



ANNUAL  
REPORT

2017





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## DEAR COLLEAGUES

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We are pleased to send you the American Council on Education's (ACE) *2017 Annual Report*. As we report on ACE initiatives and face the challenging times ahead, we would like to thank the ACE Board of Directors, our nearly 2,000 members, and the entire higher education community for your efforts over the past year. We are pleased ACE has been able to work on your behalf and look forward to continuing to do so in the future.

ACE's advocacy at the federal level, encompassing Congress, the new Trump administration, and the courts, ensures the voice of American higher education is part of important policy conversations that impact students, families, and institutions. In 2017, ACE's Division of Government and Public Affairs coordinated higher education community initiatives to protect Dreamers and respond to tax reform proposals harmful to higher education, among other public policy efforts.

The Center for Education Attainment and Innovation (CEAI) worked to advance its objective of supporting post-traditional learners. CEAI's work included expanded efforts to develop and quality assure faculty development training offered by ACUE's Course in Effective Teaching Practices and conducting research about connections between instructional quality, student outcomes, and institutional efficiency.

The Center for Internationalization and Global Engagement (CIGE) continued to provide analysis of international education issues, and to administer programs in support of higher education institutions in these critical areas. CIGE released its *Mapping Internationalization on U.S. Campuses* study and launched the Alliance for Global Innovation in Tertiary Education, which will create a global learning community.

ACE's Center for Policy Research and Strategy (CPRS) released the *American College President Study 2017* as part of its work to reimagine diversity and equity in higher education and examine dynamic and resilient institutions and transformational leadership. CPRS also launched a series of convenings with college and university presidents and other stakeholders to discuss the perceived tensions between inclusive campus climates and freedom of expression, and to develop ways institutions might better address these issues.

The ACE Leadership division continued to provide a rich suite of leadership development offerings as part of its mission to advance a visionary and inclusive community of leaders. The Council's signature ACE Fellows Program helps ensure that higher education's future leaders are ready to take on real-world challenges.

Through its seats on the GED Testing Service's (GEDTS) board of directors, ACE continues to provide direction and oversight to GEDTS. The new GED® testing program is designed to help more adults prepare for and earn high school credentials, as well as prepare for success in college and careers.

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

Sincerely,

**Ted Mitchell**  
*President*  
*American Council on Education*

**Judy C. Miner**  
*Chair, 2017–18 ACE Board of Directors*  
*Chancellor, Foothill–De Anza Community College District (CA)*



## 2017 ACTIVITIES

As the major coordinating body for all the nation's higher education institutions, 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.





Photo courtesy of ACE member institution Tufts University (MA).

## ACE LEADERSHIP

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ACE Leadership provides a robust suite of leadership development programming aimed to share knowledge, insights, and best practices to expand the capacity of faculty, mid-level administrators, senior administrators, presidents, and chancellors to be effective leaders in a diverse and inclusive global community. Below are some of ACE Leadership's activities for 2017.

ACE Leadership launched the newly created Advancing to the Chief Academic Office workshop October 2–3, 2017 in Washington, DC. The workshop, designed for individuals aspiring to the chief academic officer position within the next two years, brought together over 40 participants in its inaugural convening. The workshop focused on CAO leadership, transitioning to the CAO office, search strategies, curriculum vitae/résumé critiques, mock interviews, and contract negotiations.

The ACE Fellows class of 2016–17 held its closing retreat June 5–8, 2017. The sessions focused on campus climate, student success, athletics, legal issues, and change management. The ACE Fellows class of 2017–18 was selected, and 42 emerging leaders will participate in the year-long customized learning experience. Recruitment for the 2018–19 ACE Fellows class involved comprehensive efforts including outreach to former fellows, mentors, nominators, and hosted receptions in North Carolina, New York City, and Chicago. The Council of Fellows, the alumni group of the ACE Fellows Program, forged ahead with their strategic planning process. Beginning in 2018, the Council of Fellows weekend will convene in conjunction with ACE's Annual Meeting to encourage greater attendance.

ACE's Institute for New Chief Academic Officers and Advancing to the Presidency workshop continued to engage record-high numbers of participants in 2017. The Fidelity Investments-sponsored ACE Advancing to the Presidency program explored essential topics including competencies, leadership joys and



pains, presidential research data, managing key relationships, and an array of case studies drafted and presented by the participants. Additionally, all member chief academic officers receive the CAO briefing communication that shares resources and insights on management and academic trends relevant to provosts and vice presidents of academic affairs. ACE continued its partnership with the Association of Chief Academic Officers (ACAO) and the National Association of College and University Business Officers (NACUBO) to support academic leaders with training and mentorship opportunities. ACE Leadership and the National Association of System Heads (NASH) held their second convening of the ACE-NASH Leadership Academy at ACE's Annual Meeting in Washington, DC. The academy convened senior executive teams from across the country to examine approaches to large-scale change and enhanced campus and system performance.

ACE's Leadership Academy for Department Chairs implemented four workshops in 2017. The January, March, July, and October workshops attracted over 300 participants. In May 2017, a customized one-day version of the academy was offered at the Maryland Institute College of Art.

The ACE 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. Through national network convenings, the ACE Women's Network continues to spread and provide critical development opportunities for women annually. The Advancing Women in Higher Education Leadership initiative, which led to the Moving the Needle: Advancing Women Leaders initiative, has collected 490 signatures from presidents/chancellors/CEOs committed to advancing women in higher education. The Moving the Needle (MTN) Summit was held June 20, 2017 in Washington, DC. The one-day summit attracted over 45 participants

and focused on future needs, current practices, and overcoming barriers and biases. The summit, also piloted as an in-house live webcast, experienced over 102 views, indicating an increased expansion of the MTN Summit this year. The National Association of Chief Diversity Officers in Higher Education and ACE Leadership hosted a joint convening on creating healthy campus climates at the ACE Annual Meeting on March 14, 2017 in Washington, DC. The convening engaged the voices of students and institutional and community leaders in a discussion on building authentic relationships through understanding and empathy.

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, NACUBO, ACAO, Noodle Companies, SWSXEdU, Ithaka S&R, Blackboard, Huron, TIAA, and Fidelity.

## CENTER FOR INTERNATIONALIZATION AND GLOBAL ENGAGEMENT

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The Center for Internationalization and Global Engagement (CIGE) promotes internationalization at ACE member institutions through live programming, professional development, advisory services, and research. CIGE also supports ACE's engagement with higher education systems outside the United States through the exchange of knowledge and effective practices. Below are selected highlights of CIGE activities in 2017.

**Alliance for Global Innovation in Tertiary Education.** With funding from Lumina Foundation, ACE will create a global learning community comprising institutional leaders, policy-makers, and employers. The immediate focus of the Alliance will be on the exchange of policies and practices that contribute to increased postsecondary attainment, particularly for underserved student populations. Participating countries and regions include



Australia, Canada, Colombia, the European Union, Germany, Mexico, the United Kingdom, and the United States.

To advance the goals of the project, ACE will publish thought leadership papers, collect comparative data, and produce a set of case studies. ACE will also organize a major convening of all eight national systems in Washington, DC, followed by one or more regional meetings in 2019. Members of the Alliance will share early outcomes of the project at ACE's 100th Annual Meeting in March 2018.

***Mapping Internationalization on U.S. Campuses.*** CIGE completed the fourth iteration of this major study on campus internationalization and released the final report in June of 2017. *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. A record number of responses was received, and the final report garnered widespread press coverage. The findings of the report will inform the design of future CIGE programming, including several follow-on research projects.

The *Mapping* report included several important findings. Most institutions are confident about their internationalization goals, in spite of growing public skepticism over globalization generally, and many have created policies, processes, and systems that are coordinated by a senior international officer. Institutions are increasingly concerned with global learning, investing in study abroad, and the creation of learning opportunities on their home campuses. Greater effort is needed in the area of faculty engagement and development.

**Advocacy for international education.** The January 2017 executive order restricting travel to the U.S. led to widespread concern that international students would be deterred from studying in the United States. Working with Government Rela-

tions and ACE's general counsel, CIGE contributed to two letters to the Department of Homeland Security expressing concern over the executive order. Later in the year, CIGE contributed to an amicus brief to the Supreme Court on the same issue.

In the longer term, CIGE is planning new programming to help ACE members address public concerns over globalization. Meanwhile, CIGE is following and reporting on three related areas: 1) the response to the executive order on ACE member campuses, including new marketing strategies and public statements, 2) research that gauges the attitudes and behaviors of current and potential international students, and 3) the development of national policies and strategies in other countries that are designed to attract international students.

## CENTER FOR POLICY RESEARCH AND STRATEGY

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ACE's Center for Policy Research and Strategy (CPRS) produces research papers, issue briefs, infographics, blog posts, digital media, and convenings, spanning three broad themes: 1) reimagining diversity and equity in higher education in the twenty-first century, 2) dynamic and resilient institutions, and 3) transformational leadership. The following represents select products produced by CPRS in 2017.

In June, CPRS released the ***American College President Study 2017 (ACPS)***. Funded in part by the TIAA Institute, this eighth edition of the study presents the findings of responses from over 1,500 college, university, and system presidents. This edition of ACPS tells us about the demographics of the presidency, the paths presidents take to their posts, and challenges they face, and includes new insight related to diversity and equity and the political and funding environment across the country. Select findings from ACPS are also featured on a new microsite that allows visitors to interact with the data, [aceacps.org](http://aceacps.org). (June 2017)



Throughout 2017, CPRS engaged with scholars at ACE member institutions and other research leaders through a **blog series on marginalized student populations**. Featured on ACE's *Higher Education Today* blog, posts in the series have been viewed over 11,000 times since debuting in April 2017. (starting in April 2017)

CPRS released *Pulling Back the Curtain: Enrollment and Outcomes at Minority Serving Institutions*, an original, first-of-its-kind research project using data from the National Student Clearinghouse (NSC) **to examine the contributions of minority serving institutions (MSIs) to college completion and the communities they serve**. (June 2017)

With support from Hobsons, CPRS published the first two in a series of four briefs on **community college student success**: *Improving the Odds: An Empirical Look at the Factors That Influence Upward Transfer* and *Identifying Predictors of Credential Completion Among Beginning Community College Students*. The research briefs explored outcomes for high school graduates who began their postsecondary education in a community college, and shared recommendations for policy and practice to support these students. (May and October 2017)

CPRS released the third brief in its ongoing Viewpoints: Voices from the Field series, which features independent papers authored by leading researchers. Released in May, ***Shared Leadership in Higher Education: Important Lessons from Research and Practice***, by Adrianna Kezar and Elizabeth Holcombe of the University of Southern California, argues that shared leadership consistently emerges as a key factor in organizational learning and adaptation. (May 2017)

CPRS received funding from the John S. and James L. Knight Foundation to support ongoing work exploring the **perceived tensions between inclusive campus climates and freedom of expression**. In October, CPRS hosted the first in a series of three regional convenings with college and university presidents

and other stakeholders to discuss these tensions and develop possible solutions for institutions to support both inclusion and expression. (October 2017)

In May 2017, ACE hosted a convening on **data-enabled executives**. The convening brought together institutional representatives, leaders of not-for-profit and philanthropic organizations, analytics executives, and prominent scholars to discuss the opportunities and challenges associated with using data to make better decisions and close equity gaps. (May 2017)

In fall 2017, CPRS began work on *Race and Ethnicity in Higher Education: A Status Report*, an initiative **to examine gaps and progress in educational attainment for historically underrepresented student populations**, as well as assessing the pipeline to the professoriate and postsecondary leadership. Supported by the Andrew W. Mellon Foundation, this new effort builds on ACE's longstanding *Minorities in Higher Education Status Report* and will launch a broader conversation and portfolio of work aimed at eliminating equity gaps in higher education. (October 2017)

## CENTER FOR EDUCATION ATTAINMENT AND INNOVATION

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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—ACE's College Credit Recommendation Service (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.

**Promoting Academic Innovation.** The Academic Innovation unit expanded work on its yearlong effort to develop and quality assure faculty development training offered by the Association



of College and University Educators (ACUE) Course on Effective Teaching Practices. Through a \$1 million grant from Strada Education Network, the team, along with expert teaching and learning scholars and practitioners, researched the connections between instructional quality, student outcomes, and institutional efficiency. The result of this work is a series of publications—two white papers, a five-chapter book, and a faculty development implementation matrix—and a study of six institutions to assess the impact of pedagogical training on teaching practice.

Building on ACE's multi-year Bill & Melinda Gates Foundation-sponsored Alternative Credit Project™ (ACP), in which an ecosystem of alternative credit accepting institutions guarantee acceptance of nonaccredited provider courses quality assured by ACE, the team utilized a modified ACP data collection tool and process to work with the National Center for Higher Education Management Systems (NCHEMS) to conduct an impact study on acceptance of ACE credit recommendations by colleges and universities.

Notable collaborations over the past year include a partnership with Ellucian and Eduventures to release a report highlighting institutional exemplars and evidence-based practices in competency-based education. Also, the team is working with The Quality Assurance Commons and Shell Oil to develop and test a provider quality assurance framework for professional-level training/learning activities that fall outside the scope of CREDIT and Military Evaluations. A provider QA framework could open up potential new business lines and expand on ACE's current quality assurance efforts.

CEAI developed an external funding and market priorities strategy with Advancement to pursue grant opportunities that support innovations and research on the intersection between prior learning and completion of a postsecondary credential. In conjunction with CREDIT, CEAI submitted and received initial approval from Lumina Foundation for a grant proposal to build



Photo courtesy of ACE member institution Austin College (TX).

a competency and skills-based CREDIT review and transcription process in partnership with Credly, a digital badging platform.

**ACE's College Credit Recommendation Service (CREDIT®).**

CREDIT is a self-supporting, fee-for-service unit within ACE. In collaboration with Finance, a cost analysis was completed, resulting in new pricing that is transparent and straightforward when communicating with interested organizations. CREDIT identified three primary corporate verticals (Advanced Industries, Healthcare, Hospitality) within the updated marketing framework to target in support of the goal of increasing the volume of training opportunities that align to college credit. Additionally, the department reorganized staff and reprioritized responsibilities to create a Concierge model of services. Under the Concierge model, each participating organization in the CREDIT program has a single point of contact for all of their review, transcript, and badging needs in addition to an expert to answer any questions and provide guidance.

In partnership with ACE's ITS Department, CREDIT completed the second phase of a multiphase technology redesign and implementation of a customer management system to better track, manage, and report data on and for CREDIT stakeholders and participants. This project will continue into FY 2018.

CREDIT's role 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) continues to develop, with the program launching in January of 2018. This outcomes-based project 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 2017, adding nine new organizations: Science Applications International Corporation, Ed4 Credit, Carolinas Healthcare,

Therapeutic Research Center, Hazard Zone Command and Training, Association of College and University Educators (ACUE), Mississippi State Personnel Board, UMBC Training Center, and Unmanned Safety Institute. In support of attainment, CREDIT conducted 81 reviews with 59 unique organizations of 835 courses.

For the first time in CREDIT Transcript Services' history, over 10,000 transcripts were sent to institutions across the country on learners' behalf. Transcript Services also announced a groundbreaking partnership with Credly to enable participating organizations to issue validated digital credentials to individuals who complete CREDIT recommended courses. This new product line enhances ACE's reputation as a provider of learner credentials to include both academic and workforce settings at no direct cost to the learner.

**College and University Partnerships.** With the goal of raising awareness, acceptance, and application of ACE credit recommendations for corporate and military training, College and University Partnerships (CUP) expanded its reach on a number of fronts. Presentations at the Annual Meetings of NASPA, CSPEN, and NEBHE and PLA Summits sponsored by California State University, Tennessee Board of Regents, and the Rhode Island Postsecondary Commissioner showcased the significant role of the ACE review and recommendation process in credit for prior learning and alternative credentialing to a diverse group of organizations.

CUP led state and consortia-based workshops on mapping ACE credit recommendations for faculty, administrators, and advisors in California, Texas, Colorado, Wisconsin, Kansas, Indiana, Michigan, North Carolina, Tennessee, and Virginia. Recent reports from the California State University System indicated 79 military course articulations at California State Polytechnic University, Pomona, with plans to expand professional development and credit for prior learning policy and practice at the other CSU campuses. Kansas higher education institutions created 24



degree maps articulating military training and occupations in health-care-related fields. The Virginia Community College System articulated more than 4,000 academic credit hours for military training and occupations and is now developing articulations for corporate and workplace training. Higher education systems in Colorado and Texas have built on earlier training experiences and are currently working with CUP to develop crosswalks in general education competencies and industry-related training and certification in career and technical education programs.

The redesigned ACE Credit College and University Network has attracted new members from institutions and systems across the country, providing opportunities for engagement as “Ready Colleges” in partnership with CREDIT client organizations to create credential pathways. With CUP facilitation, 37 articulation agreements are in place or in process for 10 CREDIT organizations with colleges and universities across the country.

Interviews with multiple institutions on pathway and partnership activities offered insights on ways in which CUP could assist in facilitating successful collaborations between institutions and CREDIT organizations. A presentation at the Electrical Training Alliance’s (ETA) National Training Institute enabled CUP to survey more than 40 training center directors on obstacles to college pathways for their apprenticeship graduates. In collaboration with ETA, CUP is creating a checklist for pathway navigation to assist training centers in connecting with local colleges.

CUP participated in two workgroups to 1) revise the ***Joint Statement on the Transfer and Award of Credit***, developed by ACE, AACRAO, and CHEA, and 2) create the ***Best Practices Guide for Awarding Transfer and Prior Learning Credit***, recently published by AACRAO. Both documents will advance the national discussion on CPL policy, inform practice, and raise awareness about ACE credit recommendations.

**Serving the Military and Veteran Community.** The Period of Performance (PoP) for the Military Evaluations (MilEval) contract is no longer aligned with the ACE fiscal year. The PoP option years are now executed April 1 to March 31. This has created opportunities to leverage evaluation scheduling. Benjamin Marsh has been hired as ACE’s Facilities Security Officer (FSO). As a Marine veteran, he brings a wealth of knowledge to support ACE with the facilities clearance process and Defense Security Services (DSS) timeline and protocols. This is a critical next step to deliver the contract expectations related to the Classified Pilot Project, which is the review of secret-level content within specified Army courses.

ACE MilEval and key executive leadership hosted key contract representatives from DANTES, Tom French, and Sharon Beaudoin. There were opportunities for honest conversations about technical aspects of the contract (evaluations, outreach, data management), financial strategies, and support programs with other ACE departments. French summed up by recognizing ACE for remaining so relevant and on the front lines for 100 years. He pinpointed three crucial aspects from his learning experience: 1) The **rigor** of the evaluations with the high level of effort, work, and integrity of the process; 2) Tremendous value of **outcomes** and how ACE aligns the expectations within the work and to critical stakeholder connections and relations; and 3) **Accessibility** of ACE credit (awareness, acceptance, application) in serving service members/veterans, colleges and universities, systems, etc.

The United States Marine Corps (USMC) successfully completed its first program review. The Regional, Cultural, Language and Familiarization (RCLF) program is a learning experience that spans a Marine’s career, regardless of his or her occupation specialty. Marines are required to complete module training that aligns with their pay grade and the specific program outcome. By 2018, the academic credit recommendations will impact more than 56,000 Marines.

## DIVISION OF GOVERNMENT AND PUBLIC AFFAIRS

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The 2016 presidential election resulted in a meaningful shift in the policy environment in Washington, DC, heightening an already significant partisan divide. In addition to the challenges to policymaking presented by any presidential transition, the ambitious agenda sought by the Trump administration and Republican majorities in both chambers of Congress resulted in an exceptionally busy and turbulent year in Washington.

Focus on a number of high-profile legislative initiatives dominated attention in Washington, and ACE Government Relations (GR) staff worked hard to navigate the complicated environment for colleges and universities amidst debates over health care, federal funding, immigration, tax reform, and a significant overhaul of existing federal regulations.

ACE was at the forefront of higher education community efforts to protect undocumented students and to push for legislative protections for individuals, including approximately 350,000 students, participating in the Deferred Action for Childhood Arrivals (DACA) program. The ACE GR and Public Affairs teams coordinated higher education community efforts to protect Dreamers after President Trump rescinded the DACA policy on September 5, 2017, but delayed its effective end for six months to permit Congress time to enact a legislative solution.

ACE also coordinated and helped facilitate efforts to challenge Trump administration executive orders on immigration, including filing an amicus brief with the Supreme Court on the travel ban. GR staff also regularly met with policymakers to discuss the impact of proposed changes to the tax code on institutions and students, in preparation for the introduction of tax reform legislation later in the year. In addition, ACE led the higher education

community's response to legislative efforts in the Senate to repeal and replace the Affordable Care Act (ACA).

ACE staff met regularly with congressional appropriators and organized community efforts around federal funding finalizing FY 2017 appropriations, which saw a significant increase in funding for the National Institutes of Health and the restoration of year-round Pell Grants, as well as increased or level funding across other key programs. This was despite the administration's request to eliminate or drastically cut federal funding in the areas of student aid, research, and institutional support. In addition, GR staff worked with congressional staff on funding for FY 2018, in particular pushing back on proposals to cut or reduce programs as part of the budget and appropriations processes.

The Trump administration demonstrated a strong interest in modifying or eliminating existing regulations, and GR staff represented colleges and universities through various forums. GR staff submitted formal comments on regulatory proposals and rulemaking efforts and organized direct and community meetings with administration officials as well as representatives of the Department of Education (ED), Department of Justice, Department of Homeland Security, Federal Communications Commission, Federal Trade Commission, White House Office of Science and Technology Policy, and the Office of Management and Budget, among other agencies. Staff worked with Congress and the administration on efforts to broadly reduce regulatory burden, as well as proposals to amend or eliminate specific regulations on issues such as Title IX; borrower defenses to repayment; financial responsibility standards; gainful employment; accessible websites; federal procedures for auditing institutions; teacher preparation; cybersecurity, and many others.

The frantic pace on headline-grabbing issues was matched by increased activity across a range of issues critical to higher education. As part of increased action on reauthorization of the



Higher Education Act (HEA), GR staff worked with members of Congress and their staffs in both chambers, as well as at ED, 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 also led community efforts around issues such as net neutrality; veterans' education and benefits; the Public Service Loan Forgiveness program; federal student aid application and student loan servicing issues; the expiration and subsequent wind-down of the Perkins Loan program; provisions to assist students and institutions impacted by natural disasters; and accessible websites and instructional materials, among numerous others.

In coordination with GR staff, ACE Public Affairs continued its efforts to maintain and expand the Council's presence as one of the top sources for the media on federal higher education policy, to advocate for the Council's membership on key issues, and to promote the important work of ACE's programs. Public Affairs worked with Vice President Philip Rogers and Senior Vice President Terry W. Hartle to roll out the July 20 announcement that Ted Mitchell is ACE's new president, with resulting media coverage in outlets such as *The Washington Post*, *Inside Higher Ed*, *The Chronicle of Higher Education*, and *Diverse: Issues in Higher Education*.

Public Affairs collaborated with other divisions across the Council on the release of two major studies. The Center for Internationalization and Global Engagement put out the *Mapping Internationalization on U.S. Campuses: 2017 Edition* report, which Public Affairs worked to publicize in outlets such as *Inside Higher Ed*, *Times Higher Education*, and *Politico*. Public Affairs staff also worked closely with the Center for Policy Research and Strategy on the launch of the *American College President Study 2017*,

securing coverage in publications such as *The New York Times* and *USA Today*.

Public Affairs also produced and distributed a number of statements throughout the year from now President Emerita Molly Corbett Broad and President Mitchell on topics such as the Trump administration's decision to end DACA, the college basketball federal corruption case, and higher education federal budget issues. Finally, working with GR and other ACE staff, Public Affairs produced specific web pages with a broad array of background material, grassroots features, and other advocacy resources regarding Dreamers and tax reform.

## OFFICE OF THE GENERAL COUNSEL

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During 2017, the vice president and general counsel (GC) continued to support ACE members, and higher education generally, in a variety of contexts. Working closely with GR and Public Affairs, the GC supported ACE's advocacy leadership regarding federal policy matters and initiatives. The GC wrote and spoke about legal matters impacting higher education, often serving as a media resource. With the preparation and filing of three amicus briefs in 2017, the GC sustained ACE's decades-long leadership of select judicial advocacy efforts for the higher education associations. (This year's filings brought the number of ACE amicus briefs over the years to 210.) And the GC continued to keep an ear to campuses and their issues through close relationships and collaboration with campus counsel, and with the National Association of College and University Attorneys (NACUA).

ACE's GC helped enable and maintain ACE's dialogue with ED's Office for Civil Rights (OCR) and the Department of Justice's Civil Rights Division (DOJ CRD), to increase policymaker awareness of campus complexities and challenges. Collaborating with NACUA, meetings were arranged with OCR and DOJ CRD to enable

institutional general counsel and other campus leaders to offer perspective regarding timely and important issues, including Title IX and sexual assault, self-harming students, free speech, and web accessibility.

The GC authored or commissioned ACE issue briefs regarding the Trump administration's travel ban executive orders, DACA rescission, and OCR's issuance of interim Q&As ahead of proposed regulations regarding Title IX and campus sexual misconduct. For the media, the GC offered perspective on these and other significant issues, such as campus free speech and protest. For the ACE Fellows Program, the GC invited Middlebury College's (VT) general counsel to co-lead a conversation regarding legal advice to campus presidents, and reflect on invitations to campus speakers and related student protests.

The GC coordinated and led higher education associations' amicus briefing in broadly significant cases involving the Trump administration's travel ban (*Trump v. International Refugee Assistance Project* and *Trump v. Hawaii*—United States Supreme Court), the National Labor Relations Board's interpretation and application of principles of shared governance in the private institution context as they relate to faculty organizing rights (*University of Southern California v. NLRB*—United States Court of Appeals for the DC Circuit), and bankruptcy trustees' "claw back" efforts to recover from colleges and universities tuition and other payments made by insolvent parents on behalf of their children (*DeGiacomo v. Sacred Heart University*—United States Court of Appeals for the 4th Circuit).

## OTHER ACE INITIATIVES

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### AMERICAN COLLEGE PRESIDENT STUDY (ACPS)

In June, ACE released *American College President Study 2017* with support from the TIAA Institute. This edition of the report provides the most comprehensive examination to date of Amer-

ican college and university presidents and the higher education leadership pipeline. In addition to examining presidential demographics, search and selection processes, career trajectories, and duties and responsibilities, this edition of the study explores presidents' views on diversity, equity, and inclusion; state funding and political climate; and important future considerations. As part of the rollout, ACE launched a new interactive microsite ([aceacps.org](http://aceacps.org)) that allows users to explore select current and historical ACPS data. A series of roundtables, issue briefs, and infographics will continue into 2018 in order to spark further dialogue about the opportunities and challenges facing college and university presidents today.

### ASSOCIATION OF COLLEGE AND UNIVERSITY EDUCATORS

ACE in 2016 launched a collaboration with the Association of College and University Educators (ACUE) to enhance student success through effective college instruction. This joint endeavor with ACUE is part of ACE's 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. Among the ACE member institutions now using the ACUE course as a resource to train and credential faculty are Rutgers University–Newark (NJ), The University of Nevada, Reno, and West Virginia University.

Effective teaching is a building block of high student achievement and ACE worked to deepen the conversation around the importance of effective teaching across the higher education community. ACE's work this year included expanded efforts to develop and quality assure faculty development training offered by ACUE's Course on Effective Teaching Practices and, via a \$1 million grant from Strada Education Network, ACE's Center for Education Attainment and Innovation researched connections between instructional quality, student outcomes, and institutional efficiency. The CEAI team released their research in multiple white papers, supported by webinars and a panel presentation at



ACE's 99th Annual Meeting. In addition, the CEAI team gave two panels in Montreal at the annual conference of the POD Network, which works to advance the research and practice of educational development in higher education.

#### ACE'S 99TH ANNUAL MEETING

ACE2017, the American Council on Education's 99th Annual Meeting, was held March 11–14 in Washington, DC, and convened senior campus leaders to discuss the most pressing challenges facing higher education. At 2,320 attendees, ACE2017 was the largest annual meeting in ACE history and the first time over 2,000 attendees participated. Attendees included deans to

presidents from all institutional types. The majority of attendees came from across the United States, but ACE2017 also attracted attendees from some two dozen countries outside the United States.

The plenary sessions and content throughout the meeting aimed to cultivate future-oriented conversations about higher education leadership, equity and social justice, leadership in a changing world, and innovation. An internationally recognized activist and venture capitalist, a leading public university president, and provocative thinkers from the ideological left and right were among the roster of featured speakers.

Photo courtesy of ACE member institution Vassar College (NY).



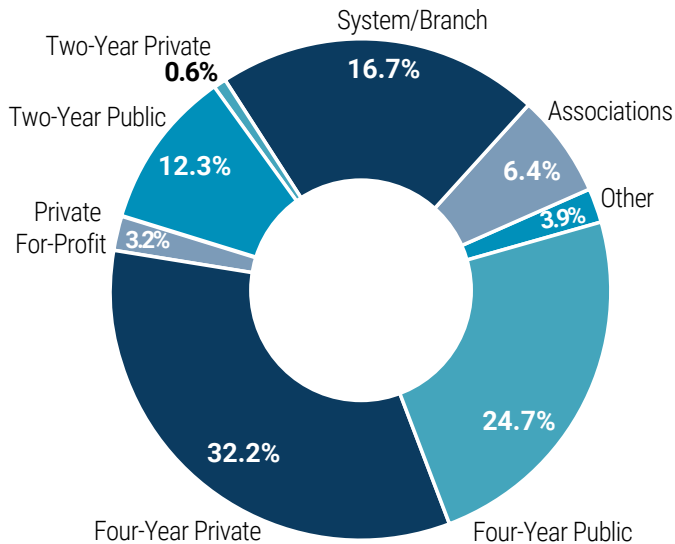


## MEMBERSHIP PROFILE

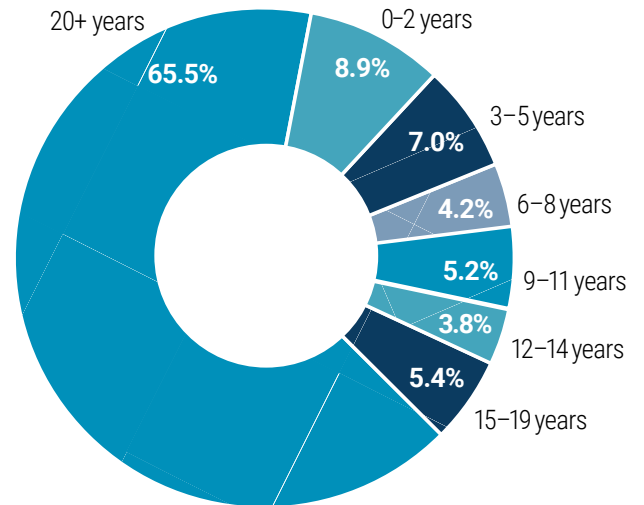
Photo courtesy of ACE member institution Wittenberg University (OH).



## ACE MEMBERS BY TYPE



## DISTRIBUTION OF MEMBERS BY YEARS OF MEMBERSHIP



## MEMBERSHIP DECEMBER 2006–DECEMBER 2017\*



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

# CORPORATE SPONSORSHIP

Photo courtesy of ACE member institution DePauw University (IN).





## CORPORATE MEMBERSHIP PROGRAM

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160over90	Huron	R. William Funk & Associates
Academic Keys	Hyatt-Fennell, Executive Search	Registry for College and University Presidents
Academic Search, Inc.	IBM	Rent Consulting Group, LLC
AGB Institutional Strategies	Ideas for Action	RPA, Inc.
AGB Search	InfoComm International	Russell Reynolds Associates
Association of Community College Trustees	Innovative Educators	Salesforce.org
Credly	Isaacson, Miller	Spelman Johnson
Digital Measures	Jenzabar	Stevens Strategy
EAB	John N. Gardner Institute for Excellence in Undergraduate Education	Storbeck/Pimentel & Associates
Ellucian	Keeling & Associates	Student Connections
Elsevier	Koya Leadership Partners	Summit Search Solutions, Inc.
Ferra Executive Search	Myers McRae Executive Search and Consulting	TIAA
Fidelity	Navitas	Trilogy Education Services
Gray Associates Inc.	Odgers Berndtson	Wiley Education Services
Greenwood/Asher & Associates, Inc.	Parker Executive Search	William Spelman Executive Search
Heidrick & Struggles, Inc.		Witt/Kieffer
Hobsons		

## PROGRAM SUPPORT

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ACT, Inc.	John S. and James L. Knight Foundation	TIAA
EAB	Lumina Foundation	U.S. Embassy Tokyo
Fidelity	The Andrew W. Mellon Foundation	
Huron Consulting Group	Strada Education Network	

## ACE2017 SPONSORS

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160over90	Huron	The Noodle Companies
Academic Search, Inc.	InfoComm International	Pearson Higher Education
ACT, Inc.	Innovative Educators	Registry for College and University Presidents
AGB Institutional Strategies	InsideTrack	RPA, Inc.
AGB Search	Jenzabar	Ruffalo Noel Levitz
Association of Chief Academic Officers	John N. Gardner Institute for Excellence in Undergraduate Education	Russell Reynolds Associates
Burning Glass Technologies	Lumina Foundation	Salesforce.org
Digital Measures	Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.	Santander
EAB	National Association of Student Financial Aid Administrators	Stevens Strategy
Ellucian	National Collegiate Athletic Association	Storbeck/Pimentel & Associates
Elsevier	Navitas	TIAA
Feats, Inc.		United Educators
Fidelity		Wiley Education Services
Hobsons		Witt/Kieffer

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



## ACE BOARD OF DIRECTORS 2017–18



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**Barbara R. Snyder**, *Vice Chair/Chair-Elect*, President, Case Western Reserve University (OH)

**John J. DeGioia**, *Immediate Past Chair*, President, Georgetown University (DC)

**R. Barbara Gitenstein**, *Secretary*, President, The College of New Jersey

**Ted Mitchell**, *Ex Officio*, President, American Council on Education

## TERM ENDING MARCH 2018

---

**Chris Bustamante**, President, Rio Salado College (AZ)

**John J. DeGioia**, President, Georgetown University (DC)

**E. Gordon Gee**, President, West Virginia University

**R. Barbara Gitenstein**, President, The College of New Jersey

**Wallace D. Loh**, President, University of Maryland, College Park

**Harold L. Martin Sr.**, Chancellor, North Carolina A&T State University

**Kathleen McCartney**, President, Smith College (MA)

**A. Clayton Spencer**, President, Bates College (ME)

## TERM ENDING MARCH 2019

---

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**Raynard S. Kington**, President, Grinnell College (IA)

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**Gail O. Mellow**, President, LaGuardia Community College of The City University of New York

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**Brian Noland**, President, East Tennessee State University

## TERM ENDING MARCH 2020

---

**Andrew D. Hamilton**, President, New York University

**Maria Harper-Marinick**, Chancellor, Maricopa Community College District (AZ)

**John C. Hitt**, President, University of Central Florida

**Paul J. LeBlanc**, President, Southern New Hampshire University

**Javier Miyares**, President, University of Maryland University College

**Carol Quillen**, President, Davidson College (NC)

**Barbara R. Snyder**, President, Case Western Reserve University (OH)

## DESIGNATED ASSOCIATIONS

---

*—For Three-Year Terms*

**American Association of Community Colleges**, Jackson N. Sasser, President, Santa Fe College (FL)—*Term Ending March 2020*

**American Association of State Colleges and Universities**, Deborah F. Stanley, President, State University of New York at Oswego—*Term Ending March 2020*

**Association of American Colleges and Universities**, Edward J. Ray, President, Oregon State University—*Term Ending March 2018*

**Association of American Universities**, Vacant Position—*Term TBD*

**Association of Catholic Colleges and Universities**, Peter M. Donohue, President, Villanova University (PA)—*Term Ending March 2020*

**Association of Jesuit Colleges and Universities**, Philip L. Boroughs, President, College of the Holy Cross (MA)—*Term Ending March 2018*

**Association of Public and Land-grant Universities**, James P. Clements, President, Clemson University (SC)—*Term Ending March 2018*

**Council of Independent Colleges**, Chris Kimball, President, California Lutheran University—*Term Ending March 2019*

**National Association for Equal Opportunity in Higher Education**, Vacant Position—*Term TBD*

**National Association of Independent Colleges and Universities**, James H. Mullen Jr., President, Allegheny College (PA)—*Term Ending March 2019*

## ELECTED ASSOCIATIONS

---

*—For One-Year Term, Ending March 2018*

**Council of Graduate Schools**, Suzanne T. Ortega, President

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

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---

*—For One-Year Term, Ending March 2018*

**Washington Higher Education Secretariat**, Judith Areen, Executive Director, Association of American Law Schools

**ACT**, Marten Roorda, Chief Executive Officer

**American Association of Colleges for Teacher Education (AACTE)**,  
Lynn M. Gangone, President and Chief Executive Officer

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Trautman, Executive Director

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

**American Association of Community Colleges (AACC)**, Walter G.  
Bumphus, President and CEO

**American Association of State Colleges and Universities (AASCU)**,  
Muriel A. Howard, President

**American Association of University Professors (AAUP)**, Julie  
Schmid, Executive Director

**American College Personnel Association (ACPA)**, Cynthia “Cindi”  
Love, Executive Director

**American Council on Education (ACE)**, Ted Mitchell, President, and  
Terry W. Hartle, Senior Vice President for Government and Public  
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Valachovic, President and CEO

**American Indian Higher Education Consortium (AIHEC)**, Carrie L.  
Billy, Executive Director

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Wartman, President and Chief Executive Officer

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Interim Executive Director and Chief Executive Officer

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President

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President and CEO

**Association of Governing Boards of Universities and Colleges  
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**Association of Higher Education Facilities Officers (APPA)**,  
E. Lander Medlin, Executive Vice President

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Sheeran, President

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Laur, Executive Director

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**The Common Application**, Jenny Rickard, President and CEO

**Consortium of Universities of the Washington Metropolitan Area  
(CUWMA)**, John C. Cavanaugh, President and CEO

**Council for Advancement and Support of Education (CASE)**, Sue  
Cunningham, President

**Council for Christian Colleges and Universities (CCCCU)**, Shirley V.  
Hoogstra, President

**Council for Higher Education Accreditation (CHEA)**, Judith S. Eaton,  
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**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**, John O’Brien, President and CEO

**Hispanic Association of Colleges and Universities (HACU)**, Antonio  
R. Flores, President

**NAFSA: Association of International Educators**, Esther Brimmer,  
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



Photo courtesy of ACE member institution Iowa State University.

# WASHINGTON HIGHER EDUCATION SECRETARIAT

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**National Association of College and University Business Officers (NACUBO)**, John D. Walda, President

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**National Association of Independent Colleges and Universities (NAICU)**, David L. Warren, President

**National Association of Student Financial Aid Administrators (NASFAA)**, Justin 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

**The Phi Beta Kappa Society**, Frederick M. Lawrence, Secretary and CEO

**Thurgood Marshall College Fund**, Johnny Taylor, President and CEO

**United Negro College Fund (UNCF)**, Michael L. Lomax, President and CEO

**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

*List as of November 10, 2017.*



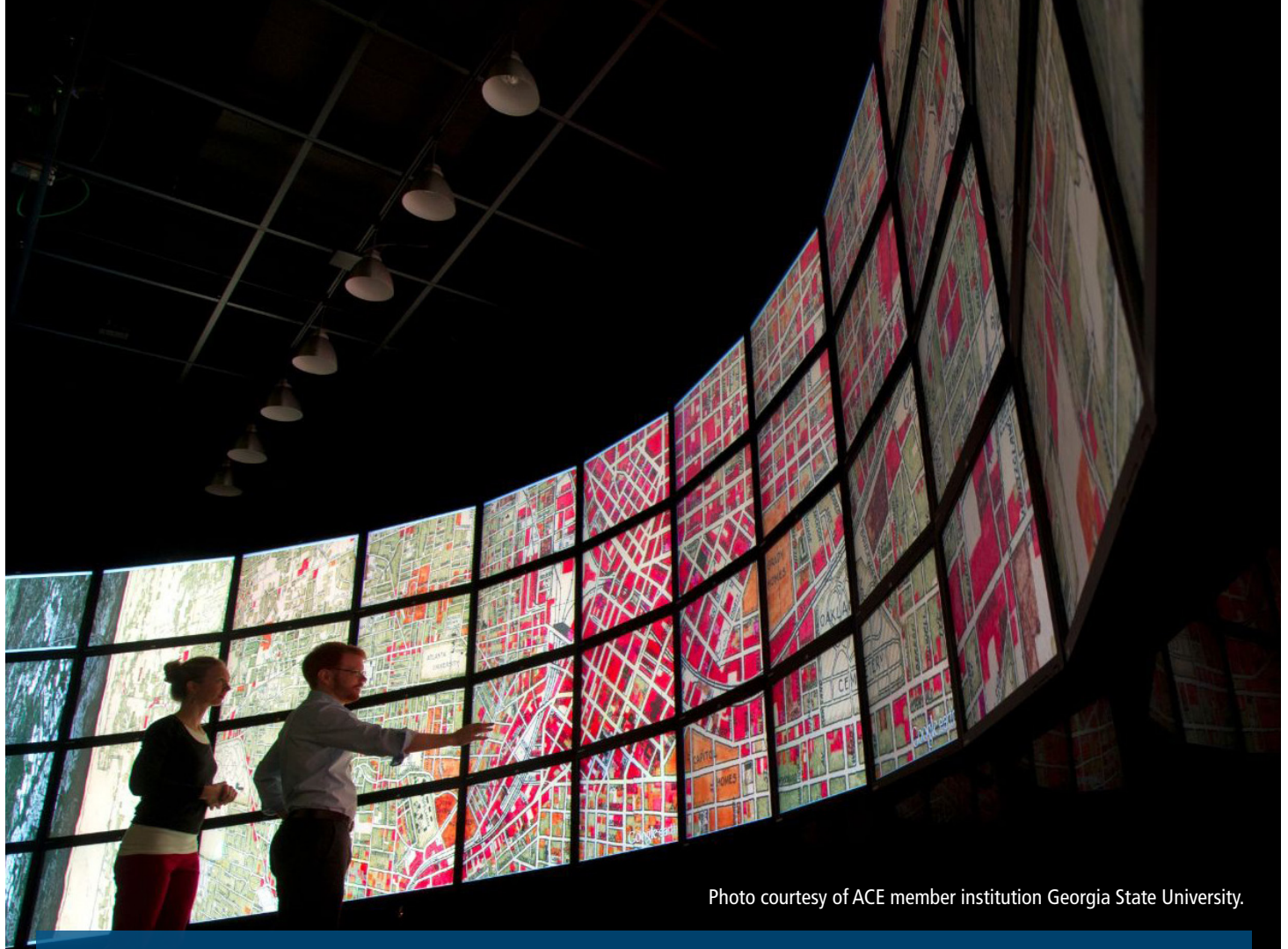


Photo courtesy of ACE member institution Georgia State University.

## 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.

## SUMMARY STATEMENTS OF FINANCIAL POSITION

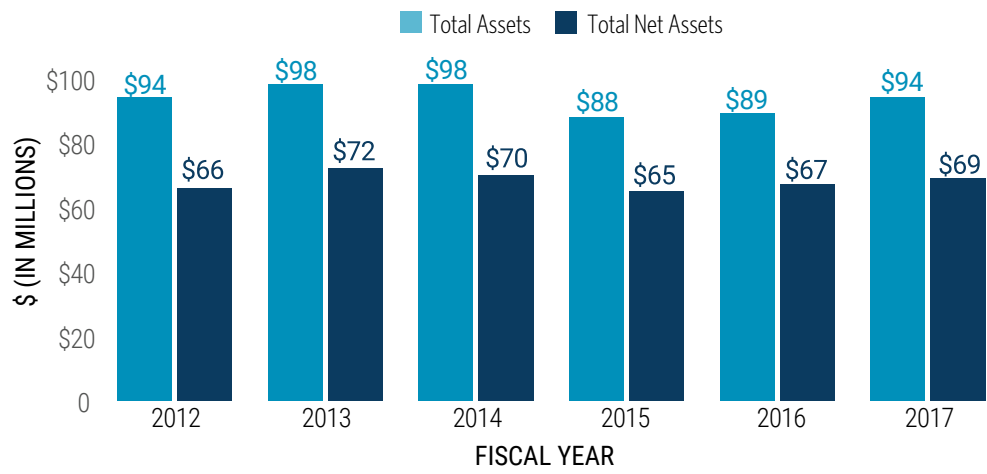
	As of September 30	
	2017	2016
<b>ASSETS</b>		
Cash and cash equivalents	\$5,830,628	\$2,993,802
Accounts receivable	2,009,978	2,004,098
Investments	11,253,266	11,186,758
Investment in joint venture	10,611,580	12,319,140
Investment in ACUE	3,000,000	3,000,000
Property, net	59,576,689	55,331,709
Other assets	1,459,014	2,411,249
<b>Total assets</b>	<b>\$93,741,155</b>	<b>\$89,246,756</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable	\$810,324	\$976,824
Accrued Expenses and Current Liabilities	\$1,621,642	\$1,511,664
Deferred Revenue	13,639,205	11,767,904
Notes Payable	-	724,382
Capital Lease Loan	1,503,116	-
Retiree Medical Benefit Obligation	3,234,235	3,584,842
Other Liabilities	3,446,308	3,402,848
<b>Total Liabilities</b>	<b>24,254,830</b>	<b>21,968,464</b>
<b>Net assets</b>		
Unrestricted	65,597,774	62,591,084
Temporarily restricted	3,888,551	4,687,208
<b>Total net assets</b>	<b>69,486,325</b>	<b>67,278,292</b>
<b>Total liabilities and net assets</b>	<b>\$93,741,155</b>	<b>\$89,246,756</b>

## SUMMARY STATEMENTS OF ACTIVITIES

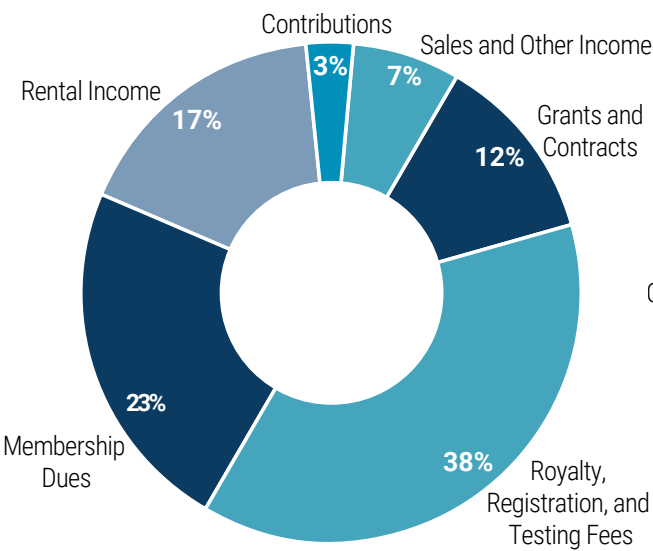
	Years Ended September 30	
	2017	2016
<b>REVENUES</b>		
Grants and contracts	\$4,154,952	\$3,502,153
Royalty, registration, and testing fees	12,732,878	12,560,222
Membership dues	7,657,682	7,636,712
Rental income	5,501,303	5,436,096
Contributions	1,039,559	6,473,104
Investment Income	1,582,426	2,050,156
Sales and other income	827,974	1,070,856
<b>Total revenues</b>	<b>33,496,774</b>	<b>38,729,299</b>
<b>EXPENSES</b>		
Program services	23,205,997	24,233,509
Supporting services:		
Building operations and other ancillary services	4,659,311	5,080,498
General and administrative	6,005,877	5,767,306
Fundraising	572,537	575,892
<b>Total supporting services</b>	<b>11,237,725</b>	<b>11,423,696</b>
<b>Total expenses</b>	<b>34,443,722</b>	<b>35,657,205</b>
<b>Excess of revenues over expenses</b>	<b>(946,948)</b>	<b>3,072,094</b>
<b>NET GAINS/(LOSSES)</b>	<b>3,154,981</b>	<b>(333,037)</b>
<b>Change in net assets</b>	<b>2,208,033</b>	<b>2,739,057</b>
Net assets, beginning of year	67,278,292	64,539,235
<b>Net assets, end of year</b>	<b>\$69,486,325</b>	<b>\$ 67,278,292</b>



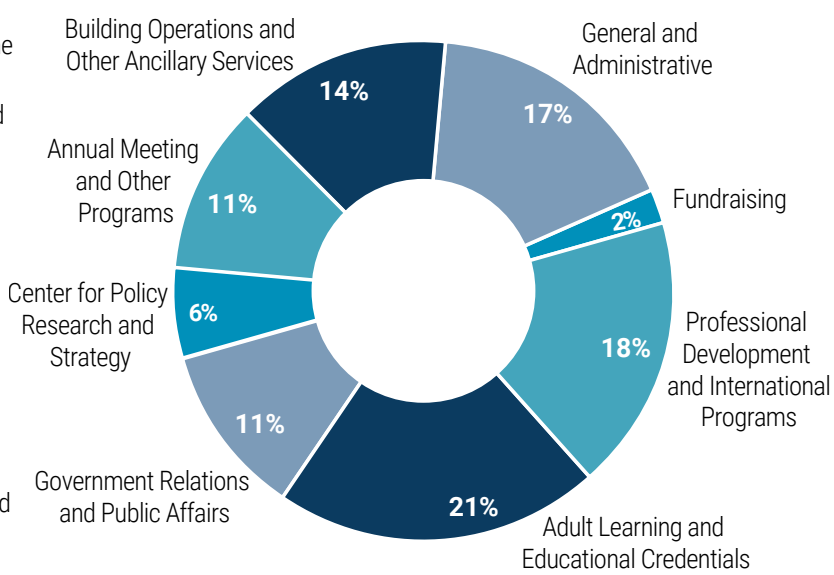
# GROWTH OF ORGANIZATIONAL ASSETS AND NET ASSETS



REVENUES  
BY SOURCE | YEAR ENDED 9/30/17



EXPENSES  
BY ACTIVITY | YEAR ENDED 9/30/17



## ALABAMA

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  
Jacksonville State University  
Miles College  
Samford University  
Spring Hill College  
Tuskegee University  
University of Alabama  
University of Alabama at Birmingham  
University of Alabama System  
University of Montevallo  
University of North Alabama

## ALASKA

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

## ARIZONA

Apollo Education Group, Inc.  
Arizona Board of Regents  
Arizona State University  
Chandler-Gilbert Community College  
Diné College  
Estrella Mountain Community College  
GateWay Community College  
Glendale Community College  
Harrison Middleton University  
Maricopa County Community College District  
Mesa Community College  
Northcentral University  
Northern Arizona University  
Paradise Valley Community College  
Phoenix College  
Pima County Community College District  
Rio Salado College  
Scottsdale Community College  
South Mountain Community College  
Tohono O'odham Community College  
University of Advancing Technology  
University of Arizona  
University of Phoenix

# ACE INSTITUTIONS & SYSTEM MEMBERS



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## ARKANSAS

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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 Fayetteville  
University of Arkansas at Fort Smith  
University of Arkansas at Little Rock  
University of Arkansas for Medical Sciences  
University of Central Arkansas  
University of the Ozarks

## CALIFORNIA

---

Allan Hancock College  
Allan Hancock Joint Community College District  
Alliant International University  
Argosy University  
Ashford University  
Azusa Pacific University  
Brandman University  
Bryan University  
California Coast University  
California Community Colleges System Office  
California Institute of Technology  
California Institute of the Arts  
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, 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  
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  
De Anza College  
Desert Community College District  
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  
Irvine Valley College  
John F. Kennedy University  
Laney College  
Long Beach City College–Liberal Arts Campus  
Los Angeles Community College District  
Los Angeles Mission College  
Los Angeles Trade-Tech 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  
Pacifica Graduate Institute  
Palo Alto University  
Palomar Community College District  
Pepperdine University  
Pitzer College

Point Loma Nazarene University  
Pomona College  
Riverside Community College District  
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  
Shasta 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 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 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 County Community College District  
Westmont College  
Woodbury University  
Yosemite Community College District

## COLORADO

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Arapahoe Community College  
Colorado Christian University  
Colorado College  
Colorado Community College System  
Colorado Northwestern Community College  
Colorado School of Mines  
Colorado State University  
Colorado State University System  
Colorado State University–Pueblo  
Colorado Technical University  
Community College of Aurora  
Community College of Denver  
Front Range Community College  
Metropolitan State University of Denver  
Morgan Community College  
Pikes Peak 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 Colleges & Universities  
Eastern Connecticut State University  
Fairfield University  
Goodwin College  
Housatonic Community College  
sounds 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 Bridgeport  
University of Connecticut  
University of Hartford  
Western Connecticut State University  
Yale University

## DELAWARE

---

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

## DISTRICT OF COLUMBIA

---

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

## FLORIDA

---

Bethune-Cookman University  
Eastern Florida State College  
Eckerd College  
Edward Waters College  
Everglades University  
Flagler College  
Florida A&M University  
Florida Atlantic 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 State College  
State University System of Florida  
Stetson University  
St. Johns River State College

St. Petersburg College  
St. Thomas University  
Ultimate Medical Academy–Tampa  
University of Central Florida  
University of Florida  
University of Miami  
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  
East Georgia State College  
Emory University  
Fort Valley State University  
Georgia College & State University  
Georgia Gwinnett College  
Georgia Institute of Technology  
Georgia State University  
Kennesaw State University  
Life University  
Mercer University  
Morehouse College  
Oglethorpe University  
Savannah College of Art and Design  
Savannah State University  
South Georgia State College  
Spelman College  
Technical College System of Georgia  
University of Georgia  
University of North Georgia  
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  
Kaua'i Community College  
Leeward Community College  
University of Hawaii at Hilo  
University of Hawaii at Manoa  
University of Hawaii at West Oahu  
University of Hawaii Maui College  
University of Hawaii System  
Windward Community College

## IDAHO

---

Boise State University  
University of Idaho

## ILLINOIS

---

Adler University  
Augustana College  
Benedictine University  
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  
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  
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 and Science  
School of the Art Institute of Chicago  
Shimer College  
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  
William Rainey Harper College

## INDIANA

---

American College of Education  
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 at Indianapolis  
Ivy Tech Community College—Central Office  
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

## INTERNATIONAL

---

Sistema CETYS Universidad/ENAC  
University College of the Cayman Islands

## IOWA

---

Board of Regents, State of Iowa  
Central College  
Clarke University  
Des Moines University—College of Osteopathic Medicine  
Divine Word College  
Drake University  
Graceland University  
Grinnell College  
Iowa State University  
Luther College  
Morningside College  
Shiloh University  
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

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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  
Lexington Theological Seminary  
Madisonville Community College

Madisonville Community College District  
Morehead State University  
Northern Kentucky University  
Somerset Community and Technical College District  
Spalding University  
Sullivan University  
Transylvania University  
University of Kentucky  
University of Kentucky System  
University of Pikeville  
Western Kentucky University

## LOUISIANA

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Bossier Parish Community College  
Baton Rouge Community College  
Dillard University  
Grambling State University  
Louisiana Tech University  
Loyola University New Orleans  
Northwestern State University  
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  
Kennebec Valley Community College  
Maine College of Health Professions  
Maine Community College System  
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 Technology University  
Coppin State University  
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 St. Mary's University  
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  
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  
Cambridge College  
Clark University  
College of the Holy Cross  
Curry College  
Dean College  
Emerson College  
Emmanuel College  
Fisher College  
Franklin W. Olin College of Engineering  
Gordon College  
Hampshire College  
Harvard University  
Laboure College  
Lasell College  
Lesley University  
Massachusetts Institute of Technology  
Merrimack College  
Mount Holyoke College  
Mount Ida College  
Northeastern University  
Quincy College  
Regis College

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  
Wheaton College  
Wheelock College  
Williams College  
Worcester Polytechnic Institute

## MICHIGAN

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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  
Glen Oaks Community College  
Grand Rapids Community College  
Grand Valley State University  
Hope College  
Kalamazoo College  
Kettering University  
Michigan School of Professional Psychology  
Michigan State University  
Michigan Technological University  
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  
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  
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—North 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 St. 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  
University of Southern Mississippi

## MISSOURI

---

A.T. Still University of Health Sciences  
Cottey College  
Drury University  
Harris-Stowe State University  
Lincoln University  
Maryville University of St. Louis  
Missouri University of Science and Technology  
Park University  
Saint Louis College of Pharmacy  
Saint Louis Community College District  
Saint Louis University  
Saint Luke's College of Health Sciences  
Southeast Missouri State University  
Stephens College  
Truman State University  
University of Central Missouri  
University of Missouri System  
University of Missouri  
University of Missouri—Kansas City  
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—Lincoln  
University of Nebraska Medical Center  
University of Nebraska Omaha

## NEVADA

---

Roseman University of Health Sciences  
University of Nevada, Las Vegas

## NEW HAMPSHIRE

---

Colby-Sawyer College  
Dartmouth College  
Granite State College  
Keene State College  
Plymouth State University  
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  
Caldwell University  
College of New Jersey  
College of Saint Elizabeth  
County College of Morris  
Drew University  
Eastwick College  
Fairleigh Dickinson University  
Felician College  
Hudson County Community College  
Middlesex County College  
Monmouth University  
Montclair State University  
New Jersey City University  
New Jersey Higher Education  
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  
Sussex County Community College  
Thomas Edison State University  
William Paterson University of New Jersey



## NEW MEXICO

---

Institute of American Indian and Alaskan Native  
Culture and Arts Development  
Navajo Technical College  
New Mexico Military Institute  
Southwestern Indian Polytechnic Institute  
St. John's College  
University of New Mexico

## 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  
Berkeley College of New York and New Jersey  
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 Medgar Evers College  
City University of New York New York City College of  
Technology  
City University of New York Queensborough Commu-  
nity College  
City University of New York Stella and Charles Gutt-  
man 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  
D'Youville College  
Erie Community College  
Excelsior 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  
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  
Molloy College  
Monroe College  
Monroe Community College  
Nazareth College of Rochester  
New School  
New York Conservatory for Dramatic Arts  
New York Institute of Technology  
New York Medical College  
New York University  
Pace University  
Pratt Institute  
Rensselaer Polytechnic Institute  
Rochester Institute of Technology  
Sage Colleges  
Sarah Lawrence College  
Schenectady County Community College  
School of Visual Arts  
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 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 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

## NORTH CAROLINA

---

Appalachian State University  
Barton College  
Belmont Abbey College  
Bennett College for Women  
Cabarrus College of Health Sciences  
Campbell University  
Craven Community College  
Davidson College  
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 A&T State University  
North Carolina Central University  
North Carolina State University  
Salem Academy and College  
Sandhills Community College  
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  
North Dakota State University  
North Dakota University System  
Nueta Hidatsa Sahnish College  
Sitting Bull College  
Turtle Mountain Community College  
United Tribes Technical College  
University of North Dakota

## OHIO

---

Christ College of Nursing and Health Sciences  
Marion Technical College  
Central Ohio Technical College  
Cuyahoga Community College  
Sinclair Community College  
Owens Community College  
Columbus State Community College  
Union Institute & University  
Shawnee State University  
Northeast Ohio Medical University  
Baldwin Wallace University  
Bowling Green State University  
Capital University  
Case Western Reserve University  
Cedarville University  
College of Wooster  
Denison University  
University of Findlay  
Franklin University  
Hiram College  
John Carroll University  
Kent State University  
Kenyon College  
Lourdes University  
Marietta College  
Muskingum University  
Notre Dame College  
Oberlin College  
Ohio University  
Ohio Wesleyan University

Otterbein University  
University of Rio Grande & Rio Grande Community College  
University of Cincinnati  
University of Dayton  
University of Toledo  
Ursuline College  
Walsh University  
Wittenberg University  
Xavier University  
University of Cincinnati Blue Ash College  
Ohio State University  
Miami University  
Antioch University  
Wright State University

## OKLAHOMA

---

Langston University  
Northeastern State University  
Northern Oklahoma College  
Northwestern Oklahoma State University  
Oklahoma City University  
Oklahoma State Regents for Higher Education  
Oklahoma State University  
University of Central Oklahoma  
University of Oklahoma  
University of Science and Arts of Oklahoma  
University of Tulsa

## OREGON

---

George Fox University  
Lewis and Clark College  
Oregon State University  
Oregon Institute of Technology  
Pacific University  
Portland Community College  
Reed College  
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  
Cabrin University  
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  
Dickinson College  
Drexel University  
Duquesne University  
East Stroudsburg University of Pennsylvania  
Edinboro University of Pennsylvania  
Franklin & Marshall College  
Gannon University  
Gettysburg 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 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  
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  
Swarthmore College

Temple University  
University of Pennsylvania  
University of Pittsburgh  
University of Scranton  
Ursinus College  
Villanova University  
Washington and Jefferson College  
West Chester University of Pennsylvania  
Westminster College  
Widener University  
Wilkes University  
Williamson College of the Trades  
York College of Pennsylvania

## PUERTO RICO

---

Carlos Albizu University—Central Administration  
EDP University of Puerto Rico Inc.  
Inter American University of Puerto Rico Aguadilla Campus  
Inter American University of Puerto Rico Arecibo 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 Puerto Rico at Humacao

## 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

---

Clafin 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  
University of South Carolina Central Office  
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  
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 State University  
Tennessee Technological University  
University of Memphis  
University of Tennessee at Chattanooga  
University of Tennessee at Martin  
University of Tennessee Institute of Agriculture

University of Tennessee System  
University of Tennessee, Knoxville  
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  
Eastfield College  
El Paso County Community College District  
Hallmark University  
Houston Baptist University  
Houston Community College  
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  
Prairie View A&M University  
Richland College  
Rio Grande Bible Institute  
Saint Edward's University  
Saint Mary's University  
Schreiner University  
Southern Methodist University  
Southwestern University  
St. Philip's College  
Stephen F. Austin State University  
Sul Ross State University  
Tarleton State University  
Texas A&M University  
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  
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 System  
 University of Texas at Arlington  
 University of Texas at Austin  
 University of Texas at Dallas  
 University of Texas at El Paso  
 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 Texas, Rio Grande Valley  
 University of the Incarnate Word  
 Wayland Baptist University  
 West Texas A&M University  
 Wiley College  
 William Marsh Rice University

## UTAH

Brigham Young University  
 Rocky Mountain University of Health Professions  
 Salt Lake Community College  
 Snow College  
 Southern Utah University  
 University of Utah  
 Utah State University  
 Utah System of Higher Education  
 Weber State University  
 Western Governors University

## 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  
 ECPI University  
 Emory & Henry College  
 George Mason University

Germanna Community College  
 Hampden-Sydney College  
 Hampton University  
 Hollins University  
 James Madison University  
 Liberty University  
 Longwood University  
 Mary Baldwin University  
 Marymount University  
 Norfolk State University  
 Northern Virginia Community College  
 Old Dominion University  
 Patrick Henry College  
 Radford University  
 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 University  
 Virginia Western Community College  
 Washington and Lee University

## WASHINGTON

Bastyr University  
 Central Washington University  
 City University of Seattle  
 Cornish College of the Arts  
 Eastern Washington University  
 Gonzaga University  
 Heritage University  
 Highline College  
 Northwest Indian College  
 Northwest University  
 Pacific Lutheran University  
 Seattle University  
 University of Puget Sound  
 University of Washington

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  
 Wes Virginia Higher Education Policy Commission  
 West Virginia University

## WISCONSIN

Beloit College  
 Carroll University  
 Carthage College  
 College of the Menominee Nation  
 Herzing University  
 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  
 St. Norbert College  
 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 College  
 University of Wyoming

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

# OTHER MEMBERS & ASSOCIATES

## 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  
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 Universi-  
ties, 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 Undergradu-  
ate Education  
Paschal Murray Executive Search  
Rent Consulting Group, LLC\*  
Summit Search Solutions, Inc.

## OHIO

Hobsons  
National Association of College Stores, Inc.\*

Ohio College Association\*

## OREGON

Oregon Council of College and University Presidents\*

## PENNSYLVANIA

160over90, 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/ENAC (Mexico)  
The American University of Afghanistan  
Universidad Autonoma de Sinaloa (Mexico)  
Universit  Antonine (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)

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





