, participants will work

toward reaching consensus on international goals for their institutions and complete a comprehensive analysis of their existing international activities and capabilities.

CIGE launched a new series of papers called CIGE Insights, which build on Mapping Internationalization on U.S. Campuses, a major research project completed in 2012. Two papers, *Leading the Globally Engaged Institution* and *Challenges and Opportunities for the Global Engagement of Higher Education*, were published in early 2014. A third paper presented the results of a study of international dual and joint degrees. The publication's depth and detail were unprecedented, with several new findings on the strengths and weaknesses of these programs. It received significant press coverage. As part of an ongoing collaboration with the Center for International Higher Education at Boston College, CIGE published a 2014 issue of the International Briefs for Higher Education Leaders series focused on U.S. higher education engagement with Argentina, Brazil, and Chile.

Center for Policy Research and Strategy

The Center for Policy Research and Strategy (CPRS) produces papers, issue briefs, and convenings focused on reimagining diversity and equity in higher education in the twenty-first century, public policy, and transformational leadership.

In March of 2014, CPRS published an issue brief titled *Rankings, Institutional Behavior, and College and University Choice: Framing the National Dialogue on Obama's Ratings Plan*, which unpacked the research literature on the role of rankings in institutional behavior and students' college and university choices. The brief presented newly available data, in partnership with the University of California, Los Angeles's Higher Education Research Institute, on the role of rankings and other factors in postsecondary choice for low-income students in particular.

As part of a recently awarded grant from Lumina Foundation, CPRS began in September 2014 a review of state policy activities to compare the impact of legislation and regulation on the ability of institutions to innovate new higher education delivery models, as well as an exploratory study on the ongoing impact of course redesign as a catalyst for new business and financial model development in higher education.

The College and Career Readiness (CCR) Research Network was convened for the first time in June 2014. The aim of the network is to create a space where researchers can brainstorm ideas, collaborate, and secure funding and other resources to support research that focuses on adult learners as they prepare for and transition to postsecondary and career opportunities.

CPRS also began an exploratory research study intended to broaden the knowledge base on credit for prior learning (CPL) implementation and better understand the paths taken by institutions to establish, develop, and sustain an infrastructure that enables a comprehensive approach to awarding credit for prior learning, the development of a research strategy to study how military-connected college and university students access and succeed in higher education, and how institutions can best meet the needs of this growing but largely understudied student population.

In July 2014, CPRS kicked off a new research project in collaboration with the Center for College and Career Success in Pearson's Research and Innovation Network and The Civil Rights Project at the University of California, Los Angeles (UCLA). *A Dream Undone? Higher Education Access and Opportunity in a Shifting Legal Landscape* aims to understand how outreach, recruitment, and admissions practices have changed at colleges and universities affected by statewide bans on race-conscious policies and how colleges and universities have revised or are planning to revise their outreach, recruitment, and admissions practices in the wake of recent Supreme Court rulings. Partners include the National Association for College Admission Counseling, American Association of Collegiate Registrars and Admissions Officers, The College Board, and EducationCounsel.

In collaboration with the National Student Clearinghouse (NSC), CPRS launched a follow-up to the 2010 ACE/GED® Crossing the Bridge study, which tracks GED® passers over 10 years to determine the educational pathways and degree/certificate outcomes of adults with GED® credentials. This is the first report in a series of planned studies utilizing NSC data.

Analysis of National Postsecondary Student Aid Study data is also underway. The first project and subsequent research report will focus on how post-traditional students (working and part-time students, military and veteran students, single-parent students, and low-income students of color) finance their education. Other

analyses will explore differences between military-connected undergraduates (i.e., active duty service members, reservists, National Guard members, veterans, and dependents of service members or veterans) across several themes that are known to influence their success in postsecondary education.

Center for Education Attainment and Innovation

The Center for Education Attainment and Innovation (CEAI) continues to shine a spotlight on the critical need for greater postsecondary attainment in the United States and the role that various innovations—technological, pedagogical, structural, and financial—can play in supporting increased student persistence and completion across all socioeconomic groups.

In 2014, ACE received a \$1.89 million grant from the Bill & Melinda Gates Foundation to implement an alternative credit project aimed at creating more flexible pathways for postsecondary attainment. This fall, ACE selected 25 founding institutions for the Alternative Credit Project, including a four-year system; a state community college system; and 13 public, five private, and five for-profit institutions. These institutions will launch the course review and credit recommendation phase of the project in spring 2015.

Also in 2014, the ACE College Credit Recommendation Service (ACE CREDIT®) redesigned the role and responsibilities of the CREDIT Registrar to expand awareness, acceptance, and application of credit for prior learning (CPL), including ACE CREDIT® recommendations. ACE CREDIT®'s client portfolio—as well as its marketing and outreach efforts—grew in 2014. CEAI also convened a faculty team to review GED® exams in all four subject areas, which recommended that students receiving honors in each of the four tests should be eligible for a waiver from all developmental requirements.

CEAI established an academic review task force to review and make recommendations regarding criteria, policies, and procedures for ACE's Military Evaluations as well as for its non-military course review and recommendation service. Chaired by Michael Reilly, executive director of the American Association of Collegiate Registrars and Admissions Officers, the task force issued its final report and recommendations in September 2014.

With support from Lumina Foundation, CEAI launched the Change and Innovation Lab (CIL) initiative in 2014. The CIL initiative helps colleges and universities implement scalable and sustainable initiatives to significantly increase the number of first-generation and nontraditional students who gain a college degree. ACE has convened a second CIL cohort for 2015, including five Historically Black Colleges and Universities (HBCUs) and other minority-serving institutions. The institutions are California State University, Fresno; Queens College, The City University of New York; Savannah State University (GA); The University of Texas of the Permian Basin; and West Virginia State University.

Also in 2014, CEAI held a successful Veterans' Summit that brought together stakeholders from government agencies, higher education associations, higher education institutions, workforce coalitions, employers, and other interested stakeholders to discuss and address issues of critical interest to veterans' postsecondary education and employment goals.

CEAI launched the College and University Partnerships Affiliate Initiative to implement and expand more effective credit for prior learning practices across the country. The initiative's first seven institutions met at One Dupont Circle in September 2014. In collaboration with Pearson, CEAI also launched a national Credit for Prior Learning campaign that includes student success stories, infographics, podcasts, and blogs.

Division of Government and Public Affairs

As Congress continues moving toward reauthorization of the Higher Education Act, ACE Government Relations (GR) staff worked with members and their staffs in both chambers to share the higher education community's perspective on a range of issues likely to be considered in reauthorization.

In May 2014, ACE convened a meeting of university general counsels to discuss what federal changes would allow institutions to better respond to issues involving sexual assault on campuses. ACE also submitted a letter to the Senate Committee on Health, Education, Labor, and Pensions (HELP) illustrating the complexity and sometimes conflicting requirements faced by campus officials under the Title IX, the Clery Act, and the Violence Against Women Act. ACE issued a statement by President Broad

in response to the White House Sexual Assault Task Force's report earlier in the year, which—along with the subsequent letter to the HELP Committee—was cited in numerous publications and outlets, including *Inside Higher Ed*, *The Chronicle of Higher Education*, The Associated Press, and *The Washington Post*.

Another area of focus for GR staff in this period was responding to regulatory efforts through the U.S. Department of Education. ACE coordinated a community comment letter in response to the release of the department's gainful employment rule, finding common ground on an oft-divisive issue. ACE staff also took a lead role in tracking developments on a proposed rule regarding teacher preparation programs, coordinating community activity and meeting with staff from the White House, the Office of Management and Budget, and the Department of Education to discuss the concerns of campuses.

ACE is staffing the Task Force on Federal Regulation of Higher Education, a group created by Sens. Lamar Alexander (R-TN), Barbara Mikulski (D-MD), Michael Bennet (D-CO), and Richard Burr (R-NC) to identify the most burdensome regulations affecting higher education and to propose actionable recommendations to address them. The task force held four meetings in 2014. The work of the task force focused on an in-depth review of over 50 of the most problematic regulations identified by the task force, on which President Broad serves, along with other experts. ACE received funding from Lumina Foundation to commission several white papers on process reform ideas to guide task force members' thinking on the topic. A final report that includes suggestions on specific problems as well as broader process reform recommendations will be presented to the senators in early 2015.

ACE also coordinated the higher education community's response to proposed changes to a number of higher education tax incentives as part of a comprehensive tax reform plan introduced by Rep. Dave Camp (R-MI), then chair of the House Committee on Ways and Means.

ACE's Office of the General Counsel filed briefs in a number of cases with the potential for widespread impact on higher education, including on behalf of Northwestern University (IL) in a case involving the unionization of the university's football players. Other cases included a brief in support of The Hotchkiss School (CT) as the institution appeals a federal court ruling in a study-abroad liability case; companion cases addressing issues

concerning the legal status of interns; a brief on behalf of the Accreditation Alliance of Career Schools and Colleges for a case involving a challenge of accreditation decisions; support for the NCAA's appeal in the class-action antitrust lawsuit filed by Ed O'Bannon; and a brief on behalf of Pacific Lutheran University (WA) focusing on a case involving the delineation of private institutions' faculty as managers.

Other ACE Initiatives

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 more than 230,000 students in all 50 states and the District of Columbia during fall 2104. ACAC has received support from Lumina Foundation, the Bill & Melinda Gates Foundation, The Kresge Foundation, and the Bank of America Charitable Foundation. Projections are that ACAC can reach some 80 percent of all high schools in the next six to seven years, reaching 1.5 million students who might otherwise never have applied to college.

Career Flexibility: Over the past 11 years, the American Council on Education has received \$4.15 million in funds from the Alfred P. Sloan Foundation to investigate and champion faculty career flexibility in the higher education community. Through awards programs and other activities conducted by ACE, colleges and universities have received \$6.6 million in awards from the foundation to accelerate career flexibility on their campuses. Included in this work is the Working Longer, Working Smarter grant, which enables ACE to help institutions address the fiscal and cultural implications as faculty continue to work past traditional retirement age in an era of no mandatory retirement.

Creating Global Citizens: Exploring Internationalization at Historically Black Colleges and Universities (HBCUs):

Supported by a grant from the U.S. Department of Education, the goal of this project was to explore the factors that enhance and impede internationalization at Historically Black Colleges and Universities (HBCUs). ACE staff supported internationalization among a competitively selected group of HBCUs while conducting research on the barriers that these institutions encounter during the internationalization process and strategies they employed to internationalize their campuses. ACE released a report on the findings in early fall 2014 and submitted the final

report on the three-year project to the U.S. Department of Education in late fall 2014.

District 79 Learning Pathways Pilot: With support from the MetLife Foundation, ACE, the New York City Department of Education's District 79 (D79), and MDRC partnered on a pilot to build an academically rigorous pathway for adult learners without a high school diploma to be college- and career-ready, prepare them to pass the GED® test, and to develop tools that can be scaled to strengthen adult education nationwide. Completed in September 2004, the pilot confirmed that greater attention to modular curriculum packages for GED teachers and students improves teacher morale and student performance. The pilot also set in motion new and innovative professional development practices for teachers in District 79.

GED Testing Service: Through its seats on the testing service's board of directors, ACE continues to provide direction and oversight to the GED Testing Service. The January 2014 launch of the 2014 GED® Program (<http://www.ged.com>) positions it as the only comprehensive, learner-centered high school equivalency program designed to help more adults prepare for and earn high school credentials, as well as prepare for success in college and careers. The new computer-based GED® test measures critical thinking and problem-solving skills that are key to that success. To date, the Testing Service has delivered more than 640,000 test modules at over 2,800 testing centers.

Moving the Needle: The Advancing Women Leaders initiative focuses on new ways to advance women in higher education leadership positions by generating a national sense of urgency elevating the need for advancing women, encouraging governing boards and other decision makers to consider recommended practices for recruiting and hiring women as CEOs, building capacity in women and institutions to achieve advancement to mid- and senior-level positions, suggesting recommended practices and models, and recognizing success in advancing women in higher education.

National Challenge for Higher Education: More than 120 presidents and chancellors have signed on to ACE's initiative to promote work-life balance for faculty within colleges and universities. Funded by the Alfred P. Sloan Foundation, the National Challenge Campaign web page (www.acenet.edu/nationalchallenge) features a toolkit, other materials, and a current listing of participating institutions.

Membership



ACE Members, by Sector

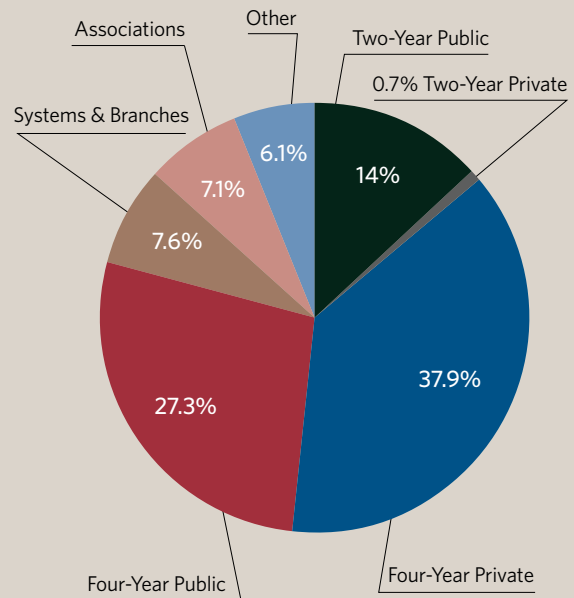
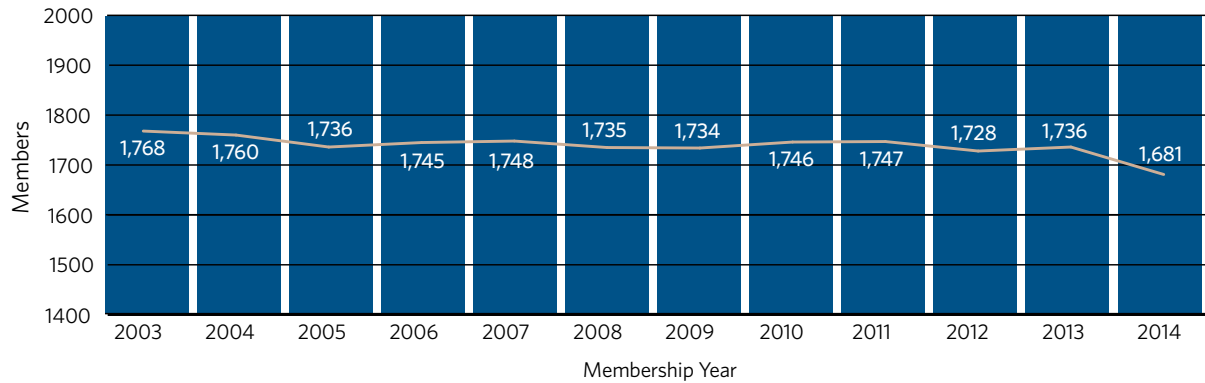


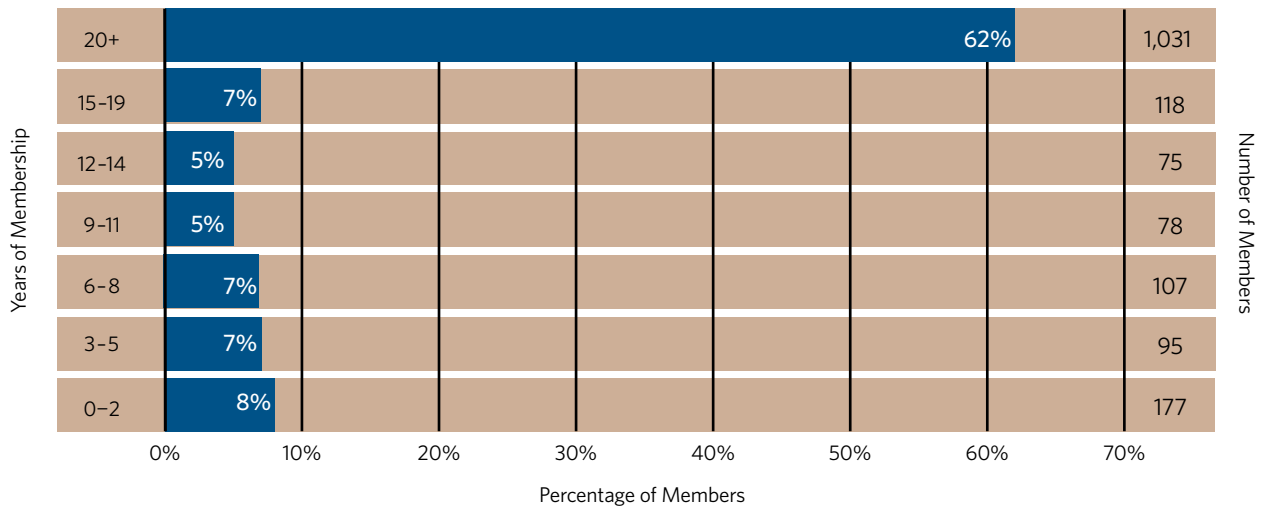
Photo courtesy of ACE member institution Seton Hall University (NJ).

Membership, December 2003–December 2014*



*These numbers represent an adjusted member total that accounts for the removal of members that had not paid dues for multiple years.

Distribution of Members, by Years of Membership



ACE Alliance Program

The Alliance 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 Alliance Program, please contact ACE's Advancement Office at (202) 939-9385.

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\$500,000 and above

Leadership Circle Underwriter

\$200,000-\$499,999

Leadership Circle Patron

\$100,000-\$199,999

Leadership Circle Investor

\$50,000-\$99,999

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Advocate

\$10,000-\$24,999

Affiliate

\$5,500-\$9,999

*Member of the Executive Search Roundtable

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ACE Board of Directors, 2014-15



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

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Term Ending March 2017

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Rita M. Cepeda, Chancellor, San José/Evergreen Community College District (CA), Term Ending March 2015, representing the *American Association of Community Colleges*

Stephen Jordan, President, Metropolitan State University of Denver, Term Ending March 2017, representing the *American Association of State Colleges and Universities*

Edward J. Ray, President, Oregon State University, Term Ending June 2015, representing the *Association of American Colleges and Universities*

Robert A. Brown, President, Boston University, Term Ending March 2017, representing the *Association of American Universities*

Dennis H. Holtschneider, President, DePaul University (IL), Term Ending June 2016, representing the *Association of Catholic Colleges and Universities*

John J. DeGioia, President, Georgetown University (DC), Term Ending March 2016, representing the *Association of Jesuit Colleges and Universities*

James B. Milliken, Chancellor, The City University of New York, Term Ending March 2015, representing the *Association of Public and Land-grant Universities*

Richard Ekman, President, Council of Independent Colleges, Term Ending March 2016, representing the *Council of Independent Colleges*

Carolyn W. Meyers, President, Jackson State University (MS), Term Ending June 2015, representing the *National Association for Equal Opportunity in Higher Education*

Pamela Fox, President, Mary Baldwin College (VA), Term Ending June 2016, representing the *National Association of Independent Colleges and Universities*

Elected Associations—For One-Year Term, Ending March 2015

Michael V. Reilly, Executive Director, *American Association of Collegiate Registrars and Admissions Officers*

Elliott Shore, Executive Director, *Association of Research Libraries*

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- American Association of Community Colleges**
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- Association of American Colleges and Universities (AAC&U)**
Carol Geary Schneider, President
- Association of American Law Schools (AALS)**
Judith C. Areen, Interim Executive Director and Chief Executive Officer
- Association of American Medical Colleges (AAMC)**
Darrell G. Kirch, President and CEO
- Association of American Universities (AAU)**
Hunter R. Rawlings III, President
- Association of Catholic Colleges and Universities (ACCU)**
Michael Galligan-Stierle, President and CEO
- Association of Community College Trustees (ACCT)**
J. Noah Brown, President and CEO
- Association of Governing Boards of Universities and Colleges (AGB)**
Richard D. Legon, President
- Association of Higher Education Facilities Officers (APPA)**
E. Lander Medlin, Executive Vice President
- Association of Jesuit Colleges and Universities (AJCU)**
Michael J. Sheeran, President
- Association of Public and Land-grant Universities (A-P-L-U)**
Peter McPherson, President
- Association of Research Libraries (ARL)**
Elliott Shore, Executive Director
- College and University Professional Association for Human Resources (CUPA-HR)**
Andy Brantley, President and Chief Executive Officer
- The College Board (CB)**
David Coleman, President
- Council for Advancement and Support of Education (CASE)**
Sue Cunningham, President
- Council for Christian Colleges and Universities (CCCU)**
Shirley V. Hoogstra, President
- Council for Higher Education Accreditation (CHEA)**
Judith S. Eaton, President
- Council for Opportunity in Education (COE)**
Maureen Hoyler, President
- Council of Graduate Schools (CGS)**
Suzanne Ortega, President
- Council of Independent Colleges (CIC)**
Richard Ekman, President
- Council on Governmental Relations (COGR)**
Anthony DeCrappeo, President
- Educational Testing Service (ETS)**
Walter (Walt) MacDonald, President

EDUCAUSE

Diana Oblinger, President and CEO

Hispanic Association of Colleges and Universities (HACU)

Antonio R. Flores, President

NAFSA: Association of International Educators

Marlene M. Johnson, Executive Director and Chief Executive Officer

NASPA: Student Affairs Administrators in Higher Education

Kevin Kruger, President

National Association for College Admission Counseling (NACAC)

Joyce E. Smith, Chief Executive Officer

National Association for Equal Opportunity in Higher Education (NAFEO)

Lezli Baskerville, President and CEO

National Association of College and University Attorneys (NACUA)

Kathleen Curry Santora, Chief Executive Officer

National Association of College and University Business Officers (NACUBO)

John D. Walda, President

National Association of Independent Colleges and Universities (NAICU)

David L. Warren, President

National Association of Student Financial Aid Administrators (NASFAA)

Justin S. Draeger, President and CEO

National Association of System Heads (NASH)

Rebecca Martin, Executive Director

National Collegiate Athletic Association (NCAA)

Mark A. Emmert, President

National Council of University Research Administrators (NCURA)

Kathleen M. Larmett, Executive Director

University Professional and Continuing Education Association (UPCEA)

Robert J. (Bob) Hansen, Chief Executive Officer

Washington Higher Education Secretariat (WHES)

Philip Rogers, Executive Secretary, WHES; Vice President and Chief of Staff, ACE

Photo courtesy of ACE member institution University of Arizona.

American Council on Education



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, 2014, 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.

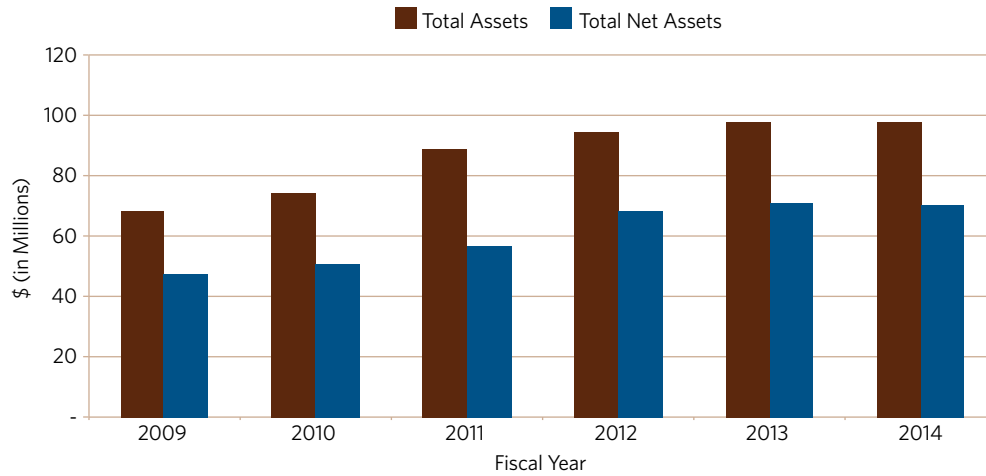
Summary Statements of Financial Position

	As of September 30	
	2014	2013
Assets		
Cash and cash equivalents	\$ 3,510,847	\$ 6,580,075
Receivables	9,087,135	7,749,359
Investments	55,347,044	50,020,099
Investment in joint venture	17,754,305	21,547,852
Property, net	8,858,938	9,067,681
Other assets	3,136,722	3,389,296
Total assets	97,694,991	98,354,362
Liabilities		
Accounts payable and accrued expenses	7,430,632	7,199,645
Deferred revenue	11,402,233	10,797,792
Bonds and notes payable	2,591,313	3,495,861
Retiree medical benefit obligation	2,630,227	2,646,867
Other liabilities	3,405,518	2,689,644
Total liabilities	27,459,923	26,829,809
Net assets		
Unrestricted	67,328,548	67,007,377
Temporarily restricted	2,906,520	4,517,176
Total net assets	70,235,068	71,524,553
Total liabilities and net assets	\$ 97,694,991	\$ 98,354,362

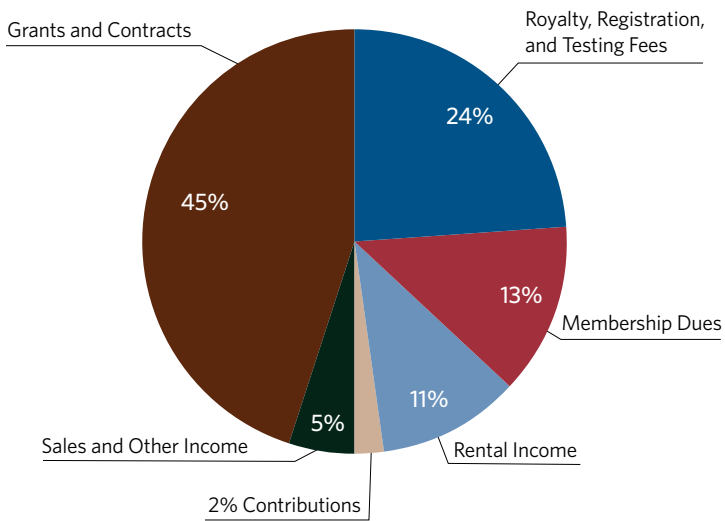
Summary Statements of Activities

	Year Ended September 30	
	2014	2013
Revenues		
Grants and contracts	\$ 22,765,628	\$ 25,137,007
Royalty, registration, and testing fees	12,487,091	12,525,740
Membership dues	6,887,846	6,712,588
Rental income	5,516,368	5,413,606
Contributions	932,900	1,555,675
Sales and other income	2,470,618	2,125,347
Total revenues	51,060,451	53,469,963
Expenses		
Program services	41,128,547	42,369,154
Supporting services:		
Building operations and other ancillary services	4,141,088	4,447,917
General and administrative	5,628,611	4,615,099
Fundraising	858,026	822,252
Total supporting services	10,627,725	9,885,268
Total expenses	51,756,272	52,254,422
Excess of revenues over expenses	(695,821)	1,215,541
Net gains	(593,664)	4,359,049
Change in net assets	(1,289,485)	5,574,590
Net assets, beginning of year	71,524,553	65,949,963
Net assets, end of year	\$ 70,235,068	\$ 71,524,553

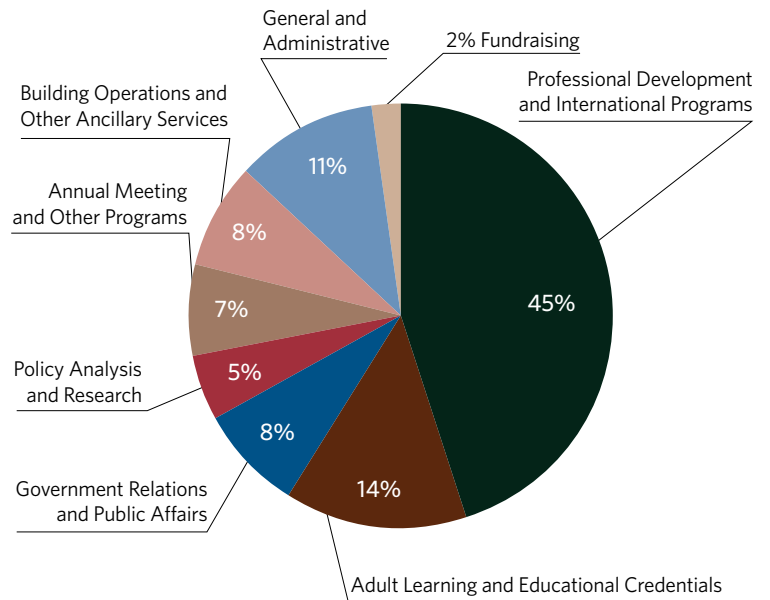
Growth of Organizational Assets and Net Assets



Revenues, by Source Year Ended September 30, 2014



Expenses, by Activity Year Ended September 30, 2014



ACE Institutions & System Members

Alabama

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

Alaska

Ilisagvik College
University of Alaska Anchorage*
University of Alaska Fairbanks*
University of Alaska Southeast*
University of Alaska System*

Arizona

Apollo Group, Inc.*
Arizona Board of Regents*
Arizona Christian University
Arizona State University*
Coconino Community College
Diné College*
Grand Canyon University
Harrison Middleton University*
Maricopa County Community College District*
Mesa Community College*

Northcentral University
Northern Arizona University*
Phoenix College*
Pima County Community College District
Rio Salado Community College*
Scottsdale Community College*
Southwest College of Naturopathic Medicine & Health Sciences
Thunderbird School of Global Management
Tohono O'odham Community College
University of Arizona*
University of Phoenix*
Western International University

Arkansas

Arkansas State University*
Arkansas State University-Beebe*
Henderson State University
Hendrix College*
Lyon College*
Philander Smith College*
Southern Arkansas University*
University of Arkansas at Fayetteville*
University of Arkansas at Fort Smith*
University of Arkansas at Little Rock*
University of Arkansas for Medical Sciences*
University of Arkansas System Administration*
University of Central Arkansas*
University of the Ozarks*

California

Abraham Lincoln University
Allan Hancock Joint Community College District*
Alliant International University*
Alliant International University-San Diego Scripps Ranch
Antelope Valley Community College District*
Argosy University*
Azusa Pacific University*
Brandman University
Bryant University
California Coast University*

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 System*
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, Stanislaus*
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
Corinthian Colleges, Inc.

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

Cosumnes River College
Desert Community College District*
Dominican University of California*
East Los Angeles College*
Fashion Institute of Design and Merchandising*
Fielding Graduate University*
Folsom Lake College
Foothill College*
Foothill-De Anza Community College District
Grossmont-Cuyamaca Community College District
Hartnell Community College District*
Harvey Mudd College*
Humboldt State University*
International Technological University
John F. Kennedy University
Laney College*
Los Angeles City College*
Los Angeles Community College District
Los Angeles Harbor College*
Los Angeles Mission College*
Los Angeles Pierce College*
Los Angeles Southwest College*
Los Angeles Trade-Technical College*
Los Angeles Valley College*
Los Rios Community College District
Loyola Marymount University*
Menlo College
Mills College*
Mount Saint Mary's University*
National University*
National University System
New Charter University*
North Orange County Community College District
Northwestern Polytechnic University
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 José State University*
Santa Barbara City College
Santa Barbara Community College District
Santa Clara University*
Santa Monica Community College District*
Saybrook University*
Scripps College*
Silicon Valley University*
Siskiyou Joint Community College District*
Sofia University
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 Office of the President*
University of California, Berkeley*
University of California, Davis*
University of California, Irvine*
University of California, Los Angeles*
University of California, Merced
University of California, Riverside*
University of California, San Diego
University of California, Santa Barbara
University of California, Santa Cruz*
University of La Verne*
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*
West Los Angeles College*

Westmont College*
Whittier College*
Woodbury University*
Yosemite Community College District*

Colorado

Adams State University*
Aims Community College
Arapahoe Community College
Colorado College*
Colorado Community College System*
Colorado Northwestern Community College
Colorado School of Mines*
Colorado State University*
Colorado State University System
Colorado State University-Global Campus
Colorado Technical University*
Community College of Aurora
Community College of Denver*
Front Range Community College
Jones International University*
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 the Rockies

Connecticut

Albertus Magnus College*
Asnuntuck Community College*
Central Connecticut State University*
Charter Oak State College*
Connecticut College*
Connecticut State University System*
Eastern Connecticut State University*
Fairfield University*
Goodwin College
Housatonic Community College
Manchester Community College*
Middlesex Community College*
Naugatuck Valley Community College*
Post University

Quinnipiac University*
Sacred Heart University
Saint Vincent's College*
Southern Connecticut State University*
State of Connecticut Board of Regents for
Higher Education*
Trinity College*
United States Coast Guard Academy*
University of Connecticut*
University of Hartford*
University of Saint Joseph*
Western Connecticut State University*
Yale University*

Delaware

Delaware Higher Education Commission*
Goldey-Beacom College
University of Delaware*
Wesley College*
Wilmington University*

District of Columbia

American University*
Catholic University of America*
Gallaudet University*
George Washington University*
Georgetown University*
Graduate School USA*
Institute of World Politics
National Defense University*
National Intelligence University*
Strayer University*
Trinity Washington University*
University of the District of Columbia*

Florida

Bethune-Cookman University*
Broward College
Carlos Albizu University-Miami Campus*
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*
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 Community College*
State University System of Florida*
Stetson University*
St. Johns River State College*
St. Petersburg College
St. Thomas University*
University of Central Florida*
University of Florida*
University of Miami*
University of North Florida*
University of South Florida*
University of South Florida Sarasota-Manatee
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 Atlantic State University
Art Institute of Atlanta*
Atlanta Technical College
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
Dartmouth State College
East Georgia State College

Emory University*
Georgia College & State University*
Georgia Gwinnett College
Georgia Highlands College*
Georgia Institute of Technology*
Georgia Perimeter College*
Georgia Regents University
Georgia State University*
Gordon State College
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
Southern Polytechnic State University*
Spelman College*
Technical College System of Georgia
Thomas University
University of Georgia*
University of North Georgia*
University of West Georgia*
Valdosta State University*

Guam

Guam Community College
University of Guam*

Hawai'i

Hawai'i Community College
Honolulu Community College*
Kapi'olani Community College*
Kaua'i Community College*
Leeward Community College*
University of Hawai'i at Hilo*
University of Hawai'i at Manoa*
University of Hawai'i at West Oahu*
University of Hawai'i Maui College*
University of Hawai'i System*
Windward Community College*

Idaho

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

Illinois

Adler School of Professional Psychology
Augustana College*
Benedictine University*
Black Hawk College*
Bradley University*
Chamberlain College of Nursing
Chicago State University*
City Colleges of Chicago–Harold Washington College*
City Colleges of Chicago–Kennedy-King College*
City Colleges of Chicago–Malcolm X College
Columbia College Chicago*
Concordia University Chicago*
DePaul University*
DeVry University*
Elgin Community College
Elmhurst College*
Governors State University*
Illinois Board of Higher Education*
Illinois Community College Board*
Illinois Institute of Technology*
Illinois State University*
Illinois Wesleyan 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*
Robert Morris University*
Rockford University*
Roosevelt University*
Saint Xavier University*
School of the Art Institute of Chicago
Shimer College
South Suburban College of Cook County*

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 Saint Francis*
Waubonsee Community College*
Western Illinois University*
Westwood College–Chicago Loop
William Rainey Harper College

Indiana

Ball State University*
Butler University*
DePauw University*
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 Fort Wayne*
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 Calumet
Purdue University System*
Rose–Hulman Institute of Technology*
Saint Mary-of-the-Woods College
Taylor University*
University of Indianapolis*
University of Notre Dame*
University of Southern Indiana
Valparaiso University*
Vincennes University*

Iowa

Ashford University*
Board of Regents, State of Iowa*
Buena Vista University*
Central College
Clarke University*
Des Moines University–Osteopathic Medical Center*
Divine Word College*
Drake University*
Graceland University*
Grinnell College*
Iowa State University*
Kaplan University
Morningside College*
Simpson College
University of Iowa*
University of Northern Iowa*
Wartburg College
William Penn University

Kansas

Cowley 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/Area Technical School
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 and Technical College District*
Kentucky Council on Postsecondary Education*
Kentucky State University*
Madisonville Community and Technical College District*
Midway College*
Morehead State University*
Murray State University
Northern Kentucky University*
Somerset Community and Technical College District*
Somerset Community College*
Spalding University*
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*
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*
Xavier University of Louisiana*

Maine

Bates College
Bowdoin College*
Colby College*

Eastern Maine Community College*
Maine College of Health Professions*
University of New England*
University of Southern Maine
York County Community College*

Maryland

Anne Arundel Community College*
Bowie State University*
Capitol College
Carroll Community College*
Community College of Baltimore County*
Coppin State University*
Frostburg State University*
Goucher College*
Hood College*
The Johns Hopkins University*
Loyola University Maryland*
McDaniel College*
Montgomery College*
Morgan State University*
Mount Saint Mary's University*
National Labor College*
Notre Dame of Maryland University*
Prince George's Community College*
Salisbury University*
Stevenson University*
St. John's College*
St. Mary's College of Maryland*
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 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*
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
Hampshire College*
Harvard University*
Hellenic College/Holy Cross Greek Orthodox School of Theology*
Holyoke Community College*
Labouré 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*
New England College of Business and Finance
Newbury College
Northeastern University*
Northern Essex Community College*
Quincy College*
Regis College*
Roxbury Community 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*
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 of Flint*
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*
Griggs University
Hope College*
Kalamazoo College*
Kettering University*
Lake Michigan College*
Lansing Community College
Lawrence Technological University*
Michigan School of Professional Psychology
Michigan State University*
Michigan Technological University*
Northern Michigan University*
Northwestern Michigan College
Oakland Community College*
Oakland University*
Olivet College*
Robert B. Miller College
Saginaw Chippewa Tribal College
Saginaw Valley State University
University of Detroit Mercy
University of Michigan*
University of Michigan–Dearborn*
University of Michigan–Flint*
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*
Leech Lake Tribal College
Macalester College*
Minneapolis Community and Technical College*
Minnesota State Colleges and Universities*
Minnesota State University–Mankato*
Normandale Community College*
Rasmussen College System
Riverland Community College–Austin Campus
Saint Olaf College*
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
Winona State University*

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*
University of Southern Mississippi

Missouri

A.T. Still University of Health Sciences*
Cottey College*

Drury University
Grantham University*
Harris–Stowe State University*
Lincoln University*
Logan University*
Maryville University of St. Louis*
Missouri College
Missouri University of Science and Technology*
Park University*
Saint Luke's College of Health Sciences
St. Louis College of Pharmacy*
St. Louis Community College at Florissant Valley*
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 Missouri–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
Concordia University*
Creighton University*
Little Priest Tribal College
Midland University*
Nebraska Indian Community College*
Nebraska Wesleyan University*

University of Nebraska at Kearney*
University of Nebraska Central Administration*
University of Nebraska–Lincoln*
University of Nebraska Medical Center*
University of Nebraska Omaha*

Nevada

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

New Hampshire

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
Bloomfield College*
Brookdale Community College*
Caldwell University*
College of New Jersey*
College of Saint Elizabeth*
County College of Morris*
Drew University*
Eastwick College
Fairleigh Dickinson University*
Felician College
Mercer County Community 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*
Richard Stockton College of New Jersey*
Rider University*
Rowan College of Gloucester County*
Rowan University*

Rutgers University–Camden Campus*
Rutgers University–Central Office*
Rutgers University–New Brunswick Campus*
Rutgers University–Newark*
Saint Peter’s University*
Seton Hall University*
Sussex County Community College*
Thomas Edison State College*
William Paterson University of New Jersey*

New Mexico

Institute of American Indian and Alaskan
Native Culture and Arts Development*
Navajo Technical College
New Mexico State University*
Northern New Mexico College
Southwestern Indian Polytechnic Institute*
St. John’s College*
University of New Mexico*
Western New Mexico University*

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 City*
Berkeley College–Garret Mountain
Briarcliffe College*
City University of New York Borough of Man-
hattan 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 Commu-
nity College*
City University of New York Hunter College*
City University of New York Kingsborough
Community College*
City University of New York LaGuardia Com-
munity 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 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*
Dominican College of Blauvelt*
Dowling College*
Erie Community College*
Excelsior College*
Farmingdale State College*
Fashion Institute of Technology*
Five Towns College*
Fordham University*
Hamilton College*
Hartwick College*
Hobart & William Smith Colleges*
Hofstra University*
Ithaca College*
Jewish Theological Seminary*
Keuka College*
Lehman College, City University of New York*
LIM College*
Long Island University*
Manhattan College*
Manhattan School of Music
Manhattanville College*
Marist College*
Marymount Manhattan College*
Mercy College*
Metropolitan College of New York*
Molloy College*
Monroe College
Monroe Community College
Nazareth College of Rochester*
New School*
New York Institute of Technology–Old Westbury
New York Medical College
New York School of Interior Design

New York University*
Onondaga Community College*
Pace University*
Polytechnic Institute of New York University*
Pratt Institute*
Rensselaer Polytechnic Institute*
Rochester Institute of Technology*
Sage Colleges*
Sarah Lawrence College*
Schenectady County Community College
School of Visual Arts*
Skidmore 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 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 at Purchase*
State University of New York College of Environmental Science and Forestry*
State University of New York College of Optometry*
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*
St. Francis College
St. John Fisher College*
St. John's University*

St. Joseph's College New York*
Stony Brook University*
St. Thomas Aquinas College*
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
Wells College*
Yeshiva University*

North Carolina

Appalachian State University*
Barton College*
Belmont Abbey College*
Bennett College for Women*
Craven Community College
Davidson College*
Duke University*
Durham Technical Community College
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*
Richmond Community College
Saint Augustine's College
Sandhills Community College*
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*
Medcenter One Health Systems*
North Dakota State College of Science*
North Dakota State University*
Sitting Bull College*
Turtle Mountain Community College*
United Tribes Technical College*
University of North Dakota

Ohio

Antioch University*
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*
Cleveland Institute of Electronics, Inc.*
Cleveland State University*
College of Mount St. Joseph
College of Wooster*
Columbus State Community College*
Cuyahoga Community College*
Denison University*
Edison State Community College*
Franklin University*
Hiram College*
John Carroll University*
Kent State University*
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 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 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 City University
Oklahoma State Regents for Higher Education*
Oklahoma State University*
Seminole State College*
Southeastern Oklahoma State University*
University of Central Oklahoma*
University of Oklahoma*
University of Oklahoma Health Sciences Center
University of Science and Arts of Oklahoma*
University of Tulsa*

Oregon

George Fox University
Lewis and Clark College*
Linfield College*
Oregon Health and Science University
Oregon State University*
Pacific University*
Portland Community College*

Portland State University*
Reed College*
Southern Oregon University
University of 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*
Cabroni 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 College*
Dickinson College*
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 College*
Harrisburg University of Science and Technology
Haverford College*
Holy Family University*
Immaculata University*
Indiana University of Pennsylvania*
Juniata College*
Kutztown University of Pennsylvania*
La Salle University*
Lafayette 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*
The Pennsylvania State University*
The Pennsylvania State University Berks
Campus
Philadelphia College of Osteopathic Medicine*
Philadelphia University*
Point Park University*
Robert Morris University*
Rosemont College*
Saint Francis University*
Saint Joseph's University*
Seton Hill University*
Shippensburg University of Pennsylvania*
Slippery Rock University of Pennsylvania*
Swarthmore College*
Temple University*
Thiel College
Thomas Jefferson University
University of Pennsylvania*
University of Pittsburgh*
University of Pittsburgh at Bradford
University of Pittsburgh at Greensburg
University of Scranton*
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Villanova University*
Washington and Jefferson College*
West Chester University of Pennsylvania*
Westmoreland County Community College*
Widener University*
Wilkes University*
Wilson College*
Won Institute of Graduate Studies
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Puerto Rico

Carlos Albizu–Central Administration*
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Inter American University of Puerto Rico Arecibo Campus*

Inter American University of Puerto Rico Bar-
ranquitas Campus*
Inter American University of Puerto Rico Cen-
tral Office of the System*
Inter American University of Puerto Rico
Fajardo Campus*
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Guayama Campus*
Inter American University of Puerto Rico Met-
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Inter American University of Puerto Rico Ponce
Campus*
Sistema Universitario Ana G. Mendez Central
Office*
Universidad del Este*
Universidad Metropolitana*

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*
Roger Williams University*
University of Rhode Island*

South Carolina

The Citadel
Claflin University*
Clemson University*
Clinton Junior College*
Coker College*
College of Charleston*
Francis Marion University
Furman University
Greenville Technical College
Lander University*
Morris College*
Sherman College of Chiropractic*
South Carolina Commission on Higher Educa-
tion*
South Carolina State Board for Technical and
Comprehensive Education*
South Carolina State University*
Technical College of the Lowcountry*
University of South Carolina Central Office*
University of South Carolina-Columbia*

Winthrop University*
Wofford College*

South Dakota

Black Hills 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*
Cleveland State Community College
East Tennessee State University*
Fisk University*
Lane College*
Lee University*
LeMoyné-Owen College*
Lincoln Memorial University*
Lipscomb University
Middle Tennessee State University*
Rhodes College*
Southern College of Optometry*
Tennessee Board of Regents*
Tennessee Technological University
University of Memphis*
The University of Tennessee at Chattanooga*
The University of Tennessee at Martin*
The University of Tennessee System*
The University of Tennessee, Knoxville*
The University of the South*
Vanderbilt University*
Victory University

Texas

Abilene Christian University*
Austin College*
Baylor College of Medicine*
Baylor University*
Blinn College
Brookhaven College

Dallas Baptist University*
Dallas County Community College District*
El Paso County Community College District*
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
Navarro College*
Our Lady of the Lake University*
Parker University
Prairie View A&M University*
Richland College*
Rio Grande Bible Institute
Schreiner University*
Southern Methodist University*
Southwestern University*
St. Edward's University*
Stephen F. Austin State University*
St. Mary's University*
St. Philip's College
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 Wesleyan 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 Cen-
ter at Fort Worth

University of North Texas System*
University of Saint Thomas*
The University of Texas at Arlington*
The University of Texas at Austin*
The University of Texas at Brownsville*
The University of Texas at Dallas*
The University of Texas at El Paso*
The University of Texas at San Antonio*
The University of Texas at Tyler*
University of Texas Southwestern Medical Center at Dallas
The University of Texas System*
The University of Texas–Pan American*
University of the Incarnate Word*
Wayland Baptist University*
West Texas A&M University
Wiley College*
William Marsh Rice University*

Utah

Brigham Young University*
Salt Lake Community College
Southern Utah University
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*
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*
Thomas Nelson Community College*
University of Mary Washington
University of Richmond*
University of Virginia*
University of Virginia Central Office*
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*
World College

Virgin Islands

University of the Virgin Islands*

Washington

Bastyr University*
Central Washington University*
City University of Seattle*
Cornish College of the Arts
Eastern Washington University*
Gonzaga University*
Heritage University

Highline Community College*
Northwest Indian College*
Pacific Lutheran University*
Seattle University*
Shoreline Community College*
Tacoma Community College*
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
Bethany College*
Bluefield State College
Glenville 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*
Lac Courte Oreilles Ojibwa Community College*
Lakeland College
Lawrence University
Madison Area Technical College*
Marian University*
Marquette University*
Mid-State Technical College*
Nicolet Area Technical College*
Ripon College*
Saint Norbert College*
University of Wisconsin Colleges*
University of Wisconsin System*

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Alabama

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Arizona

Parchment

California

Berkeley Research Group
ELS Education Services Inc.
Higher Education Research Institute*
Storbeck/Pimentel & Associates, Inc.
WASC, Accrediting Commission for Community and Junior Colleges
WASC, Accrediting Commission for Senior Colleges and Universities*

Colorado

Pearson
Western Interstate Commission for Higher Education*

Connecticut

Academic Keys
GE Foundation*

District of Columbia

Academic Search, Inc.*
Accrediting Council for Continuing Education and Training
Accrediting Council for Independent Colleges and Schools
American Association of Colleges for Teacher Education*
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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, Commission on Accreditation*
American Sociological Association*
Aspen Institute*
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Association of American Medical Colleges*
Association of American Universities*
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Association of Chief Academic Officers
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Association of Jesuit Colleges and Universities*
Association of Private Sector Colleges and Universities
Association of Public and Land-grant Universities*
Association of Research Libraries*
Association of Schools of Allied Health Professions
Blackboard
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 and Training Council*
EDUCAUSE*
Hanover Research
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
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 Association of System Heads
National Council of University Research Administrators*
Phi Beta Kappa Society*
Russell Reynolds Associates
Teacher Education Accreditation Council, Inc.*
Thurgood Marshall College Fund
United Negro College Fund, Inc.*
University Professional & Continuing Education Association*
Washington Center for Internships and Academic Seminars*

Florida

AACSB International-The Association to Advance Collegiate Schools of Business*
Association for Institutional Research*
Florida Association of Colleges and Universities*
Greenwood/Asher & Associates, Inc.*
National Association of Diversity Officers in Higher Education

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

Georgia

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Southern Association of Colleges and Schools Commission on Colleges*

Idaho

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Illinois

Accreditation Council for Pharmacy Education*
American Osteopathic Association Commission on Osteopathic College Accreditation*
Council for Adult and Experiential Learning*
The Higher Learning Commission*
Witt/Kieffer*

Indiana

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

Iowa

ACT, Inc. Workforce Development Division*
National Association of Presidential Assistants in Higher Education*
RuffaloCODY

Kansas

EFL Associates
National Academic Advising Association*

Kentucky

United States Army Cadet Command

Maryland

The Accreditation Board for Engineering and Technology

American Speech-Language-Hearing Association*
Maryland Independent College and University Association

Massachusetts

Alden & Associates, Inc.*
Archer - Martin Associates
Association of Independent Colleges and Universities in Massachusetts*
Brill Neumann Associates
Commission on Institutions of Higher Education of New England Association of Schools and Colleges
EdX
Fidelity Investments*
Huron Consulting Group
Isaacson, Miller*
Jenzabar, Inc.
New England Association of Schools and Colleges*
Park Square Executive Search*
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Michigan

Great Lakes Colleges Association, Inc.*

Minnesota

KeyStone Search
Lahti Search Consultants

Mississippi

Mississippi Association of Colleges*

New Hampshire

New Hampshire College and University Council*

New Jersey

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

New York

Academic Analytics, LLC
American Express Foundation
Asahi Net International, Inc.
Association of Advanced Rabbinical and Talmudic Schools*
Association of Colleges and Universities of the State of New York*
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College Board*
Commission on Independent Colleges and Universities in New York*
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IBM Corporation
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International Association of University Presidents*
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Modern Language Association of America*
TIAA-CREF*
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William Spelman Executive Search*

North Carolina

Bank of America Charitable Foundation, Inc.
John N. Gardner Institute for Excellence in Undergraduate Education
Rent Consulting Group, LLC*
Summit Search Solutions, Inc.

Ohio

Harris Search Associates
Hobsons

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

Oregon

Oregon Council of College and University
Presidents*

Pennsylvania

160over90
Education Management Corporation
Ellucian*
Law School Admission Council*
Middle States Association of Colleges and
Schools, Commission on Higher Education*
National Association of Colleges and Employ-
ers
Pennsylvania Association of Colleges and
Universities*
RPA Inc.*
Storbeck/Pimentel & Associates, LLC
Thomson Reuters

Puerto Rico

Association of Puerto Rico Universities and
Colleges*

Rhode Island

C. V. O'Boyle, LLC

South Carolina

South Carolina Association of Colleges and
Universities*

Tennessee

College and University Professional Associa-
tion for Human Resources*
National Association of Schools and Colleges
of the United Methodist Church*
Tennessee College Association*
Tennessee Higher Education Commission*

Texas

AVID Center

Hispanic Association of Colleges and Univer-
sities*

R. William Funk & Associates

Vermont

Vermont Higher Education Council*

Virginia

American Association of Colleges of Phar-
macy*
Association of Higher Education Facilities
Officers*
Ayers & Associates, Inc.*
The Common Application
Council of Arts Accrediting Associations
Council on Social Work Education*
Institute for Shipboard Education/Semester
at Sea
National Association for College Admission
Counseling*
National Student Clearinghouse
Transnational Association of Christian Col-
leges 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 Paris (France)
American University of Sharjah* (United
Arab Emirates)
Asociación Nacional de Universidades e
Instituciones de Educación Superior*
Association of African Universities*
Association of Universities and Colleges of
Canada*
BBM

Benemérita Universidad Autónoma de Puebla
(Mexico)

Central University of Technology, Free State
(South Africa)

Charisma University (Turks and Caicos
Islands)

College of Micronesia-FSM

Consortium for North American Higher Edu-
cation Collaboration*

Escuela Bancaria y Comercial

European Universities Association*

European University of Lefke (Cyprus)

Higher Colleges of Technology Ras Al
Khaimah (United Arab Emirates)

Higher Education South Africa*

Holy Spirit University of Kaslik (Lebanon)

Inter-American Organization for Higher
Education*

International Association of Universities*

International University in Geneva (Switzer-
land)

King Khalid University, Kingdom of Saudi
Arabia

Korean Council for University Education

Langara College (Canada)

Northern Marianas College

ORT Braude College* (Israel)

Paris College of Art (France)

Princess Nora Bint Abdul Rahman University
(Saudi Arabia)

Qatar University

Shigakkan University* (Japan)

Sistema CETYS Universidad (Mexico)

Tshwane University of Technology (South
Africa)

Universities Australia*

Universities UK*

University College of the Caribbean
(Jamaica)

University of Limpopo (South Africa)

University of South Africa

University of Venda for Science and Technol-
ogy (South Africa)

University of the Witwatersrand (South
Africa)

UPAEP University (Mexico)

Vancouver Island University (Canada)

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Leadership and Advocacy