



AMERICAN COUNCIL ON EDUCATION

2013 Annual Report

ACE Strategic Plan



LEADERSHIP

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

ADVOCACY

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

ORGANIZATIONAL EXCELLENCE

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

Dear Colleagues:

We are pleased to provide you with an overview of the work of the American Council on Education (ACE) during 2013. This report contains updates on our programmatic and advocacy activities which, driven by our strategic priorities, enabled the Council to serve our nearly 2,000 members nationwide as the entire higher education community continued to grapple with challenges and opportunities on many fronts.

ACE worked to further enhance its premier suite of leadership development programming, which is aimed at providing a continuum of services and initiatives to higher education leaders at all stages of their careers, from aspiring administrators to presidents and chancellors. The Division of Leadership Programs also assisted in the launch of the Association of Chief Academic Officers, which elected its first board of directors and officers at the 2014 ACE Annual Meeting.

The Center for Education Attainment and Innovation (CEAI) worked throughout 2013 to expand the awareness, acceptance, and use of ACE's various programs and initiatives to support increased educational attainment, with a special focus on post-traditional students. Among CEAI's focuses last year was operating and expanding the ACE College Credit Recommendation Service (ACE CREDIT®).

Through its seats on the testing service's board of directors, ACE continues to provide direction and oversight to the GED Testing Service (GEDTS), which was created in 2011 as a joint venture between ACE and Pearson. The 2014 GED® Program, including the new computer-based GED® test, is a comprehensive, learner-centered program designed to help more adults prepare for and earn high school credentials, as well as prepare for success in college and careers.

The Center for Internationalization and Global Engagement continues to provide in-depth analysis of critical international education issues, and to administer programs and services in support of higher education institutions' internationalization and global engagement strategies.

The Center for Policy Research and Strategy (formerly the Center for Policy Analysis) transitioned during 2013, with the aim of raising the visibility of the ACE research brand along two dimensions: its historical industry trend analyses and, taking on a new direction, thought leadership on evidence-based change.

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

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

Molly Corbett Broad
President
American Council on Education

Diana Natalicio
Chair, 2013 ACE Board of Directors
President, The University of Texas at El Paso

2013 Activities



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

The Council convenes the higher education community and its membership—ACE member institutions serve 80 percent of today's college students—to collectively tackle the toughest higher education challenges. Higher education is America's best hope for long-term economic growth and social progress, and ACE's core objective is to advance activities that support institutions, students, faculty, and staff. In 2013, ACE pursued that objective by working on behalf of its members in the following areas.

Leadership Programs

ACE's Leadership Programs served a broad spectrum of future and current higher education leaders across the nation in 2013. While executing this important work, the division also began to develop a comprehensive vision for moving forward under the new leadership of Kevin P. Reilly, president emeritus of the University of Wisconsin System. Reilly joined ACE in January 2014 on a half-time basis as presidential advisor for leadership programs.

ACE's suite of leadership development programs is aimed at providing a continuum of services to higher education leaders at all stages of their careers, from faculty and entry-level administrators to presidents and chancellors.

Two programs launched in 2012 continued to gather momentum last year: the ACE Institute for New Presidents, supported by Fidelity Investments, and the Leadership Academy for Department Chairs. Leadership Programs also selected and served three cohorts of the Spectrum Executive Leadership Program, supported by American Express, and aimed at senior-level women and administrators from underrepresented groups who will be seeking presidencies in the next two years.

ACE also began the process of preparing for the 50th anniversary of the ACE Fellows Program in 2015. As part of the anniversary, ACE is hosting focus groups, reviewing the program, and distributing a national survey to build on its rich tradition, while preparing for the next 50 years.

The Association of Chief Academic Officers (ACAO) elected its first board of directors and slate of officers during its business meeting at ACE's 2014 Annual Meeting in San Diego, and continues to welcome eligible institutions as members. ACE, in its role as a convener of higher education associations, assisted in the start-up of ACAO, the first national professional organization of chief academic officers.

Over the past 11 years, ACE has received \$4.15 million in funds from the Alfred P. Sloan Foundation to investigate and champion faculty career flexibility in the higher education community. Through awards programs and other activities conducted by ACE, colleges and universities have received \$6.6 million in awards from the foundation to accelerate flexibility on their campuses. Included in this work in 2013 was a newly awarded grant, Working Longer, Working Smarter, that will enable ACE to assist institutions in addressing the fiscal and cultural implications as faculty continue to work past traditional retirement age in an era without mandatory retirement.

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

Center for Internationalization and Global Engagement

The Center for Internationalization and Global Engagement (CIGE) at ACE in 2014 continued to provide in-depth analysis of critical international education issues and administer programs and services to support higher education institutions' internationalization and global engagement strategies.

Taking advantage of its Washington, DC location, CIGE introduced the International Education Roundtable, an effort to build an ongoing dialogue between U.S. higher education and the diplomatic community. Education specialists from Australia, Brazil, Canada, Chile, China, Egypt, France, Germany, India, Indonesia, Iraq, Japan, Malaysia, Mexico, Pakistan, Poland, Romania, South Korea, and South Africa, along with the World Bank's tertiary education representative, attended the luncheon meetings. Among the topics discussed were new instructional technologies, the development of instruments to measure student learning, methods for strengthening international academic partnerships, and the potential for closer cooperation within the global higher education community.

This year also marked the first offering of the Institute for Leading Internationalization, a three-day professional development program for campus leaders with responsibility for internationalization. During the June 2013 program, presidents, provosts, and experienced leaders in internationalization led the 31 attendees through a series of lectures, small group exercises, and simulations. Each participant was required to complete a post-institute project that contributed to the building of an international strategy at his or her institution. The event was sponsored by Huron Education. CIGE will offer the institute again in June 2014.

In partnership with the State University of New York (SUNY) Center for Collaborative Online Learning (COIL), and with sponsorship from Asahi Net International, CIGE created an awards program to recognize and promote the use of technology in international education. The Great Lakes Colleges Association, Mount Holyoke College (MA), and SUNY Cortland were recognized at ACE's 96th Annual Meeting for their established

leadership in this area. Three other institutions—Xavier University (OH), Glenville State College (WV), and Fayetteville State University (NC)—were recognized for their potential to develop innovative programming. Each of the three latter institutions will receive substantial in-kind support from ACE and COIL in order to develop new international courses using technology.

At the ACE Annual Meeting, CIGE offered a number of events that were focused on U.S.-Mexico relations in higher education. With support from Banco Santander/Universia, CIGE also coordinated the attendance of 50 Mexican rectors to network and share experiences with their U.S. counterparts. One program highlight was the well-attended Saturday afternoon pre-conference discussion, "Higher Education in the U.S. and Mexico: Strengthening Partnerships and Cooperation." In addition, ACE President Molly Corbett Broad hosted a dinner for the Mexican delegation that also included many presidents from U.S. institutions, including ACE Board members.

Center for Policy Research and Strategy

The Center for Policy Research and Strategy (CPRS) (formerly the Center for Policy Analysis) transitioned during 2013, with the aim of raising the visibility of the ACE research brand along two dimensions: its historical industry trend analyses and, taking on a new direction, thought leadership on evidence-based change. To those ends, CPRS is building its staff, released several topical issue briefs during the year, and convened research and policy experts to discuss breaking issues.

In terms of its historic coverage of demographic data in higher education, CPRS in December released *Student Veterans/Service Members' Engagement in College and University Life and Education*. The paper, based on the 2012 National Survey of Student Engagement, examines how student veterans/service members and their peers differ in their perceptions about and their engagement in academic activities and campus life.

Early in 2014, CPRS delved into the growing conversation on adult learners with *Readiness for the Learning Economy: Insights*

from OECD's *Survey of Adult Skills on Workforce Readiness and Preparation*. The issue brief, co-authored with Laura Perna of the University of Pennsylvania, discusses the importance of education and skills in the twenty-first century, the survey's methodology and findings, and its implications for policy and practice.

In its most high-profile offering to date, CPRS in March released *Rankings, Institutional Behavior, and College and University Choice: Framing the National Dialogue on Obama's Ratings Plan*. The paper, which received a great deal of attention in the higher education trade press and in advocacy and think tank circles, reviews 2013 data from the Higher Education Research Institute on student choice making, and addresses the data challenges of the president's ratings plan.

In November, CPRS co-hosted a discussion on competency-based education (CBE) with Western Governors University, the New America Foundation, and the American Association of Community Colleges. "A Natural Fit? Community Colleges and Competency-Based Education" explored how community colleges are designing CBE programs that meet the particular needs of their key stakeholders, what lessons those efforts hold for other postsecondary institutions, and how the current policy environment helps and hinders the scaling of CBE models and similar innovative approaches to postsecondary education. Also in its role of convener, CPRS hosted the Student Aid Researchers Association for a discussion on college completion in September, and in December brought together an invitation-only session of policy, research, and higher education advocates on President Obama's ratings plan.

Center for Education Attainment and Innovation

The Center for Education Attainment and Innovation (CEAI) worked throughout 2013 to expand the awareness, acceptance, and use of ACE's various programs and initiatives to support increased educational attainment, with a special focus on nontraditional students. Launched in fall 2012, CEAI works collaboratively with other divisions throughout the Council. Its accomplishments include raising awareness of the need for

greater attainment and the role that various innovations—technological, pedagogical, structural, and financial—can play in supporting increased student persistence and completion across all socioeconomic groups.

CEAI's activities encompass four major components: defining a strategy and the appropriate role for ACE in the higher education attainment ecosystem; evangelizing among various higher education stakeholders the need for increased attainment; operating and expanding the ACE College Credit Recommendation Service (ACE CREDIT®); and developing and executing special projects.

ACE CREDIT® is a self-supporting, fee-for-service unit within ACE. Affiliated with CREDIT® is the ACE College and University Network, which assists institutions in understanding and implementing prior-learning assessment in the form of ACE credit recommendations. With the increased attention to prior-learning assessment to help nontraditional students enter and pursue postsecondary degrees and credentials, we believe there is great potential to serve more students and institutions by expanding this service domestically and internationally.

CEAI has completed phase one of the Bill & Melinda Gates Foundation-funded MOOCs as Game Changers grant project, including holding the final convening of the Presidential Innovation Lab and presenting preliminary research results at the Sloan-C conference in the fall of 2013. CEAI has received a \$400,000 grant from Lumina Foundation for a Change and Innovation Lab project designed to support transformational change at 10 institutions.

In collaboration with the University Professional and Continuing Education Association and ACE Leadership Programs, CEAI developed and held in January 2013 the Summit for Online Leadership and Strategy, which reached enrollment capacity two months prior to being offered. CEAI last year also collaborated with ACE's Center for Policy Research and Strategy to publish a new research report, *Credit for Prior Learning: From the Student, Campus, and Industry Perspectives*, and convened the Commission on Lifelong Learning in Washington, DC.

Another focus has been the completion of a planning grant from The Kresge Foundation that includes convening national leaders from all sectors, coordinating various established and emerging

organizations in the field, building advocacy and support for an adult learning and attainment agenda.

Division of Government and Public Affairs

As the federal government continued to ramp up its focus on higher education, ACE advocated for increased funding for student aid and research and streamlined regulation.

In 2013, ACE's Government Relations staff worked to maintain funding in a difficult budget climate for Pell Grants, low-interest student loans, and other financial aid programs, and pressed for the extension of several higher education tax provisions that help students and their families afford college and encourage charitable donations. ACE also met extensively with association colleagues to develop recommendations for how Congress should proceed with the reauthorization of the Higher Education Act (HEA). ACE staff testified four times last year before congressional committees about student financial aid, tax policy, and HEA reauthorization.

Other areas of focus over the past year included giving member institutions guidance on the Affordable Care Act requirements for staff and student health-care insurance and sharing the higher education community's perspective with the White House Task Force to Protect Students from Sexual Assault. ACE is also coordinating the Task Force on Government Regulation of Higher Education, which is charged with issuing recommendations to consolidate, streamline, and eliminate burdensome, costly, and/or confusing Department of Education rules and regulations.

Last year was busy on the higher education legal front as well, highlighted by the U.S. Supreme Court's ruling in *Fisher v. University of Texas at Austin* affirming that campus diversity offers unique educational benefits and is a compelling government interest. ACE filed an amicus brief in support of The University of Texas at Austin on behalf of numerous higher education organizations, and worked to develop messages and place op-eds on the *Fisher* case. Soon after the decision was announced in June 2013, reporters from *The Chronicle of Higher Education*, *The Chicago*

Tribune, Bloomberg, NPR, *The Washington Post*, and *The New York Times*, among other outlets, contacted ACE for comment on the case. ACE also coordinated and edited the advertisement that the Washington Higher Education Secretariat placed in *The New York Times* praising the Supreme Court's decision, which also appeared in *The Chronicle of Higher Education*, *Inside Higher Ed*, and *Diverse: Issues in Higher Education*.

ACE filed briefs in a number of cases that had the potential for widespread impact on the higher education community, including on behalf of Pacific Lutheran University (WA) on a case pertaining to faculty unionization, on behalf of the University of Virginia in an academic freedom case, and on behalf of Georgia State University regarding copyright laws. ACE also filed a brief in the U.S. Supreme Court case *Schuette v. Coalition to Defend Affirmative Action* that reiterated the importance of diversity in higher education.

ACE is committed to helping students and their families gain access to an affordable, quality postsecondary education, and to supporting the vital work to achieve those goals being overseen on campuses nationwide by presidents, chancellors, and senior executives.

Other ACE Initiatives

American College Application Campaign: This ACE-led initiative to increase the number of first-generation and low-income students pursuing a college or university degree or other higher education credential took place in 39 states and the District of Columbia last year; the goal is to reach all 50 states in 2014. With the support of Lumina Foundation, the Bill & Melinda Gates Foundation, The Kresge Foundation, and the Bank of America Charitable Foundation, the primary purpose of this effort is to help high school seniors navigate the complex higher education admissions process and ensure that they apply to at least one postsecondary institution.

Presidential Innovation Lab/Change and Innovation Lab: These separate leadership convenings are aimed at helping college and university leaders tackle today's higher education

challenges. The Presidential Innovation Lab, with support from the Bill & Melinda Gates Foundation, is an effort to examine how the disruptive potential of new educational technologies might boost the number of Americans able to earn a college degree. The Change and Innovation Lab, with support from Lumina Foundation, will engage 10 teams of higher education institutional leaders in a process to design and implement large transformational change efforts on their campuses to increase postsecondary attainment.

Toolkit for Veteran Friendly Institutions: With support from The Kresge Foundation, ACE has continued to grow and enhance this interactive website (www.vetfriendlytoolkit.org), where colleges and universities interested in better serving their student veteran population can share success stories and resources or learn how to create or augment veterans' services.

GED Testing Service: Through its seats on the testing service's board of directors, ACE continues to provide direction and oversight to the GED Testing Service (GEDTS), which was created in 2011 as a joint venture between ACE and Pearson. GEDTS recently launched the 2014 GED® Program (<http://www.ged.com>), a comprehensive, learner-centered program designed to help more adults prepare for and earn high school credentials, as well as prepare for success in college and careers. The new computer-based GED® test measures critical thinking and problem-solving skills that are key to that success.

National Challenge Campaign: Working with our Presidential Coalition Partners and with the generous support of the Alfred P. Sloan Foundation, ACE has launched a campaign to promote work-life flexibility for faculty within colleges and universities. Approximately 100 presidents and chancellors as of spring 2014 have so far signed on to the campaign. A toolkit, which includes "Making the Business Case" for career flexibility, is available on ACE's website.

Advancing Career Flexibility in Schools of Medicine: ACE, with the continued support of the Alfred P. Sloan Foundation, is working with the seven award-winning medical schools and the New England Network of Faculty Academic Affairs

officers to plan and offer a national conference in spring 2015 for all medical schools. Its purpose is to disseminate best practices in workplace flexibility to the universe of all medical schools.

Faculty Retirement Transitions: An ACE-edited book, *Faculty Retirement: Best Practices for Navigating the Transition* (<http://stylus.styluspub.com/Books/BookDetail.aspx?productID=394509>), contains numerous models of policies, practices, and strategies for their implementation from the 15 winning colleges and universities selected in our competition for the Alfred P. Sloan Foundation Awards. Continuing support from the Alfred P. Sloan Foundation will permit ACE to study more closely faculty who work longer, the supports they require to be productive, and how to assist them with phasing and transitioning into retirement, as well as the increasingly important role that faculty emeriti groups and organizations play in assisting faculty with this key transition.

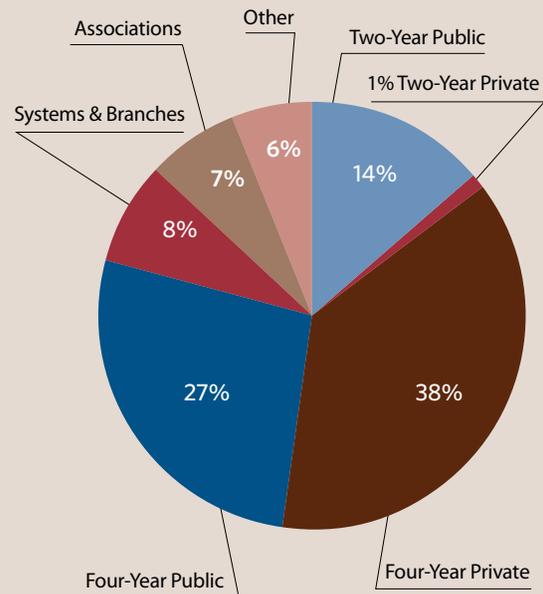
At Home in the World: Educating for Global Connections and Local Commitments: Supported by a grant from the Henry Luce Foundation and conducted by ACE's Center for Internationalization and Global Engagement and ACE's Inclusive Excellence Group, ACE worked with a select group of eight institutions to advance new analytical frameworks, enhance pedagogy, and develop innovative ways of fostering collaboration between internationalization and diversity/multicultural education efforts on campuses. Based on the work of the project institutions and previous efforts with this initiative, a toolkit was developed for U.S. higher education institutions that can be found on ACE's website.

Creating Global Citizens: Exploring Internationalization at Historically Black Colleges and Universities (HBCUs): Supported by a grant from the U.S. Department of Education, ACE is examining the factors that enhance and impede the internationalization process in a cohort of seven select HBCUs. The findings from this action-research study will be broadly disseminated to the HBCU community.

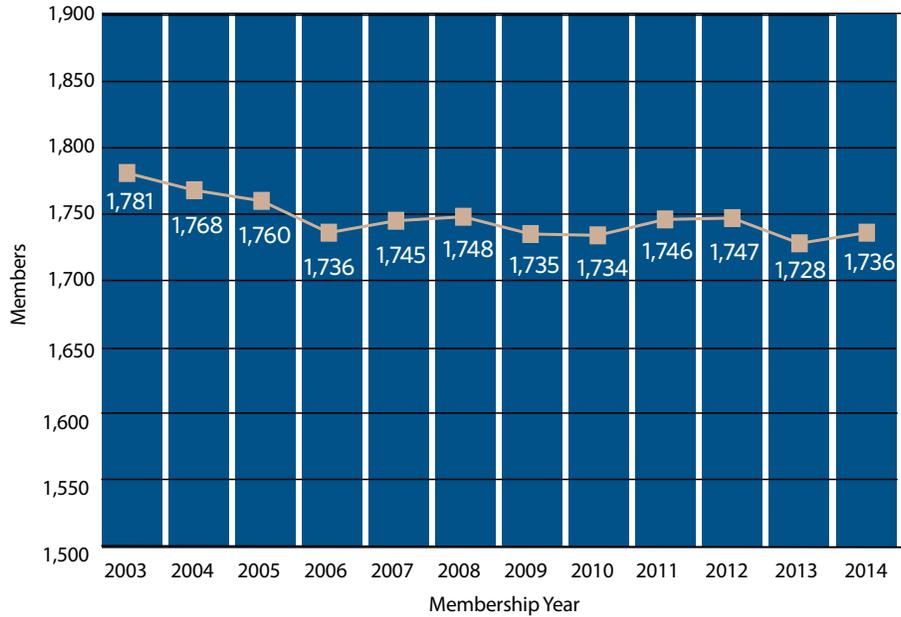
Membership



ACE Members, by Sector

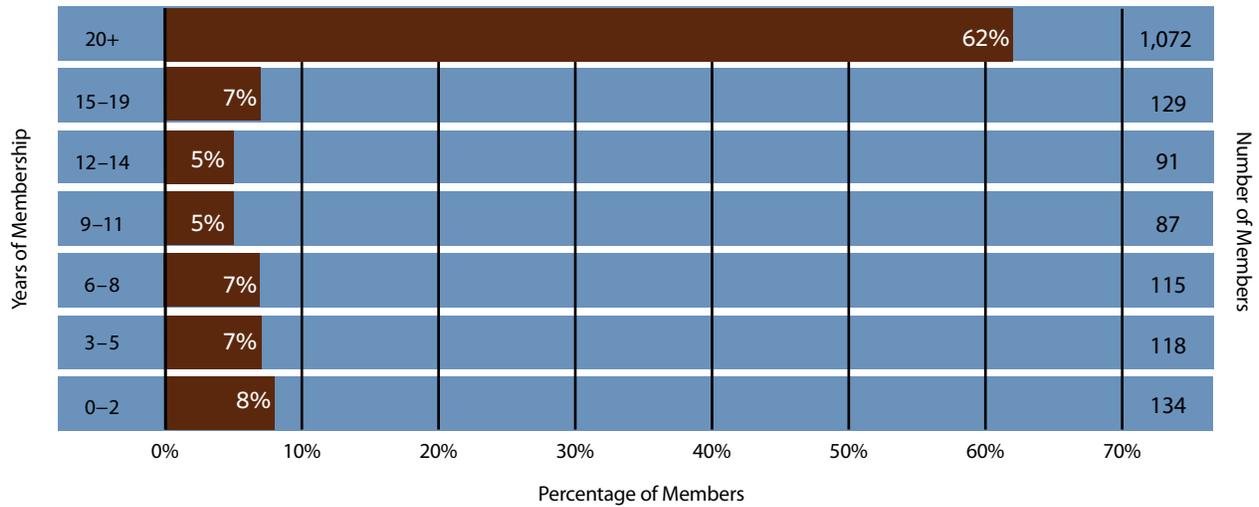


Membership, January 2003-January 2014*



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

Distribution of Members, by Years of Membership



ACE Alliance Program

The Alliance Program strengthens the connection between the business community and higher education, bringing together leaders in both sectors to address key issues our institutions face today. For further information on the Alliance Program, please contact ACE's Advancement Office at (202) 939-9385.

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Patron \$100,000-\$199,999
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Partner \$25,000-\$49,999
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***Member of the Alliance Program-International Education*

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Term Ending March 2015, representing the *American Association of Community Colleges*

Richard H. Wells, Chancellor, University of Wisconsin Oshkosh
Term Ending March 2014, representing the *American Association of State Colleges and Universities*

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

Teresa A. Sullivan, President, University of Virginia
Term Ending March 2014, representing the *Association of American Universities*

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Term Ending June 2016, representing the *Association of Catholic Colleges and Universities*

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

James B. Milliken, President, University of Nebraska
Term Ending March 2014, representing the *Association of Public and Land-grant Universities*

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

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

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

Elected Associations—For One-Year Term, Ending March 2014

Robert J. Hansen, Chief Executive Officer, *University Professional & Continuing Education Association*

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

Designated Representative, Washington Higher Education Secretariat—For One-Year Term, Ending March 2014

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- American Dental Education Association (ADEA)**
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David Coleman, President and CEO
- Council for Advancement and Support of Education (CASE)**
John Lippincott, President
- Council for Christian Colleges and Universities (CCCCU)**
William P. (Bill) Robinson, Interim President
- Council for Higher Education Accreditation (CHEA)**
Judith S. Eaton, President
- Council for Opportunity in Education (COE)**
Maureen Hoyler, President
- Council of Graduate Schools (CGS)**
Suzanne Ortega, President (*effective July 1*)
- Council of Independent Colleges (CIC)**
Richard Ekman, President
- Council on Governmental Relations (COGR)**
Anthony DeCrappeo, President
- Educational Testing Service (ETS)**
Walter MacDonald, President
- EDUCAUSE**
Diana G. Oblinger, President and CEO

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

NAFSA: Association of International Educators
Marlene M. Johnson, Executive Director and CEO

NASPA: Student Affairs Administrators in Higher Education
Kevin Kruger, President

National Association for College Admission Counseling (NACAC)
Joyce E. Smith, CEO

National Association for Equal Opportunity in Higher Education (NAFEO)
Lezli Baskerville, President and CEO

National Association of College and University Attorneys (NACUA)
Kathleen Curry Santora, CEO

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

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

National Association of Student Financial Aid Administrators (NASFAA)
Justin S. Draeger, President and CEO

National Collegiate Athletic Association (NCAA)
Mark A. Emmert, President

National Council of University Research Administrators (NCURA)
Kathleen M. Larmett, Executive Director

Thurgood Marshall College Fund (TMCf)
Johnny C. Taylor Jr., President and CEO

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

University Professional and Continuing Education Association (UPCEA)
Robert (Bob) J. Hansen, CEO

Washington Higher Education Secretariat (WHES)
Philip Rogers, Executive Secretary



Financial Highlights



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

The financial statements from which the accompanying financial highlights were derived have been determined to present fairly, in all material respects, the financial position of ACE as of September 30, 2013, and the changes in its net assets and cash flows for the year then ended in conformity with generally accepted accounting principles. For a complete set of the audited financial statements, including statements of functional expenses and cash flows, full footnote disclosure, and the unmodified opinion of the independent certified public accountants, please visit ACE online at www.acenet.edu or contact the ACE Department of Finance and Budget at One Dupont Circle NW, Washington, DC 20036.

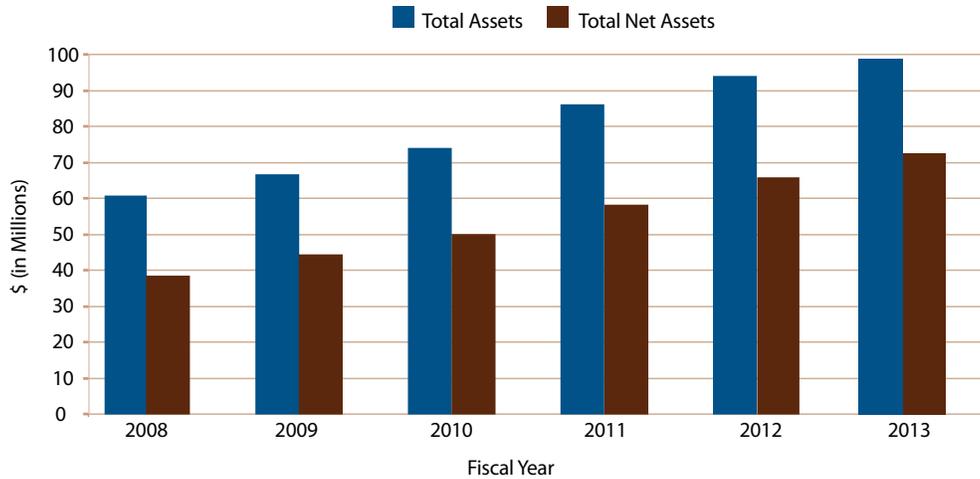
Summary Statements of Financial Position

	As of September 30	
	2013	2012
Assets		
Cash and cash equivalents	\$ 6,580,075	\$ 7,874,402
Receivables	7,749,359	7,204,414
Investments	50,020,099	43,509,613
Investment in joint venture	21,547,852	22,724,100
Property, net	9,067,681	9,403,238
Other assets	3,389,296	3,408,944
Total assets	98,354,362	94,124,711
Liabilities		
Accounts payable and accrued expenses	7,199,645	7,146,156
Deferred revenue	10,797,792	10,918,481
Bonds and notes payable	3,495,861	4,381,639
Retiree medical benefit obligation	2,646,867	2,924,583
Other liabilities	2,689,644	2,803,889
Total liabilities	26,829,809	28,174,748
Net assets		
Unrestricted	67,007,377	59,678,591
Temporarily restricted	4,517,176	6,271,372
Total net assets	71,524,553	65,949,963
Total liabilities and net assets	\$ 98,354,362	\$ 94,124,711

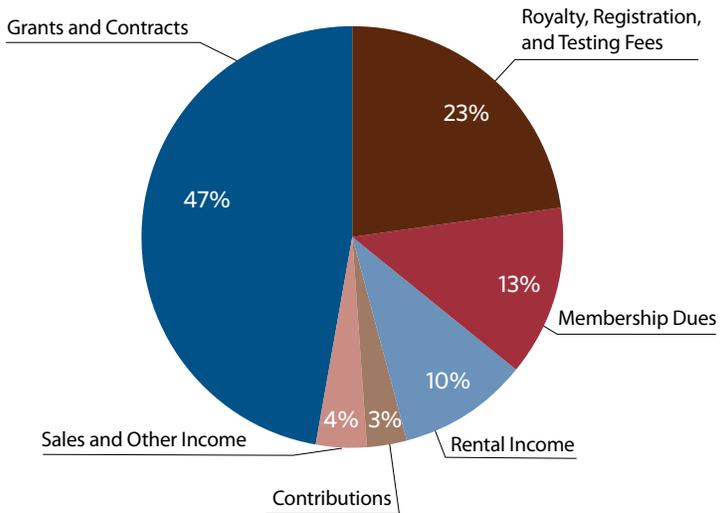
Summary Statements of Activities

	Year Ended September 30	
	2013	2012
Revenues		
Grants and contracts	\$ 25,137,007	\$ 23,310,479
Royalty, registration, and testing fees	12,525,740	12,067,106
Membership dues	6,712,588	6,529,917
Rental income	5,413,606	5,637,515
Contributions	1,555,675	4,238,697
Sales and other income	2,125,347	1,894,153
Total revenues	53,469,963	53,677,867
Expenses		
Program services	42,369,154	40,716,672
Supporting services:		
Building operations and other ancillary services	4,447,917	5,181,328
General and administrative	4,615,099	4,526,449
Fundraising	822,252	850,422
Total supporting services	9,885,268	10,558,199
Total expenses	52,254,422	51,274,871
Excess of revenues over expenses	1,215,541	2,402,996
Net gains	4,359,049	5,320,993
Change in net assets	5,574,590	7,723,989
Net assets, beginning of year	65,949,963	58,225,974
Net assets, end of year	\$ 71,524,553	\$ 65,949,963

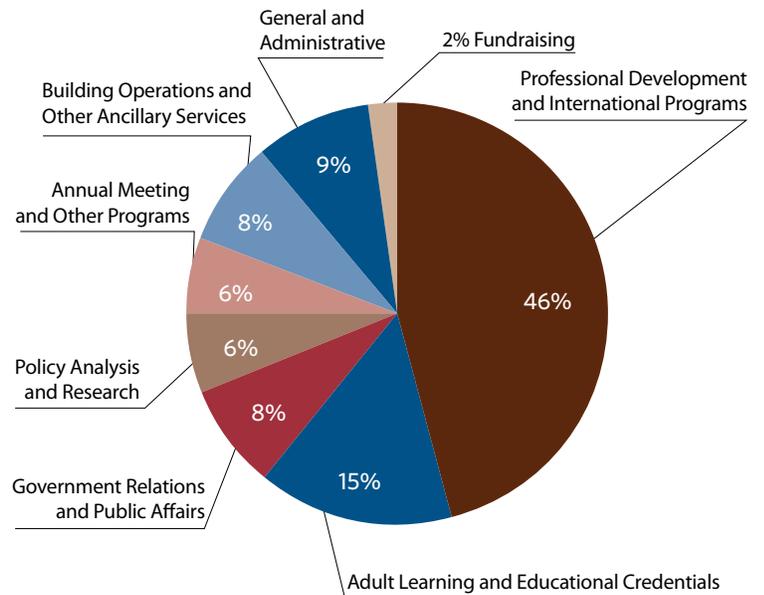
Growth of Organizational Assets and Net Assets



Revenues, by Source Year Ended September 30, 2013



Expenses, by Activity Year Ended September 30, 2013



ACE Institutions & System Members

Alabama

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

Alaska

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

Arizona

Anthem Education Group
Apollo Group, Inc.*
Arizona Board of Regents*
Arizona Christian University
Arizona State University*
Coconino Community College
Diné College*
Grand Canyon University
Harrison Middleton University*
Maricopa County Community College District*
Mesa Community College*
Northcentral University
Northern Arizona University*
Phoenix College*
Pima County Community College District
Rio Salado Community College*
Scottsdale Community College*
Southwest College of Naturopathic Medicine & Health Sciences
Thunderbird School of Global Management
Tohono O'odham Community College
University of Arizona*
University of Phoenix*
Western International University

Arkansas

Arkansas Baptist College
Arkansas State University
Arkansas State University-Beebe*
Henderson State University

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

California

Abraham Lincoln University
Allan Hancock College*
Allan Hancock Joint Community College District*
Alliant International University*
Alliant International University-San Diego Scripps Ranch
American River College
Antelope Valley Community College District
Antioch University-Los Angeles
Antioch University-Santa Barbara
Argosy 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*	Desert Community College District*	Pitzer College*
California InterContinental University	Dominican University of California*	Point Loma Nazarene University*
California Lutheran University*	East Los Angeles College*	Pomona College*
California Maritime Academy*	Fashion Institute of Design and Merchandising*	Riverside Community College District*
California National University for Advanced Studies	Fielding Graduate University*	Sacramento City College
California Polytechnic State University-San Luis Obispo*	Folsom Lake College	Samuel Merritt University*
California State Polytechnic University-Pomona*	Foothill College*	San Bernardino Community College District*
California State University System*	Foothill-DeAnza Community College District	San Diego City College*
California State University, Bakersfield*	Grossmont-Cuyamaca Community College District	San Diego Community College District*
California State University, Channel Islands	Hartnell Community College District*	San Diego Mesa College
California State University, Chico	Harvey Mudd College*	San Diego Miramar College
California State University, Dominguez Hills*	Humboldt State University*	San Diego State University*
California State University, East Bay*	International Technological University	San Francisco Community College District*
California State University, Fresno*	Laney College*	San Francisco State University*
California State University, Fullerton*	Los Angeles City College*	San José State University*
California State University, Los Angeles*	Los Angeles Community College District	Santa Barbara City College
California State University, Monterey Bay*	Los Angeles Harbor College*	Santa Barbara Community College District
California State University, Northridge*	Los Angeles Mission College*	Santa Clara University*
California State University, Sacramento*	Los Angeles Pierce College*	Santa Monica Community College District*
California State University, San Bernardino*	Los Angeles Southwest College*	Saybrook University*
California State University, San Marcos*	Los Angeles Trade-Technical College*	Scripps College*
California State University, Stanislaus*	Los Angeles Valley College*	Silicon Valley University
Cerritos Community College District*	Los Rios Community College District	Siskiyou Joint Community College District*
Chabot-Las Positas Community College District	Loyola Marymount University*	Sofia University
Chaffey College	Mills College*	Sonoma State University*
Chaffey Community College District	Mount Saint Mary's College*	Southern California University of Health Sciences
Chapman University*	National University*	Southwestern Community College District*
Chapman University System	National University System	Stanford University*
Chicago School of Professional Psychology	New Charter University*	State Center Community College District
City College of San Francisco*	North Orange County Community College District	Taft University System, Inc.
Claremont Graduate University*	Notre Dame de Namur University*	Touro University-California
Claremont McKenna College*	Occidental College*	Trident University
Claremont University Consortium*	Orange Coast College	United States Naval Postgraduate School*
Coast Community College District*	Pacific Oaks College*	University of Antelope Valley
Contra Costa Community College District	Pacifica Graduate Institute	University of California Office of the President*
Corinthian Colleges, Inc.	Palo Alto University	University of California, Berkeley*
Cosumnes River College	Palomar Community College District*	University of California, Davis*
	Pepperdine University*	University of California, Irvine*
	Peralta Community College District	University of California, Los Angeles*
		University of California, Merced

University of California, Riverside*
University of California, Santa Cruz*
University of La Verne*
University of Redlands*
University of San Diego*
University of San Francisco*
University of Southern California*
University of the Pacific*
Vanguard University of Southern California
Ventura College
Ventura County Community College
District
West Hills Community College District*
West Los Angeles College*
Westmont College*
Whittier College*
Woodbury University*
Yosemite Community College District*

Colorado

Adams State University*
Arapahoe Community College
College for Financial Planning*
Colorado College*
Colorado Community College System*
Colorado Northwestern Community
College
Colorado School of Mines*
Colorado State University*
Colorado State University System
Colorado State University–Global Campus
Colorado Technical University*
Community College of Aurora
Community College of Denver*
Jones International University*
Metropolitan State University of Denver*
Morgan Community College
Pikes Peak Community College
Red Rocks Community College
Regis University*
United States Air Force Academy*
University of Colorado at Boulder*

University of Colorado at Colorado
Springs*
University of Colorado Central Adminis-
tration*
University of Colorado Denver*
University of Denver*
University of the Rockies

Connecticut

Albertus Magnus College*
Asnuntuck Community College*
Central Connecticut State University*
Charter Oak State College*
Connecticut College*
Connecticut State University System*
Eastern Connecticut State University*
Fairfield University*
Goodwin College
Housatonic Community College
Manchester Community College*
Middlesex Community College*
Naugatuck Valley Community College*
Post University
Quinnipiac University*
Sacred Heart University
Saint Vincent's College*
Southern Connecticut State University*
State of Connecticut Board of Regents for
Higher Education*
Three Rivers Community College
Trinity College*
United States Coast Guard Academy*
University of Bridgeport*
University of Connecticut*
University of Hartford*
University of Saint Joseph*
Wesleyan University*
Western Connecticut State University*
Yale University*

Delaware

Delaware Higher Education Commission*

Goldey–Beacom College
University of Delaware*
Wesley College*
Wilmington University*

District of Columbia

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

Florida

Bethune–Cookman University*
Brevard Community College*
Carlos Albizu University–Miami Campus*
Eckerd College*
Edward Waters College
Everglades University
Florida A&M University*
Florida Gateway College*
Florida Gulf Coast University*
Florida Institute of Technology*
Florida International University*
Florida Memorial University*
Florida National University
Florida State College at Jacksonville
Florida State University*
Hillsborough Community College*
Hillsborough Community College District
Hodges University*
Indian River State College*
Jacksonville University*
Lynn University

Miami Dade College*
Nova Southeastern University*
Palm Beach State College*
Pasco-Hernando Community College*
Ringling College of Art and Design*
Rollins College*
Saint Leo University*
Santa Fe Community College*
South Florida Community College*
St. Johns River State College*
St. Petersburg College
St. Thomas University*
State University System of Florida*
Stetson University*
University of Central Florida*
University of Florida*
University of Miami*
University of North Florida*
University of South Florida*
University of South Florida Sarasota-Manatee
University of South Florida St. Petersburg
University of Tampa
University of West Florida*
Valencia College*

Georgia

Agnes Scott College*
Albany State University*
Albany Technical College
Armstrong Atlantic State University
Art Institute of Atlanta*
Atlanta Technical College
Berry College*
Board of Regents of the University System of Georgia
Brenau University*
Chattahoochee Technical College*
Clark Atlanta University
Clayton State University*
College of Coastal Georgia*
East Georgia State College
Emory University*

Georgia College & State University*
Georgia Gwinnett College
Georgia Highlands College*
Georgia Institute of Technology*
Georgia Perimeter College*
Georgia Regents University
Georgia State University*
Gordon State College
Kennesaw State University*
Life University*
Mercer University*
Morehouse College*
Oglethorpe University*
Paine College*
Reinhardt University*
Savannah College of Art and Design*
Savannah State University*
South Georgia State College
Southern Polytechnic State University*
Spelman College*
Technical College System of Georgia
Thomas University
University of Atlanta
University of Georgia*
University of North Georgia
University of West Georgia*
Valdosta State University*

Guam

Guam Community College
University of Guam*

Hawaii

Chaminade University of Honolulu
Hawaii Community College
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*
Brigham Young University-Idaho
North Idaho College
University of Idaho*

Illinois

Adler School of Professional Psychology
Augustana College*
Benedictine University*
Black Hawk College*
Bradley University*
Chamberlain College of Nursing
Chicago State University*
City Colleges of Chicago*
City Colleges of Chicago-Harold Washington College*
City Colleges of Chicago-Kennedy-King College*
Columbia College Chicago*
Concordia University Chicago*
DePaul University*
DeVry University*
Elgin Community College
Elmhurst College*
Governors State University*
Illinois Board of Higher Education*
Illinois Community College Board*
Illinois Institute of Technology*
Illinois State University*
Illinois Wesleyan University*
Joliet Junior College*
Kendall College
Knox College*
Lincoln Land Community College*
Loyola University of Chicago*
MacMurray College
McKendree University*

Methodist College
Midwestern University*
Monmouth College*
Moody Bible Institute
Moraine Valley Community College*
Morton College*
National Louis University*
Northeastern Illinois University*
Northern Illinois University*
Northwestern University*
Oakton Community College*
Parkland College*
Prairie State College*
Principia College*
Robert Morris University*
Rockford University*
Roosevelt University*
Saint Xavier University*
South Suburban College of Cook County*
Southern Illinois University Carbondale*
Southern Illinois University Edwardsville*
Southern Illinois University System*
Triton College*
University of Chicago*
University of Illinois at Chicago*
University of Illinois at Springfield*
University of Illinois at Urbana-Champaign*
University of Illinois Central Office*
University of Saint Francis*
Waubonsee Community College*
Western Illinois University*
Westwood College–Chicago Loop
Westwood College–DuPage
William Rainey Harper College

Indiana

Ball State University*
Butler University*
DePauw University*
Earlham College*
Franklin College*

Indiana Commission for Higher Education*
Indiana Institute of Technology*
Indiana State University*
Indiana University Bloomington*
Indiana University East*
Indiana University Kokomo*
Indiana University Northwest*
Indiana University South Bend*
Indiana University Southeast*
Indiana University System*
Indiana University–Purdue University Fort Wayne*
Indiana University–Purdue University Indianapolis*
Ivy Tech Community College–Central Indiana*
Ivy Tech Community College–Central Office*
Ivy Tech Community College–Columbus*
Ivy Tech Community College–East Central*
Ivy Tech Community College–Kokomo*
Ivy Tech Community College–Lafayette*
Ivy Tech Community College–Madison*
Ivy Tech Community College–Northeast*
Ivy Tech Community College–Northwest*
Ivy Tech Community College–Richmond*
Ivy Tech Community College–Sellersburg*
Ivy Tech Community College–Southwest*
Ivy Tech Community College–Wabash Valley*
Marian University*
Purdue University*
Purdue University Calumet
Purdue University North Central*
Purdue University System*
Rose–Hulman Institute of Technology*
Saint Mary-of-the-Woods College
Taylor University*
University of Indianapolis*
University of Notre Dame*
University of Southern Indiana
Valparaiso University*
Vincennes University*

Iowa

Ashford University
Board of Regents, State of Iowa*
Buena Vista University*
Central College
Clarke University*
Des Moines University–Osteopathic Medical Center*
Divine Word College*
Drake University*
Graceland University*
Grand View University*
Grinnell College*
Iowa State University*
Kaplan University
Morningside College*
Simpson College
University of Iowa*
University of Northern Iowa*
Wartburg College
Western Iowa Tech Community College*
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/Area Technical School
United States Army Command and General Staff College*
University of Kansas*
University of Saint Mary*
Washburn University*

Kentucky

Bellarmine University*
Berea College*

Bluegrass Community and Technical College District
Campbellsville University*
Centre College*
Eastern Kentucky University*
Frontier Nursing University
Georgetown College*
Hazard Community & Technical College District*
Jefferson Community and Technical College District*
Kentucky Community and Technical College System
Kentucky Council on Postsecondary Education*
Kentucky State University*
Kentucky Wesleyan College*
Madisonville Community and Technical College District*
Midway College*
Morehead State University*
Murray State University
Northern Kentucky University*
Somerset Community and Technical College District*
Somerset Community College*
Spalding University*
Sullivan University*
Transylvania University*
University of Kentucky*
University of Kentucky System*
University of Louisville*
University of Pikeville

Louisiana

Baton Rouge Community College
Bossier Parish Community College*
Centenary College of Louisiana*
Dillard University*
Grambling State University
Louisiana State University and A&M College*
Louisiana State University at Alexandria*

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

Maine

Bates College
Bowdoin College*
Central Maine Medical Center College of Nursing and Health Professions*
Colby College*
Eastern Maine Community College*
Maine Community College System*
Unity College*
University of New England*
University of Southern Maine
York County Community College*

Maryland

Anne Arundel Community College*
Bowie State University*
Capitol College
Carroll Community College*
Community College of Baltimore County*
Coppin State University*
Frostburg State University*
Goucher College*
Hood College*
Johns Hopkins University*
Loyola University Maryland*
Maryland Higher Education Commission*
McDaniel College*
Montgomery College*
Morgan State University*

Mount Saint Mary's University*
National Labor College*
Notre Dame of Maryland University*
Prince George's Community College*
Salisbury University*
St. John's College*
St. Mary's College of Maryland*
Stevenson University*
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*
Bard College at Simon's Rock
Becker College
Bentley University
Berklee College of Music*
Boston University*
Brandeis University*
Bristol Community College*
Bunker Hill Community College*
Cambridge College*
Cape Cod Community College*
Clark University*
College of the Holy Cross*
Curry College*
Dean College*
Emerson College*
Emmanuel College*
Episcopal Divinity School
Fisher College
Framingham State University

Hampshire College*
Harvard University*
Hellenic College/Holy Cross Greek Orthodox School of Theology*
Holyoke Community College*
Labouré College*
Lasell College
Lesley University*
Massachusetts College of Pharmacy and Health Sciences
Massachusetts Department of Higher Education
Massachusetts Institute of Technology
Merrimack College
MGH Institute of Health Professions*
Mount Holyoke College*
Mount Ida College*
Mount Wachusett Community College*
New England College of Business and Finance
Newbury College
North Shore Community College*
Northeastern University*
Northern Essex Community College*
Quincy College*
Regis College*
Roxbury Community College*
Salem State University*
Simmons College*
Smith College*
Springfield College*
Suffolk University*
Tufts University*
University of Massachusetts*
University of Massachusetts Amherst*
University of Massachusetts Boston*
University of Massachusetts Dartmouth*
University of Massachusetts Lowell*
University of Massachusetts Medical School*
Wellesley College*
Wentworth Institute of Technology
Western New England University*

Westfield State University
Wheaton College*
Wheelock College*
Williams College*
Worcester Polytechnic Institute*
Worcester State University*

Michigan

Adrian College
Albion College*
Alma College*
Baker College of Flint*
Baker College System*
Bay Mills Community College*
Central Michigan University*
Davenport University*
Delta College*
Eastern Michigan University*
Grand Rapids Community College
Grand Valley State University*
Griggs University
Hope College*
Kalamazoo College*
Kettering University
Lake Michigan College*
Lansing Community College
Lawrence Technological University*
Michigan School of Professional Psychology
Michigan State University*
Michigan Technological University*
Muskegon Community College
Northern Michigan University*
Northwestern Michigan College
Oakland Community College*
Oakland University*
Olivet College*
Saginaw Chippewa Tribal College
Saginaw Valley State University
Thomas M. Cooley Law School*
University of Detroit Mercy
University of Michigan*
University of Michigan–Dearborn*
University of Michigan–Flint*

Washtenaw Community College*
Wayne County Community College District*
Wayne State University*
Western Michigan University*

Minnesota

Augsburg College*
Bemidji State University*
Bethany Lutheran College*
Bethel University*
Capella University*
Carleton College*
College of Medicine, Mayo Clinic
College of Saint Benedict*
Fond du Lac Tribal and Community College*
Gustavus Adolphus College
Leech Lake Tribal College
Macalester College*
Minneapolis Community and Technical College*
Minnesota State Colleges and Universities*
Minnesota State University–Mankato*
Normandale Community College
Rasmussen College System
Saint Olaf College*
St. Cloud State University*
University of Minnesota System*
University of Minnesota–Crookston*
University of Minnesota–Duluth*
University of Minnesota–Morris*
University of Minnesota–Twin Cities*
University of Northwestern–St. Paul*
University of Saint Thomas*
Walden University*
White Earth Tribal and Community College
Winona State University*

Mississippi

Alcorn State University
Delta State University*

Jackson State University*
Millsaps College*
Mississippi Board of Trustees of State
Institutions of Higher Learning*
Mississippi State University*
Mississippi Valley State University*
Northeast Mississippi Community Col-
lege*
Tougaloo College*
University of Mississippi*
University of Southern Mississippi*

Missouri

A.T. Still University of Health Sciences*
Cottey College*
Culver–Stockton College*
Drury University
Grantham University*
Harris–Stowe State University*
Lincoln University*
Logan University*
Maryville University of St. Louis*
Missouri College
Missouri University of Science and Tech-
nology*
Park University*
Saint Luke’s College
St. Louis College of Pharmacy*
St. Louis Community College at Florissant
Valley*
St. Louis Community College at Forest
Park*
St. Louis Community College at Meramec*
St. Louis Community College at Wildwood*
St. Louis Community College District*
Southeast Missouri State University*
Truman State University*
University of Central Missouri*
University of Missouri*
University of Missouri System*
University of Missouri–Kansas City*
University of Missouri–St. Louis*
Washington University in St. Louis*

Webster University*
Westminster College*

Montana

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

Nebraska

Concordia University*
Creighton University*
Little Priest Tribal College
Midland University*
Nebraska Indian Community College*
Nebraska Methodist College*
Nebraska Wesleyan University*
University of Nebraska at Kearney*
University of Nebraska at Omaha*
University of Nebraska Central Adminis-
tration*
University of Nebraska Medical Center*
University of Nebraska–Lincoln*

Nevada

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

New Hampshire

Antioch University New England
Colby–Sawyer College*
Dartmouth College*

Granite State College*
Keene State College
Plymouth State University*
River Valley Community College
Saint Anselm College*
Southern New Hampshire University
University of New Hampshire*
University System of New Hampshire*

New Jersey

Atlantic Cape Community College*
Bergen Community College
Bloomfield College
Brookdale Community College*
Caldwell University*
College of New Jersey*
College of Saint Elizabeth*
County College of Morris*
Drew University*
Eastwick College
Fairleigh Dickinson University*
Felician College
Mercer County Community College
Monmouth University*
Montclair State University*
New Jersey City University*
New Jersey Higher Education*
New Jersey Institute of Technology*
Ocean County College*
Princeton University*
Ramapo College of New Jersey*
Richard Stockton College of New Jersey*
Rider University*
Rowan College of Gloucester County*
Rowan University*
Rutgers, The State University of New Jer-
sey Camden Campus*
Rutgers, The State University of New Jer-
sey Central Office*
Rutgers, The State University of New Jer-
sey New Brunswick Campus*
Rutgers, The State University of New Jer-
sey Newark Campus*

Saint Peter's University*
Seton Hall University*
Stevens Institute of Technology
Sussex County Community College*
Thomas Edison State College*
William Paterson University of New Jersey*

New Mexico

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

New York

Adelphi University*
Albany College of Pharmacy and Health Sciences*
Albany Law School*
Bank Street College of Education*
Bard College*
Barnard College*
Baruch College
Berkeley College of New York and New Jersey*
Berkeley College of New York City*
Berkeley College-Garret Mountain
Briarcliffe College*
City University of New York Borough of 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 Hunter 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 Queens College*
City University of New York Queensborough Community College*
City University of New York System*
City University of New York York College*
Clarkson University
Colgate University*
College of New Rochelle*
College of Westchester
Columbia University in the City of New York*
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Cornell University*
Dominican College of Blauvelt*
Dowling College*
Erie Community College*
Excelsior College*
Farmingdale State College*
Fashion Institute of Technology*
Five Towns College*
Fordham University*
Hamilton College*
Hartwick College*
Hobart & William Smith Colleges*
Hofstra University*
Ithaca College*
Jewish Theological Seminary*

Keuka College*
Lehman College, City University of New York*
LIM College*
Long Island University*
Manhattan College*
Manhattan School of Music
Manhattanville College*
Marist College*
Marymount Manhattan College*
Medaille College*
Mercy College*
Metropolitan College of New York*
Molloy College*
Monroe College
Monroe Community College
Nazareth College of Rochester*
New School*
New York Institute of Technology-Old Westbury
New York Medical College
New York School of Interior Design
New York University*
Onondaga Community College*
Pace University*
Polytechnic Institute of New York University*
Pratt Institute*
Rensselaer Polytechnic Institute*
Rochester Institute of Technology*
Sage Colleges*
Sarah Lawrence College*
Schenectady County Community College
School of Visual Arts*
Skidmore College*
St. Bonaventure University*
St. John Fisher College*
St. John's University*
St. Joseph's College New York*
St. Thomas Aquinas College*
State University of New York at Binghamton*
State University of New York at Geneseo*

State University of New York at New Paltz*
 State University of New York College at
 Brockport*
 State University of New York College at
 Buffalo State*
 State University of New York College at
 Cortland*
 State University of New York College at
 Fredonia*
 State University of New York College at
 Old Westbury*
 State University of New York College at
 Oneonta
 State University of New York College at
 Oswego*
 State University of New York College at
 Plattsburgh*
 State University of New York College at
 Potsdam*
 State University of New York College at
 Purchase*
 State University of New York College of
 Environmental Science and Forestry*
 State University of New York College of
 Optometry*
 State University of New York Downstate
 Medical Center
 State University of New York Empire State
 College*
 State University of New York Institute of
 Technology at Utica/Rome
 State University of New York Maritime
 College*
 State University of New York System
 Office*
 State University of New York University at
 Buffalo*
 Stony Brook University*
 Suffolk County Community College*
 Syracuse University*
 Teachers College of Columbia University*
 United States Merchant Marine Academy*
 United States Military Academy*

University at Albany*
 University of Rochester*
 Vassar College*
 Vaughn College of Aeronautics and Tech-
 nology*
 Wagner College*
 Webb Institute
 Wells College*
 Yeshiva University*

North Carolina

Appalachian State University*
 Barton College*
 Belmont Abbey College*
 Bennett College for Women*
 Craven Community College
 Davidson College*
 Duke University*
 Durham Technical Community College
 East Carolina University*
 Edgecombe Community College*
 Elizabeth City State University*
 Elon University*
 Fayetteville State University*
 Gardner-Webb University
 Guilford College*
 High Point University
 Johnson C. Smith University*
 Livingstone College*
 Meredith College*
 North Carolina Agricultural and Technical
 State University*
 North Carolina Central University*
 North Carolina State University*
 Richmond Community College
 Saint Augustine's College
 Sandhills Community College*
 University of North Carolina at Asheville*
 University of North Carolina at Chapel Hill*
 University of North Carolina at Charlotte*
 University of North Carolina at Greensboro*
 University of North Carolina at Wilmington*

University of North Carolina School of the
 Arts
 University of North Carolina System*
 Wake Forest University*
 Western Carolina University*
 Wingate University*
 Winston-Salem State University*

North Dakota

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

Ohio

Antioch University*
 Antioch University Midwest
 Antioch University System
 Baldwin Wallace University*
 Bowling Green State University*
 Capital University*
 Case Western Reserve University*
 Cedarville University
 Central Ohio Technical College*
 Central State University*
 Christ College of Nursing and Health
 Sciences
 Clark State Community College*
 Cleveland Institute of Electronics, Inc.*
 Cleveland State University*
 College of Mount St. Joseph
 College of Wooster*
 Columbus State Community College*
 Cuyahoga Community College*
 Denison University*
 Edison State Community College*

Franklin University*
Hiram College*
John Carroll University*
Kent State University*
Kenyon College
Lourdes University*
Marietta College*
Miami University*
Muskingum University*
North Central State College*
Northeast Ohio Medical University*
Notre Dame College
Oberlin College*
Ohio Dominican University
Ohio Northern University*
Ohio State University*
Ohio University*
Ohio Wesleyan University*
Otterbein University*
Owens Community College*
Shawnee State University*
Sinclair Community College*
Terra State Community College*
Union Institute & University*
University of Akron*
University of Cincinnati*
University of Cincinnati-Blue Ash College*
University of Dayton*
University of Findlay*
University of Mount Union*
University of Northwestern Ohio*
University of Rio Grande & Rio Grande
Community College*
University of Toledo*
Ursuline College*
Walsh University*
Wittenberg University*
Wright State University*
Xavier University*

Oklahoma

East Central University*
Langston University*

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

Oregon

George Fox University
Lewis and Clark College*
Linfield College*
Linn-Benton Community College*
Oregon State University*
Oregon University System*
Pacific University*
Portland Community College*
Portland State University*
Reed College*
University of Oregon*
University of Portland*
Western Oregon University*
Willamette University*

Pennsylvania

Albright College*
Allegheny College*
Alvernia University*
Arcadia University*
Art Institute of Pittsburgh*
Bloomsburg University of Pennsylvania*
Bryn Mawr College*
Bucknell University*

Butler County Community College*
Cabrin College*
California University of Pennsylvania*
Carnegie Mellon University*
Chatham University*
Chestnut Hill College*
Cheyney University of Pennsylvania*
Clarion University of Pennsylvania
Community College of Allegheny County
Community College of Beaver County*
Community College of Philadelphia*
Delaware County Community College*
Delaware Valley College*
Dickinson College*
Drexel University*
Duquesne University
East Stroudsburg University of Pennsylvania*
Edinboro University of Pennsylvania
Franklin & Marshall College*
Gannon University*
Gettysburg College*
Grove City College*
Gwynedd-Mercy College*
Harrisburg Area Community College*
Harrisburg University of Science and Technology
Haverford College*
Holy Family University*
Immaculata University*
Indiana University of Pennsylvania*
Juniata College*
King's College
Kutztown University of Pennsylvania*
La Salle University*
Lafayette College*
Lehigh Carbon Community College*
Lehigh University*
Lock Haven University of Pennsylvania*
Luzerne County Community College*
Millersville University of Pennsylvania*
Misericordia University
Montgomery County Community College*

Moravian College*
Muhlenberg College*
Neumann University*
Northampton County Area Community College*
Pennsylvania College of Technology*
Pennsylvania Highlands Community College
Pennsylvania State System of Higher Education*
Pennsylvania State University*
Pennsylvania State University Berks Campus
Philadelphia College of Osteopathic Medicine*
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Point Park University*
Robert Morris University*
Rosemont College*
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Puerto Rico

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EDP College
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Bryant University*
Community College of Rhode Island*
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Providence College*
Rhode Island Board of Governors for Higher Education*
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Roger Williams University*
University of Rhode Island*

South Carolina

Benedict College*
Claflin University*
Clemson University*

Clinton Junior College*
Coker College*
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Furman University
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Lander University
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Tri-County Technical College*
University of South Carolina Central Office*
University of South Carolina–Columbia*
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Wofford College*

South Dakota

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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*
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Tennessee

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Belmont University*
Cleveland State Community College

East Tennessee State University*
Fisk University*
Lane College*
Lee University*
LeMoyne–Owen College*
Lincoln Memorial University*
Lipscomb University
Middle Tennessee State University*
Rhodes College*
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Tennessee State University
Tennessee Technological University
University of Memphis*
University of Tennessee at Chattanooga*
University of Tennessee at Martin*
University of Tennessee System*
University of Tennessee, Knoxville*
University of the South*
Vanderbilt University*
Victory University

Texas

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Baylor University*
Brookhaven College
College of the Mainland*
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Dallas County Community College District*
El Paso County Community College District*
Houston Baptist University
Houston Community College*
Houston Community College–Northwest
Houston–Tillotson University*
Jarvis Christian College
Lee College*
Lone Star College System*
Lubbock Christian University
McMurry University

Navarro College
Our Lady of the Lake University*
Prairie View A&M University*
Richland College*
Rio Grande Bible Institute
Schreiner University*
Southern Methodist University*
Southwestern University*
St. Edward’s University*
St. Mary’s University*
St. Philip’s College
Stephen F. Austin State University*
Sul Ross State University*
Tarleton State University*
Texas A&M International University*
Texas A&M University*
Texas A&M University–Central Texas
Texas A&M University–Kingsville
Texas Christian University*
Texas Higher Education Coordinating Board*
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Texas State Technical College–Waco*
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Texas Tech University*
Texas Wesleyan University
Texas Woman’s University*
Trinity University*
University of Houston*
University of Houston System*
University of Houston–Clear Lake*
University of Houston–Downtown*
University of Houston–Victoria*
University of North Texas*
University of North Texas at Dallas
University of North Texas Health Science Center at Fort Worth
University of North Texas System*
University of Saint Thomas*
University of Texas at Arlington*
University of Texas at Austin*
University of Texas at Brownsville/Texas Southmost College*

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–Pan American*
University of the Incarnate Word*
Wayland Baptist University*
West Texas A&M University
Wiley College
William Marsh Rice University*

Utah

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Salt Lake Community College
Southern Utah University
University of Utah*
Utah State University*
Utah System of Higher Education*
Utah Valley University*
Weber State University
Western Governors University
Westminster College*

Vermont

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

Virginia

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Bon Secours Memorial College of Nursing
Bridgewater College*
Canterville College

Christopher Newport University*
College of William and Mary*
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 College*
Marymount University*
Mountain Empire Community College*
Norfolk State University*
Northern Virginia Community College*
Old Dominion University*
Patrick Henry College
Radford University*
Randolph College
Randolph–Macon College*
Regent University
Roanoke College
Shenandoah University
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Virginia*
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Tidewater Community College*
University of Mary Washington
University of Richmond*
University of Virginia*
University of Virginia Central Office*
University of Virginia’s College at Wise*
Virginia Commonwealth University*
Virginia International University
Virginia Military Institute*
Virginia Polytechnic Institute and State
University*
Virginia State University*
Virginia Union University*
Virginia University of Lynchburg
Virginia Wesleyan College*

Washington and Lee University*
World College

Washington

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Bastyr University*
Central Washington University*
City University of Seattle*
Cornish College of the Arts
Eastern Washington University*
Gonzaga University*
Heritage University
Highline Community College*
Northwest Indian College*
Pacific Lutheran University*
Seattle University*
Shoreline Community College*
Tacoma Community College*
University of Puget Sound*
University of Washington*
University of Washington–Bothell Campus
Washington Higher Education Coordinat-
ing Board*
Washington State University*
Western Washington University*
Whatcom Community College
Whitman College*
Whitworth University*

West Virginia

American Military University*
American Public University
American Public University System
Bethany College*
Bluefield State College
Glenville State College*
Marshall University*
Shepherd University*
West Virginia Higher Education Policy
Commission*
West Virginia University*

West Virginia University at Parkersburg
Wheeling Jesuit University*

Wisconsin

Alverno College*
Beloit College*
Carroll University
College of the Menominee Nation*
Lac Courte Oreilles Ojibwa Community
College*
Lakeland College
Lawrence University
Madison Area Technical College*
Marian University*
Marquette University*
Mid-State Technical College*
Moraine Park Technical College
Nicolet Area Technical College*
Ripon 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–Stevens Point*
University of Wisconsin–Stout*
University of Wisconsin–Superior*
University of Wisconsin–Whitewater*

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NASPA: Student Affairs Administrators in Higher Education*

National Association for Equal Opportunity in Higher Education*

National Association of College and University Attorneys*

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National Association of Independent Colleges and Universities*

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United Negro College Fund, Inc.*
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Florida

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Georgia

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Illinois

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American Osteopathic Association Commission on Osteopathic College Accreditation*

Council for Adult and Experiential Learning*
Higher Learning Commission of the North Central Association*
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Iowa

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New York

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Pennsylvania

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Schools, Commission on Higher Educa-
tion*
National Association of Colleges and
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Tennessee

College and University Professional Asso-
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leges of the United Methodist Church*
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Tennessee Higher Education Commission*

Texas

Hispanic Association of Colleges and
Universities*

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Vermont

Vermont Higher Education Council*

Virginia

American Association of Colleges of
Pharmacy*
American Indian Higher Education Con-
sortium*
Association of Higher Education Facilities
Officers*
Ayers & Associates, Inc.*
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Council on Social Work Education*
Ellucian*
Institute for Shipboard Education/Semes-
ter at Sea
National Association for College Admis-
sion Counseling*
The Common Application
Transnational Association of Christian
Colleges and Schools

Washington

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NBBJ
Northwest Commission on Colleges and
Universities*

West Virginia

West Virginia Association of College and
University Presidents*

Wisconsin

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Asahi Net International, Inc.
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Association of Universities and Colleges of
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Australian Vice-Chancellors' Committee*
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Puebla
Central University of Technology, Free
State
College of the Bahamas
Consortium for North American Higher
Education Collaboration*
Escuela Bancaria y Comercial
European Universities Association (EUA)*

European University of Lefke
Higher Colleges of Technology Ras Al
Khaimah
Higher Education South Africa*
Holy Spirit University of Kaslik
Inter-American Organization for Higher
Education*
International Association of Universities*
International Association of University
Presidents*
International University in Geneva
King Khalid University, Kingdom of Saudi
Arabia
Korean Council for University Education
Langara College
Northern Marianas College
ORT Braude College*

Paris College of Art
Princess Nora Bint Abdul Rahman Univer-
sity
Qatar University
Saints Ambrose and Albert Collegium
Shigakkan University*
Sistema CETYS Universidad
Universities UK*
University of Limpopo
University of Tshwane University of Tech-
nology
University of Venda for Science & Tech-
nology
University of Witwatersrand
UPAEP University
Vancouver Island University

ACE[®] American
Council on
Education[®]

Leadership and Advocacy