



ACE[®] American
Council on
Education[®]



AMERICAN COUNCIL ON EDUCATION

2015 ANNUAL REPORT



ACE STRATEGIC PRIORITIES

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 2015. This report summarizes the programmatic and advocacy activities which, driven by our strategic priorities, enabled the Council to serve nearly 2,000 members nationwide during a period of both significant challenges and great opportunities for the entire higher education community.

The Center for Education Attainment and Innovation (CEAI) worked throughout 2015 on initiatives focused on alternative credential pathways so as to increase the number of Americans able to earn a college degree or credential. This included the innovative Alternative Credit Project. Also among CEAI's priorities last year was operating and expanding the ACE College Credit Recommendation Service (CREDIT®) to incorporate updated standards and newer types of reviews and validation services.

ACE continually enhances its premier suite of leadership development programming, providing a continuum of programs, products, and services to higher education leaders at all stages of their careers, from aspiring administrators to chief academic officers to presidents and chancellors. The Division of Leadership Programs (DLP) is engaged in significant strategic planning and is expanding its collaborations with other associations, as well as with the University of Michigan's National Center for Institutional Diversity (NCID); DLP and NCID are hosting convenings of scholars and practitioners (November 2015 and April 2016) focused on defining twenty-first century leadership and its implications on the development and delivery of leadership programs.

The Center for Policy Research and Strategy (CPRS) continued its efforts during 2015 on initiatives to heighten the prominence of the ACE research brand along two dimensions: industry trend analyses and thought leadership on evidence-based change. For example, the CPRS report *Race, Class, and College Access: Achieving Diversity in a Shifting Legal Landscape* broke new ground with its examination of how legal challenges to race-conscious admissions are influencing contemporary admissions practices at selective colleges and universities around the country.

The Center for Internationalization and Global Engagement (CIGE) continues to provide in-depth analysis of critical international education issues, and to administer programs and services in support of higher education institutions' internationalization and global engagement strategies. In 2015, the center's reports on academic programs and practices provided important information for institutions. It was also a record year for participation in the Internationalization Collaborative, the Internationalization Laboratory, and the Executive Forum.

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

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

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

Sincerely,

Molly Corbett Broad
President
American Council on Education

Renu Khator
Chair, 2015-16 ACE Board of Directors
Chancellor, University of Houston System,
and President, University of Houston



2015 ACTIVITIES

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

The Council convenes the higher education community and its membership—ACE member institutions serve 80 percent of today's college students—to collectively tackle the toughest higher education challenges. Higher education is America's best hope for long-term economic growth and social progress, and ACE's core objective is to advance activities that support institutions, students, faculty, and staff. In 2015, ACE pursued that objective by working on behalf of its members in the following areas.



Photo courtesy of ACE member institution Adelphi University (NY).

Leadership Programs

ACE's Division of Leadership Programs continued to provide a rich suite of leadership development programs to a diverse spectrum of higher education leaders across the nation in 2015. Building on the solid foundation provided by Kevin P. Reilly, president emeritus of the University of Wisconsin System and then ACE presidential advisor for leadership programs, Lynn M. Gangone joined ACE in April 2015 as vice president for leadership programs. Under Gangone's leadership, the division has simultaneously continued its programmatic service to higher education leaders and launched a comprehensive strategic planning process designed to bolster the division's contribution to higher education, conserve the core values of ACE's long-standing excellence in leadership development, and strategically re-imagine programs, products, and services. The ACE New Leadership Initiative concept paper prepared by Kevin P. Reilly and SimpsonScarborough's Image & Identity Replication Study were key inputs that directly supported the planning process. In the five years since the last division-level strategic assessment, the division has worked to develop and deliver high-quality programs for higher education leaders at all stages of their careers, from faculty and entry-level administrators to presidents and chancellors.

The Spectrum Aspiring Leaders Program has been well received in its first two convenings, serving 70 mid-level leaders from diverse, underrepresented groups. The Moving the Needle: Advancing Women Leaders Initiative has four established goals engaging leaders across the nation in a commitment to advancing women leaders.

ACE's Institute for Chief Academic Officers and Advancing to the Presidency workshops both engaged record

numbers of participants in 2015. The Fidelity Investments-sponsored ACE Institute for New Presidents received glowing evaluations from its participants and explored essential topics, including fundraising, board relations, working with the media, building an effective team, and an array of case studies drafted and presented by the participants. In 2015 ACE transitioned from supporting the Association of Chief Academic Officers (ACAO) with operational and convening support to a trusted partner relationship, as ACAO developed the capacities and staff to stand on its own.

Since 2015 was the 50th anniversary of the ACE Fellows Program, we saw increased involvement and participation of past and present ACE Fellows in ACE events, particularly in the Annual Meeting, attended by about 400 Fellows. The hiring process for the director and associate director of the emerging leaders group began in the winter of 2015. These roles are critical to the growth and continued excellence of ACE's landmark leadership development program—the ACE Fellows program. In 2015, we continued the collaboration with the University of Michigan's National Center for Institutional Diversity and the National Forum on Higher Education for the Public Good through curricular contributions to the ACE Fellows program and a November convening on leadership held at the University of Michigan in Ann Arbor.

The division has continued to build capacity through internal ACE collaborations with Membership and Advancement, and through external collaboration discussions with the National Association of System Heads, the Association of Academic Health Centers, the National Association of College and University Business Officers, the Bill & Melinda Gates Foundation, and American Express.

Center for Internationalization and Global Engagement

The Center for Internationalization and Global Engagement (CIGE) supports and promotes internationalization and global engagement at ACE member institutions. In addition, it supports the strengthening of higher education globally. Below are some of the highlights of CIGE activities in 2015.

Programs and services that focus on campus internationalization. The Internationalization Collaborative convened in February 2015 and focused on the internationalization of the curriculum. It was attended by a record number of faculty and administrators, with evaluations indicating strong support for additional programming on the same topic. The Executive Forum for Leading Internationalization, convened in November 2015, addressed structures and policies for campus internationalization. Participation in the forum was limited to presidents, chief academic officers, and senior international officers.

The Internationalization Laboratory reached a major milestone in 2015, reaching a cumulative total of more than 100 participants. The lab guides each participating institution through a deep and comprehensive planning process that leads to a strategic plan for the internationalization of its campus. This achievement was celebrated with a reception at the Executive Forum.

In the research area, CIGE launched three new installments of CIGE Insights, a series of occasional papers that explores important international issues in higher education. *International Higher Education Partnerships: A Global Review of Standards and Practices* analyzed standards of effective practice in the management of international part-

nerships that have been drafted and promoted by organizations in the United States and around the world.

In addition, a pair of reports addressed national policies on international education. *Internationalization Higher Education Worldwide: National Policies and Programs* described and analyzed an array of government-initiated higher education internationalization programs and policies around the world. Numerous examples were presented, with an extensive discussion of challenges surrounding implementation and effectiveness. At the same time, CIGE launched *Internationalizing U.S. Higher Education: National Policies and Programs*, an in-depth look at international higher education policies in the United States, followed by a set of recommendations to improve their effectiveness. The paper also discussed the advantages and disadvantages of having a comprehensive national policy on international education.

Global engagement. CIGE continued to expand its strategic partnership with Santander Universidades/Universia. A delegation of nearly 50 rectors from Mexican institutions, sponsored by Santander, attended the ACE Annual Meeting in March 2015, culminating in a dinner hosted by ACE President Molly Corbett Broad and Sergio Alcocer, undersecretary for North American affairs in the Mexican Ministry of Foreign Affairs. Also at the ACE Annual Meeting, a group of higher education leaders from the United States and Mexico agreed to launch a “research observatory” to collect and analyze data on higher education relations between the two countries. Finally, in April 2015, ACE and Santander jointly launched a professional development institute for internationalization leaders based at Latin American institutions. Held in Miami, the institute hosted nearly 100 participants from throughout Latin America, with especially strong representation from Mexico and Colombia.

Center for Policy Research and Strategy

The Center for Policy Research and Strategy (CPRS) produces research papers, issue briefs, infographics, and convenings spanning three broad themes: 1) reimagining diversity and equity in higher education in the twenty-first century, 2) public policy and higher education systems, and 3) transformational leadership.

In July 2015, CPRS released its groundbreaking research report *Race, Class, and College Access: Achieving Diversity in a Shifting Legal Landscape*, in collaboration with Pearson’s Center for College & Career Success and the Civil Rights Project at the University of California, Los Angeles. Based on a national survey of admissions and enrollment management leaders, the report examines contemporary admission practices at four-year colleges and universities across a wide range of selectivity in the context of legal challenges to race-conscious admissions. A “report release convening” garnered more than 900 registrants for the online live-stream and over 100 in-person attendees. An additional convening of higher education leaders was sponsored by Hobsons and held at Hobsons University, a conference held in San Antonio, Texas one week later.

CPRS and CEAI released a research report in February 2015 titled *Credit for Prior Learning: Charting Institutional Practice for Sustainability*. The research consisted of seven case studies and addressed the cultural barriers and successful strategies to viewing credit for prior learning (CPL) as central to institutional mission and an essential component in the continuum of teaching, learning, and assessment.

An associated “release convening” brought together individuals in person and online to discuss alternative pathways and approaches that assist post-traditional students in reaching their educational goals.

CPRS was awarded funds by the TIAA-CREF Institute for a September 2015 convening—in collaboration with the Delta Cost Project at the American Institutes for Research—to explore the financial data challenges faced by higher education leaders as they manage the twin issues of college affordability and pedagogical innovation. Outcomes of the convening will inform a research agenda that can help build a bridge between today’s increasingly stretched financial models and a financially sustainable future for American higher education. Related products are scheduled for release in spring 2016.

CPRS released its first issue brief of a four-part series on public financing of minority-serving institutions (MSIs) in September of 2015, examining government investment in public Hispanic-serving institutions. The center also began study of National Student Clearinghouse data with a focus on the contribution of MSIs to national postsecondary degree attainment. In September 2014, CPRS launched Higher Ed Spotlight, a series of infographic fact sheets designed to illustratively inform institutional, policy, research, and media audiences on key issues and trends in higher education. Finally, analyses for two state-focused case studies was completed, with papers slated for release in fiscal 2016 on the ability of institutions to innovate academic and business models with systemic reform implications.

Dissemination of CPRS research in 2014-15—in addition to ACE, trade, and mainstream media channels—included presentations at national peer-review research conferences; Secretariat member conferences; sponsored webinars; feature articles; guest blog posts; and guest lectures at ACE member institutions.

Center for Education Attainment and Innovation

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

In 2015, CEAI developed and launched its first-ever customer service survey to help gauge the impact of all our current services and drive implementation of future initiatives to meet the desired needs of our constituents.

ACE’s College Credit Recommendation Service (CREDIT®) client portfolio—as well as its marketing and outreach efforts—grew in 2015, adding 13 new organizations, including FIRM Freedom Foundation; U.S. Army Corp of Engineers; Collegis Education; CMCS Lebanon SAL; Virginia Department of Corrections; Prince George’s County Community College (MD); Jack Welch Management Institute (VA); (ISC)²; Year Up; GE Transportation; ASIS International; Defense Equal Opportunity Management

Institute; and the National Restaurant Association (NRA-ServSafe). In fiscal 2015, CREDIT conducted 90 distinct reviews of 630 courses. ACE launched the CREDIT Annual Benefit Program to bring additional, tangible value to organizations who participate in the CREDIT program.

CEAI was awarded an \$18.8 million contract by the Defense Activity for Non-Traditional Education Support (DANTES) to continue and expand its longtime military evaluations work aimed at helping service members and veterans gain access to higher education. The new contract offers a base year plus four option years. The new contract expands its capacity for evaluating military courses and occupations. It also increases the capacity to help service members, veterans, institutions, and civilian employers understand the value of accepting academic credit recommendations through the use of training, workshops, webinars, and other innovative technology.

Veterans' Programs was able to continue its mission of providing support and education to colleges and universities through a series of webinars focused on issues related to serving military-connected students. It also secured a \$71,000 grant through the Bob Woodruff Foundation to continue its partnership with the Center for Deployment Psychology on providing trainings for faculty, staff, and mental health-care practitioners at host institutions around the country on issues related to post-traumatic stress disorder and traumatic brain injury.

Also in 2015, CEAI hosted two student veteran research convenings in partnership with NASPA –

Student Affairs Administrators in Higher Education and ACE's Center for Policy Research and Strategy (CPRS). CEAI's Veterans' Programs, in partnership with NASPA and CPRS, published a white paper looking at the unique differences of military-connected students and the potential risk factors that might inhibit their ability to complete their postsecondary education.

CEAI launched the College and University Partnerships (CUP) Affiliate Initiative, which began with seven institutions, to implement and expand more effective credit for prior learning (CPL) practices across the country. CEAI convened a meeting of CUP affiliate institutions to identify and implement strategies to expand its existing work to advance CPL practices statewide and nationally. CUP has provided technical assistance and support to enable those institutions to expand CPL policies and practices, including the application of ACE credit recommendations for military and workforce credit. In addition, CUP has worked with CREDIT clients, such as Statistics.com, Year Up, and McDonald's, to create partnerships to align credit recommendations with degree programs. In collaboration with Pearson Education, CEAI also launched a national Credit for Prior Learning campaign that includes student success stories, infographics, podcasts, and blogs.

Utilizing CISCO systems, CUP launched a new customer service system for its Resource Center to more effectively serve students, institutions, CREDIT clients, and other stakeholders.

In February 2015, CEAI and CPRS jointly sponsored a forum titled “Aligning Innovations to Promote Learning and Quality Credentials.” The event provided attendees with an overview of two new papers released by CEAI, CPRS, and Blackboard on CPL and competency-based education.

In 2014, ACE received a \$1.89 million grant from the Bill & Melinda Gates Foundation to implement the Alternative Credit Project aimed at creating a more flexible pathway and ecosystem for postsecondary attainment. ACE launched the ecosystem in October 2015 with 111 low- and no-cost online lower-division general education courses. The ecosystem also includes 40 colleges and universities, and three systems who have agreed to accept many of these courses for transfer credit and communicate their acceptance to students. This project also includes a thought leadership component to inform the field about competency-based education (CBE) and connected credentials. ACE convened an expert group on CBE to examine employer perspectives on alternative credentials and identify ways higher education can better signal competency attainment to employers. The connected credentials group has examined the credentials ecosystem from multiple stakeholder perspectives and quality dimensions to better define the relationships between credentials. ACE will release white papers and host a convening in February 2016 to disseminate the findings of the CBE and connected credentials working groups.

With support from Lumina Foundation, CEAI launched a Change and Innovation Lab (CIL) in 2014

to help colleges and universities implement scalable and sustainable postsecondary attainment initiatives. ACE utilized remaining CIL funds and convened a second CIL cohort in 2015, including five Historically Black Colleges and Universities (HBCUs) and other minority-serving institutions. In July 2015, institutions met and pitched their innovative proposals to foundation and business representatives and received feedback on the design and implementation of their proposal.

CEAI is actively engaged in re-imagining business models, building strategic initiatives, and improving business processes with these key objectives as a focus:

- Recognizing that the external environment in higher education keeps changing and that in order to remain a leader in our activities and services, ACE must build processes that adapt to this evolution
- Outlining and coordinating the specific steps to expand revenue streams to become a profit center
- Mapping and documenting the Center’s infrastructures in order to identify the specific gaps and needs to reinforce foundations to handle new capacities
- Implementing measurable and obtainable strategies to link key stakeholders internally and externally

Division of Government and Public Affairs

Much of the higher education focus in Washington last year was devoted to the continuing effort in Congress to work toward the reauthorization of

the Higher Education Act (HEA). ACE Government Relations (GR) staff worked with members and their staffs in both chambers, as well as at the Department of Education, to share the higher education community's perspective on a range of issues that are likely to be considered as a part of HEA reauthorization, including providing formal comments on topics such as campus sexual assault, accreditation, consumer information, and risk sharing.

GR staff also continued its work last year supporting the efforts of the Task Force on Federal Regulation of Higher Education, which released its final report to the public in mid-February. At the end of February, the Senate Committee on Health, Education, Labor, and Pensions held a hearing dedicated to the report and its findings, which featured testimony from the task force co-chairs, William E. (Brit) Kirwan, chancellor of the University System of Maryland, and Nicholas S. Zeppos, chancellor of Vanderbilt University (TN). The report was well received, with many favorable comparisons to the *Rising Above the Gathering Storm* report of several years ago, which spurred subsequent congressional legislation.

In addition, GR staff worked with the higher education community to submit formal comments and provide feedback on a number of regulatory matters under consideration this year. In particular, comments were submitted on proposed teacher preparation regulations; institutional cash management; the proposed Postsecondary Institution Ratings System; and the handling of student medical records, among others. GR also organized multiple meetings with senior

federal regulatory staff concerning implementation of the Affordable Care Act, and the management of student employees, subsidies for student health insurance coverage provided to graduate students, and students participating in experiential learning programs.

Meanwhile, the ACE GR team continued its work to support institutions on the challenging issues surrounding sexual assault on campus; the team's work included holding roundtable sessions for policymakers and providing comment on legislation such as a revised version of the Campus Accountability and Safety Act. And the ACE GR and Public Affairs teams, along with General Counsel Peter McDonough, began research on areas of best practice in the area of academic integrity and intercollegiate athletics.

On the federal funding front, ACE GR staff coordinated higher education community advocacy efforts seeking to ensure that lawmakers made higher education a priority as they moved forward on fiscal 2016 spending bills, particularly in the areas of expanding student aid and research funding. As part of these efforts GR staff led the higher education community in advocating for an extension to the Federal Perkins Loan Program, which expired on September 30.

The GR staff also engaged with the congressional tax-writing committees regarding federal tax policy and provisions important to the higher education community. In early April, Senior Vice President Terry Hartle gave a presentation to the Senate Finance Committee Individual Tax Provisions Working Group concerning college costs and certain individual tax

provisions. In early October, Hartle testified at a hearing of the House Ways and Means Oversight Subcommittee on college costs and tax policy.

ACE Public Affairs continued its efforts to maintain the Council's presence as one of the top sources for the media on federal policy, to advocate for the Council's membership on key issues, and to promote the important work of ACE's programs. The office produced and distributed a number of statements from President Molly Corbett Broad on major issues, including the Department of Education's college ratings proposal and the U.S. Supreme Court's decision to grant review in the case of *Fisher v. University of Texas at Austin*.

Office of the General Counsel

ACE's General Counsel (GC) supported the Center for Policy Research and Strategy (CPRS) as it prepared to report on its race, class, and college access survey results and perspective. CPRS's report (*Race, Class, and College Access: Achieving Diversity in a Shifting Legal Landscape*) is important in its own right, and the attention to it was heightened by the U.S. Supreme Court's decision last June to again consider the undergraduate admissions policy at the University of Texas's flagship Austin campus.

ACE's judicial advocacy efforts have been characterized historically by the preparation and submission of amicus briefs in broadly significant cases in the Supreme Court and elsewhere across the country. Continuing ACE's special attentiveness to admission-related diversity and affirmative action issues, ACE's GC played a role in formulating and presenting per-

spective to the high court regarding The University of Texas at Austin in *Fisher II*, including leading the preparation of an amicus brief on behalf of ACE and 37 other higher education associations, while also submitting amicus briefs in other matters during 2015.

A significant portion of ACE GC time in 2015 was devoted to campus sexual violence, certainly one of the most important and vexing issues in recent years. Supporting and collaborating with Government Relations staff, the GC worked to orient and educate legislative and regulatory policymakers to the complexities and challenges campuses face in this area.

Internal and external speaking and commenting across the spectrum of higher education legal issues is part of the ACE GC's engagement and support within and outside the organization. As an example, during the culminating retreat for the ACE Fellows Program in early June, the GC conducted a session devoted to higher education legal issues, as well as the contextual 2015 athletics landscape within which issues in that area are assessed and addressed by campus leaders across the spectrum of Divisions I, II, and III. Forums for the GC's external presentations included the Association of Governing Boards of Universities and Colleges' annual meeting (unionization) and the annual meeting of Association of American Universities' public affairs group (campus sexual violence).

Other ACE Initiatives

GED Testing Service: For more than 70 years, ACE has been steward of the nation's preeminent high school equivalency exam, the GED® test. In 2015, the GED Testing Service delivered more than 770,000 tests in

the United States and abroad, enabling adult learners to prepare for and earn high school credentials, as well as prepare for success in college and careers. It expanded services to adults by partnering with major employers to create GEDWorks®, an employer-funded program for working adults who lack a high school diploma. The ACE College Credit Recommendation Service (CREDIT®) recommends that students who achieve the GED® with Honors performance level be waived from developmental education and placement testing, signaling their readiness for college-level courses.

Career Flexibility: 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. Included in this work is the Working Longer, Working Smarter grant, which enables ACE to help institutions address the fiscal and cultural implications as faculty continue to work past traditional retirement age in an era of no mandatory retirement. Two new toolkits on faculty career flexibility were updated to ACE's website: one addresses how to create, implement, evaluate, and sustain career flexibility in medical schools, and the other addresses faculty retirement.

National Challenge for Higher Education: More than 130 presidents and chancellors have signed on to ACE's initiative to promote work-life balance for faculty within colleges and universities. Funded by the Alfred P. Sloan Foundation, the National Challenge Campaign web page (www.acenet.edu/nationalchallenge) features a toolkit, other materials, and a current listing of participating institutions.

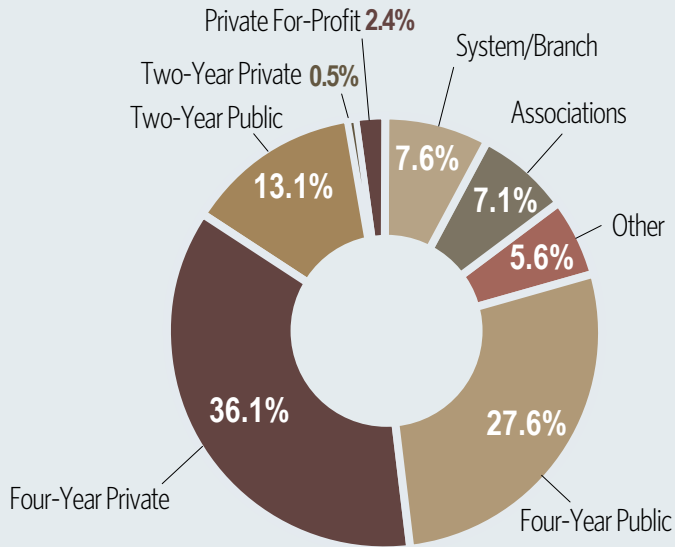
American College Application Campaign (ACAC): This ACE-led initiative to increase the number of first-generation and low-income students pursuing a college or university degree reached more than 265,000 students in all 50 states and the District of Columbia during fall 2014. ACAC initially received support from Lumina Foundation, the Bill & Melinda Gates Foundation, The Kresge Foundation, and the Bank of America Charitable Foundation. Projections are that that ACAC can reach some 80 percent of all high schools in the next six to seven years, reaching 1.5 million students who might otherwise never have applied to college. More recently, the project has received grants from the KPMG Foundation and the U.S. Department of Education. In partnership with ACT, the National Student Clearinghouse, IBM, and Delaware State University, we will develop a best-match-and-fit tool. The College Matching Index will provide students with a list of postsecondary institutions that match their academic preparedness and fit with their career aspirations, finances, and lifestyle preferences.

ACE's Annual Meeting: Hundreds of higher education leaders convened March 14–17, 2015 in Washington, DC, to attend ACE's 97th Annual Meeting, "Promises to Keep: Higher Education and the Public Trust." The program addressed a variety of pressing higher education issues, including equity and income inequality, shared governance, the role of internationalization, competency-based education, and student success. The Annual Meeting, along with associated meetings and pre-conference programs, drew 1,952 attendees, an all-time record. Among the participants were attendees from all 50 states, as well as 120 international attendees from 18 countries.

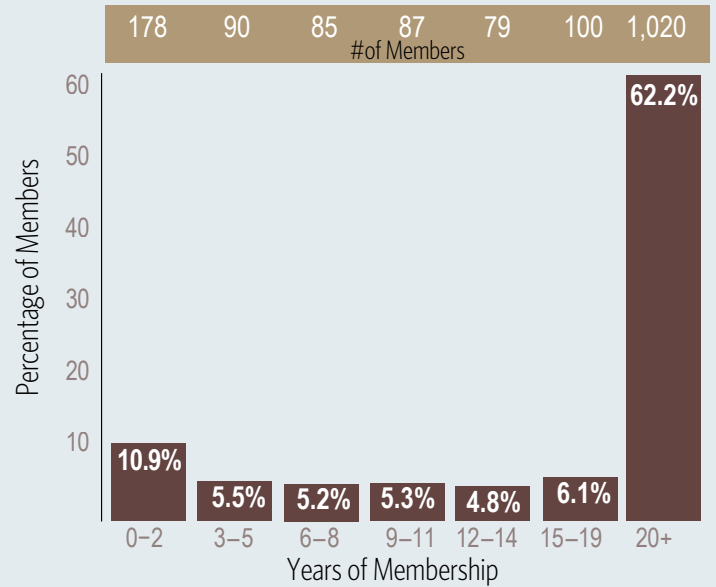


MEMBERSHIP PROFILE

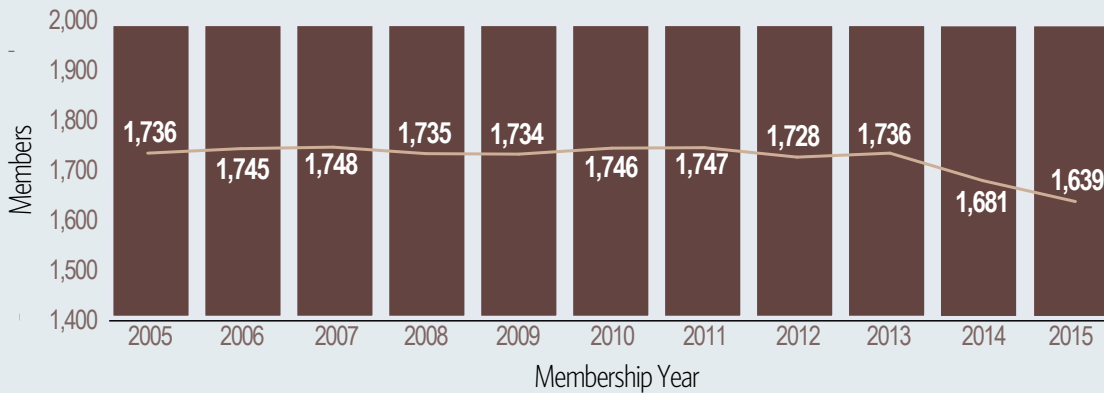
ACE MEMBERS, BY TYPE



DISTRIBUTION OF MEMBERS, BY YEARS OF MEMBERSHIP



MEMBERSHIP, DECEMBER 2003-DECEMBER 2015*



*These numbers represent an adjusted total for members that were removed beginning in 2011-2012 for multiple years non-payment.



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.

2015 SUPPORTERS

The American Council on Education gratefully acknowledges the support of the following foundations, corporations, and organizations.

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Synergis Education, Inc.
Thomson Reuters
TIAA
Turnkey Sports and Entertainment Company
Witt/Kieffer
Bob Woodruff Foundation
Wounded Warrior Project

A photograph of Marquette University's Gothic architecture, featuring a prominent brick tower with a clock face and a tall, pointed spire. The building is partially covered in green ivy. In the foreground, there are lush green trees and a street with banners. A white rounded rectangle is overlaid on the right side of the image, containing the text "ACE BOARD OF DIRECTORS 2015-16".

ACE BOARD OF DIRECTORS 2015-16

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Term Ending March 2016

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James H. Mullen Jr., President, Allegheny College

Sanford C. (Sandy) Shugart, President, Valencia College (FL)

Nancy L. Zimpher, Chancellor, The State University of New York

Term Ending March 2017

John M. Dunn, President, Western Michigan University

John Fry, President, Drexel University (PA)

Marie Foster Gnage, President, Florida State College at Jacksonville, Downtown Campus

Brice W. Harris, Chancellor, California Community Colleges

Renu Khator, Chancellor, University of Houston System, and President, University of Houston

L. Rafael Reif, President, Massachusetts Institute of Technology

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

Term Ending March 2018

John J. DeGioia, President, Georgetown University

E. Gordon Gee, President, West Virginia University

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

Rufus Glasper, Chancellor, Maricopa Community Colleges (AZ)

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)

Designated Associations

Eloy Ortiz Oakley, Superintendent-President, Long Beach City College (CA), Term Ending March 2018, representing the *American Association of Community Colleges*

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

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

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

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

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

James P. Clements, President, Clemson University (SC), Term Ending March 2018, 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*

Vacant Position, Term Ending TBD, 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 & Universities*

Elected Associations—For One-Year Term, Ending March 2016

Carol Geary Schneider, President, *Association of American Colleges and Universities*

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

Designated Representative, Washington Higher Education Secretariat—For One-Year Term, Ending March 2016

Darrell G. Kirch, President and CEO, *Association of American Medical Colleges*

ACT

Marten Roorda, Chief Executive Officer

American Association of Colleges for Teacher Education (AACTE)

Sharon P. Robinson, President and Chief Executive Officer

American Association of Colleges of Nursing (AACN)

Deborah E. Trautman, Executive Director

American Association of Collegiate Registrars and Admissions Officers (AACRAO)

Michael V. Reilly, Executive Director

American Association of Community Colleges

Walter G. Bumphus, President and CEO

American Association of State Colleges and Universities

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)

Molly Corbett Broad, President

Terry W. Hartle, Senior Vice President for Government and Public Affairs

American Dental Education Association (ADEA)

Richard W. Valachovic, President and CEO

American Indian Higher Education Consortium (AIHEC)

Carrie L. Billy, Executive Director

Association of Academic Health Centers (AAHC)

Steven A. Wartman, President and Chief Executive Officer

Association of American Colleges and Universities (AAC&U)

Carol Geary Schneider, President

Association of American Law Schools (AALS)

Judith C. Areen, Interim Executive Director and Chief Executive Officer

Association of American Medical Colleges (AAMC)

Darrell G. Kirch, President and CEO

Association of American Universities (AAU)

Hunter R. Rawlings III, President

Association of Catholic Colleges and Universities (ACCU)

Michael Galligan-Stierle, President and CEO

Association of Community College Trustees (ACCT)

J. Noah Brown, President and CEO

Association of Governing Boards of Universities and Colleges (AGB)

Richard D. Legon, President

Association of Higher Education Facilities Officers (APPA)

E. Lander Medlin, Executive Vice President

Association of Jesuit Colleges and Universities (AJCU)

Michael J. Sheeran, President

Association of Public and Land-grant Universities (A-P-L-U)

Peter McPherson, President

Association of Research Libraries (ARL)

Elliott Shore, Executive Director

College and University Professional Association for Human Resources (CUPA-HR)

Andy Brantley, President and Chief Executive Officer

The College Board (CB)

David Coleman, President

Council for Advancement and Support of Education (CASE)

Sue Cunningham, President

Council for Christian Colleges and Universities (CCCU)

Shirley V. Hoogstra, President

Council for Higher Education Accreditation (CHEA)

Judith S. Eaton, President

Council for Opportunity in Education (COE)

Maureen Hoyler, President

Council of Graduate Schools (CGS)

Suzanne Ortega, President

Council of Independent Colleges (CIC)

Richard Ekman, President

Council on Governmental Relations (COGR)

Anthony DeCrappeo, President

Educational Testing Service (ETS)

Walter (Walt) MacDonald, President

EDUCAUSE

John O'Brien, President and CEO

Hispanic Association of Colleges and Universities (HACU)

Antonio R. Flores, President

NAFSA: Association of International Educators

Marlene M. Johnson, Executive Director and Chief Executive Officer

NASPA – Student Affairs Administrators in Higher Education

Kevin Kruger, President

National Association for College Admission Counseling (NACAC)

Joyce E. Smith, Chief Executive Officer

National Association for Equal Opportunity in Higher Education (NAFEO)

Lezli Baskerville, President and CEO

National Association of College and University Attorneys (NACUA)

Kathleen Curry Santora, Chief Executive Officer

National Association of College and University Business Officers (NACUBO)

John D. Walda, President

National Association of Independent Colleges and Universities (NAICU)

David L. Warren, President

National Association of Student Financial Aid Administrators (NASFAA)

Justin S. Draeger, President and CEO

National Association of System Heads (NASH)

Rebecca Martin, Executive Director

National Collegiate Athletic Association (NCAA)

Mark A. Emmert, President

National Council of University Research Administrators (NCURA)

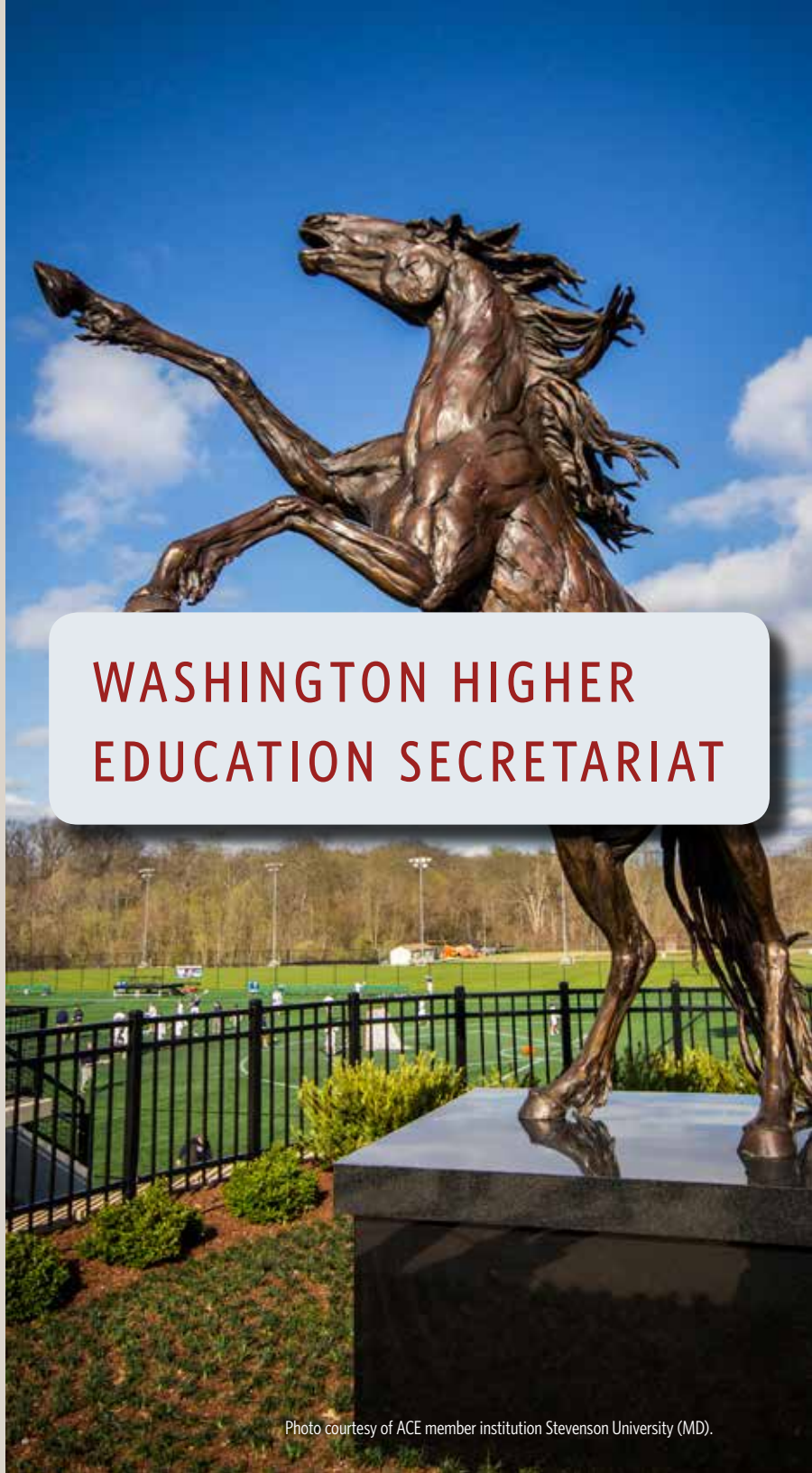
Kathleen M. Larmett, Executive Director

University Professional and Continuing Education Association (UPCEA)

Robert J. (Bob) Hansen, Chief Executive Officer

Washington Higher Education Secretariat (WHES)

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



WASHINGTON HIGHER EDUCATION SECRETARIAT



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, 2015, 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.

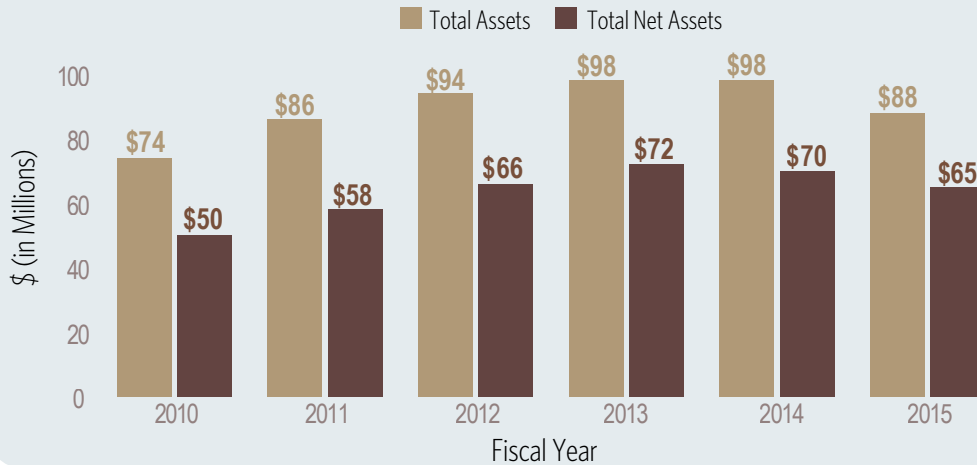
Summary Statements of Financial Position

	As of September 30	
	2015	2014
ASSETS		
Cash and cash equivalents	\$ 1,550,665	\$ 3,510,847
Accounts receivable	6,083,468	9,087,135
Investments	54,918,224	55,347,044
Investment in joint venture	14,263,841	17,754,305
Property, net	8,455,594	8,858,939
Other assets	3,050,782	3,136,722
Total assets	\$ 88,322,574	\$ 97,694,991
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expense	\$ 3,735,560	\$ 7,430,632
Deferred revenue	12,165,404	11,402,233
Notes payable	1,667,597	2,591,313
Retiree medical benefit obligation	2,622,467	2,630,227
Other liabilities	3,592,311	3,405,518
Total liabilities	23,783,339	27,459,923
Net assets		
Unrestricted	62,398,087	67,328,548
Temporarily restricted	2,141,148	2,906,520
Total net assets	64,539,235	70,235,068
Total liabilities and net assets	\$ 88,322,574	\$ 97,694,991

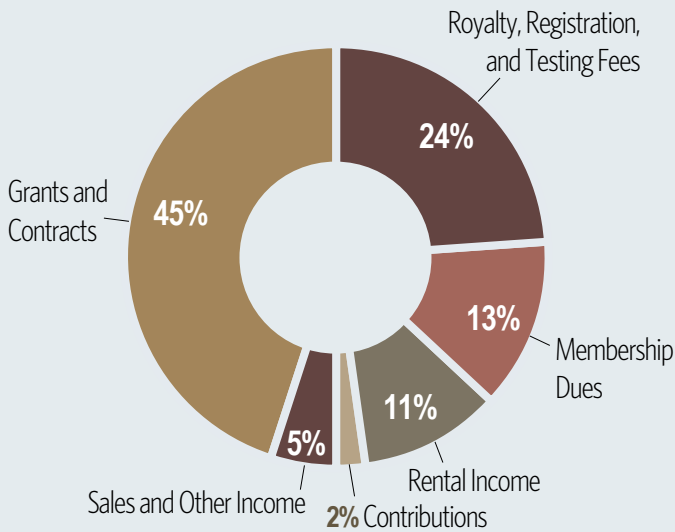
Summary Statements of Activities

	Years Ended September 30	
	2015	2014
REVENUES		
Grants and contracts	\$ 21,112,325	\$ 22,765,628
Royalty, registration, and testing fees	12,068,458	12,487,091
Membership dues	7,227,582	6,887,846
Rental income	6,147,663	5,516,368
Contributions	1,113,775	932,900
Sales and other income	3,261,684	2,470,618
Total revenues	50,931,487	51,060,451
EXPENSES		
Program services	39,674,526	41,128,547
Supporting services:		
Building operations and other ancillary services	4,508,748	4,141,088
General and administrative	5,627,864	5,628,611
Fundraising	792,942	858,026
Total supporting services	10,929,554	10,627,725
Total expenses	50,604,080	51,756,272
Excess of revenues over expenses	327,407	(695,821)
NET GAINS	(6,023,240)	(593,664)
Change in net assets	(5,695,833)	(1,289,485)
Net assets, beginning of year	70,235,068	71,524,553
Net assets, end of year	\$ 64,539,235	\$ 70,235,068

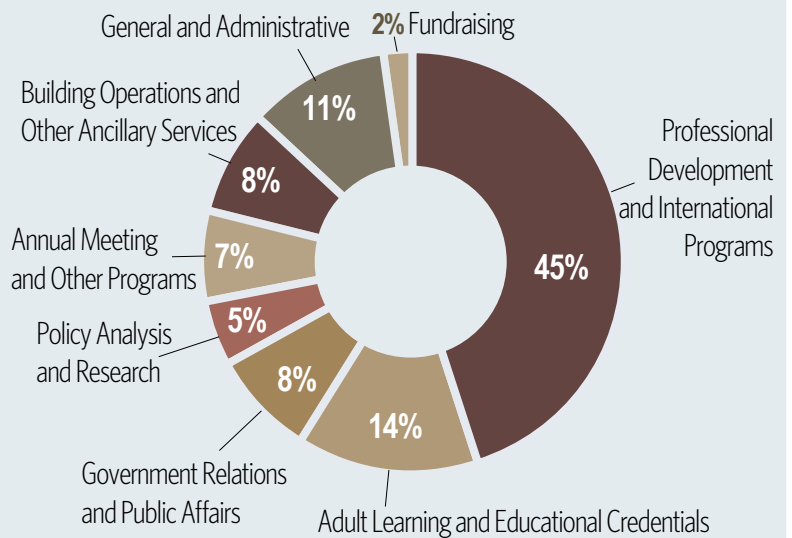
GROWTH OF ORGANIZATIONAL ASSETS AND NET ASSETS



REVENUES, BY SOURCE YEAR ENDED SEPTEMBER 30, 2015



EXPENSES, BY ACTIVITY YEAR ENDED SEPTEMBER 30, 2015



Alabama

Air University*
Alabama A&M University*
Alabama State University*
Amridge University
Athens State University*
Auburn University at Montgomery*
Auburn University*
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*
Virginia College

Alaska

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

Arizona

Apollo Group Inc.*
Arizona Board of Regents*
Arizona Christian University
Arizona State University*
Chandler–Gilbert Community College
Diné College*
Estrella Mountain Community College
GateWay Community College
Glendale Community College
Grand Canyon University
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

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



ACE INSTITUTIONS & SYSTEM MEMBERS

Rio Salado Community College*
Scottsdale Community College*
South Mountain Community College
Southwest College of Naturopathic Medicine &
Health Sciences
Tohono O'odham Community College
University of Arizona*
University of Phoenix*
Western International University

Arkansas

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

California

Abraham Lincoln University
Allan Hancock Joint Community College
District*
Alliant International University*
Alliant International University–San Diego
Scripps Ranch
Antelope Valley Community College District*
Argosy University*
Azusa Pacific University*
Brandman University
Bryan University
California Coast University*
California Community Colleges System Office
California Institute of Technology*
California Institute of the Arts*
California InterContinental University
California Lutheran University*
California Maritime Academy*
California National University for Advanced
Studies
California Polytechnic State University–San
Luis Obispo*
California Southern University
California State Polytechnic University–
Pomona*

California State University System*
California State University, Bakersfield*
California State University, Channel Islands
California State University, Chico
California State University, Dominguez Hills*
California State University, East Bay*
California State University, Fresno*
California State University, Fullerton*
California State University, Long Beach
California State University, Los Angeles*
California State University, Monterey Bay*
California State University, Northridge*
California State University, Sacramento*
California State University, San Bernardino*
California State University, San Marcos*
Cerritos Community College District*
Chabot–Las Positas Community College
District
Chaffey College
Chaffey Community College District
Chapman University System
Chapman University*
Chicago School of Professional Psychology
City College of San Francisco*
Claremont Graduate University*
Claremont McKenna College*
Claremont University Consortium*
Coast Community College District*
Coleman University
Cosumnes River College
Desert Community College District*
Dominican University of California*
Fashion Institute of Design and Merchandising*
Fielding Graduate University*
Folsom Lake College
Foothill College*
Foothill–De Anza Community College District
Golden Gate University
Grossmont–Cuyamaca Community College
District
Hartnell Community College District*
Harvey Mudd College*
Humboldt State University*
International Technological University
John F. Kennedy University
Laney College*
Los Angeles Community College District
Los Angeles Mission College*
Los Angeles Trade–Technical College*
Los Angeles Valley College*
Los Medanos College

Los Rios Community College District
Loyola Marymount University*
Menlo College
Mills College*
Mount Saint Mary's University*
National University*
National University System
New Charter University*
North Orange County Community College
District
Northwestern Polytechnic University
Notre Dame de Namur University*
Occidental College*
Orange Coast College
Pacific Oaks College*
Palo Alto University
Palomar Community College District*
Pepperdine University*
Peralta Community College District
Pitzer College*
Point Loma Nazarene University*
Pomona College*
Riverside Community College District*
Sacramento City College
Saint Mary's College of California
Samuel Merritt University*
San Bernardino Community College District*
San Diego City College*
San Diego Community College District*
San Diego Mesa College*
San Diego Miramar College*
San Diego State University*
San Francisco Community College District*
San Francisco State University*
San José State University*
Santa Barbara Community College District
Santa Clara University*
Santa Monica Community College District*
Saybrook University*
Scripps College*
Silicon Valley University*
Siskiyou Joint Community College District*
Sofia University
Sonoma State University*
Southern California University of Health
Sciences
Stanford University*
State Center Community College District
Taft University System Inc.
Touro University–California
Trident University

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

Colorado

Adams State University*
Aims Community College
Arapahoe Community College
Colorado Christian University
Colorado College*
Colorado Community College System*
Colorado Northwestern Community College
Colorado School of Mines*
Colorado State University System
Colorado State University*
Colorado State University–Global Campus
Colorado 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
Red Rocks Community College
Regis University*
Rocky Vista University
United States Air Force Academy*
University of Colorado Boulder*
University of Colorado Colorado Springs*

University of Colorado Central Administration*
University of Colorado Denver*
University of Denver*
University of the Rockies

Connecticut

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

Delaware

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

District of Columbia

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

Florida

Bethune–Cookman University*
Broward College

Carlos Albizu University–Miami Campus*
Eastern Florida State College*
Eckerd College*
Edward Waters College
Everglades University
Flagler College
Florida A&M University*
Florida Gateway College*
Florida Gulf Coast University*
Florida Institute of Technology*
Florida International University*
Florida Memorial University*
Florida National University
Florida State College at Jacksonville
Florida State University*
Hillsborough Community College District
Hillsborough Community College*
Hodges University*
Indian River State College*
Jacksonville University*
Lynn University*
Miami Dade College*
Nova Southeastern University*
Palm Beach State College*
Rollins College*
Saint Leo University*
Santa Fe College*
South Florida State College*
St. Johns River State College*
St. Petersburg College
St. Thomas University*
State University System of Florida*
Stetson University*
University of Central Florida*
University of Florida*
University of Miami*
University of North Florida*
University of South Florida Sarasota–Manatee
University of South Florida St. Petersburg
University of South Florida*
University of Tampa
University of West Florida*
Valencia College*

Georgia

Agnes Scott College*
Albany State University*
Albany Technical College
Armstrong State University
Art Institute of Atlanta*
Atlanta Technical College
Berry College*

Board of Regents of the University System of Georgia
Brenau University*
Clark Atlanta University
Clayton State University*
College of Coastal Georgia*
Dalton State College
Darton State College
East Georgia State College
Emory University*
Georgia College & State University*
Georgia Gwinnett College
Georgia Highlands College*
Georgia Institute of Technology*
Georgia Perimeter College*
Georgia Regents University
Georgia State University*
Gordon State College
Kennesaw State University*
Life University*
Mercer University*
Morehouse College*
Oglethorpe University*
Paine College*
Reinhardt University*
Savannah College of Art and Design*
Savannah State University*
South Georgia State College
Spelman College*
Technical College System of Georgia
Thomas University
University of Georgia*
University of North Georgia*
University of West Georgia*
Valdosta State University*

Guam

Guam Community College
University of Guam*

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*
Brigham Young University-Idaho
University of Idaho*

Illinois

Adler University
Augustana College*
Benedictine University*
Black Hawk College*
Bradley University*
Chamberlain College of Nursing
Chicago State University*
City Colleges of Chicago-Malcolm X College
Columbia College Chicago*
Concordia University Chicago*
DePaul University*
DeVry University*
Elgin Community College
Elmhurst College*
Governors State University*
Harold Washington College*
Illinois Board of Higher Education*
Illinois Community College Board*
Illinois Institute of Technology*
Illinois State University*
Illinois Wesleyan University*
Kaplan University
Lewis University
Lincoln Land Community College*
Loyola University of Chicago*
MacMurray College
McKendree University*
Methodist College
Midwestern University*
Monmouth College*
Moody Bible Institute
Moraine Valley Community College*
Morton College*
National Louis University*
Northeastern Illinois University*
Northern Illinois University*
Northwestern University*
Oakton Community College*
Parkland College*
Prairie State College*
Principia College*
Robert Morris University*
Rockford University*
Roosevelt University*

Rosalind Franklin University of Medicine & Science
Saint Xavier University*
School of the Art Institute of Chicago
Shimer College
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*
Waubensee 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 Fort Wayne*
Indiana University-Purdue University Indianapolis*
Ivy Tech Community College-Central Indiana*
Ivy Tech Community College-Central Office*
Ivy Tech Community College-Columbus*
Ivy Tech Community College-East Central*
Ivy Tech Community College-Kokomo*
Ivy Tech Community College-Lafayette*
Ivy Tech Community College-Madison*
Ivy Tech Community College-Northeast*
Ivy Tech Community College-Northwest*
Ivy Tech Community College-Richmond*
Ivy Tech Community College-Sellersburg*

Ivy Tech Community College–Southwest*
Ivy Tech Community College–Wabash Valley*
Marian University*
Purdue University*
Purdue University Calumet
Purdue University System*
Rose–Hulman Institute of Technology*
Saint Mary-of-the Woods College
Taylor University*
University of Indianapolis*
University of Notre Dame*
University of Southern Indiana
Valparaiso University*
Vincennes University*

Iowa

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

Kansas

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

Kentucky

Bellarmine University*
Berea College*
Bluegrass Community and Technical College District
Campbellsville University*

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

Louisiana

Baton Rouge Community College
Bossier Parish Community College*
Dillard University*
Grambling State University*
Louisiana State University at Eunice*
Louisiana State University Health Sciences Center in New Orleans*
Louisiana Tech University*
Loyola University New Orleans*
Northwestern State University*
Our Lady of the Lake College*
Southern University at New Orleans*
Southern University System*
Tulane University*
University of New Orleans*
Xavier University of Louisiana*

Maine

Bates College
Bowdoin College*
Central Maine Medical Center College*
Colby College*
Eastern Maine Community College*
University of New England*
University of Southern Maine
York County Community College*

Maryland

Anne Arundel Community College*
Bowie State University*

Capitol College
Community College of Baltimore County*
Coppin State University*
Frostburg State University*
Goucher College*
Hood College*
Johns Hopkins University*
Loyola University Maryland*
McDaniel College*
Montgomery College*
Morgan State University*
Mount Saint Mary's University*
National Labor College*
Notre Dame of Maryland University*
Prince George's Community College*
Saint Mary's College of Maryland*
Salisbury University*
Stevenson University*
St. John's College*
Towson University*
Uniformed Services University of the Health Sciences*
United States Naval Academy
University of Baltimore*
University of Maryland Baltimore*
University of Maryland Baltimore County*
University of Maryland College Park*
University of Maryland Eastern Shore*
University of Maryland University College*
University System of Maryland*
Washington Adventist University*

Massachusetts

Amherst College*
Assumption College
Babson College*
Becker College
Bentley University
Berklee College of Music*
Boston Architectural College
Boston University*
Brandeis University*
Bristol Community College*
Bunker Hill Community College*
Cambridge College*
Cape Cod Community College*
Clark University*
College of the Holy Cross*
Curry College*
Dean College*
Emerson College*
Emmanuel College*

Episcopal Divinity School
Fisher College
Framingham State University
Gordon College
Hampshire College*
Harvard University*
Hellenic College/Holy Cross Greek Orthodox
School of Theology*
Holyoke Community College*
Labouré College*
Lasell College
Lesley University*
Massachusetts Department of Higher Educa-
tion
Massachusetts Institute of Technology
Merrimack College
MGH Institute of Health Professions*
Mount Holyoke College*
Mount Ida College*
Mount Wachusett Community College*
Newbury College
Northeastern University*
Northern Essex Community College*
Quincy College*
Regis College*
Roxbury Community College*
Salem State University*
Simmons College*
Smith College*
Springfield College*
Tufts University*
University of Massachusetts*
University of Massachusetts Amherst*
University of Massachusetts Boston*
University of Massachusetts Dartmouth*
University of Massachusetts Lowell*
University of Massachusetts Medical School*
Wellesley College*
Wentworth Institute of Technology*
Western New England University*
Westfield State University*
Wheaton College*
Wheelock College*
Williams College*
Worcester Polytechnic Institute*
Worcester State University*

Michigan

Adrian College
Albion College*
Alma College*
Andrews University

Baker College System*
Bay Mills Community College*
Calvin College
Central Michigan University*
Davenport University*
Delta College*
Eastern Michigan University*
Grand Rapids Community College
Grand Valley State University*
Griggs University
Hope College*
Kalamazoo College*
Kettering University*
Lansing Community College
Lawrence Technological University*
Marygrove College
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*
Robert B. Miller College
Saginaw Chippewa Tribal College
Saginaw Valley State University
University of Detroit Mercy
University of Michigan*
University of Michigan-Dearborn*
University of Michigan-Flint*
Washtenaw Community College*
Wayne County Community College District*
Wayne State University*
Western Michigan University*

Minnesota

Augsburg College*
Bemidji State University*
Bethany Lutheran College*
Bethel University*
Capella University*
Carleton College*
College of Medicine, Mayo Clinic
College of Saint Benedict*
Fond du Lac Tribal and Community College*
Gustavus Adolphus College*
Leech Lake Tribal College
Macalester College*
Minneapolis Community and Technical Col-
lege*

Minnesota State Colleges and Universities*
Minnesota State University-Mankato*
Normandale Community College*
Rasmussen College System
Riverland Community College-Austin Campus
Saint Olaf College*
Southwest Minnesota State University
St. Cloud State University*
University of Minnesota System*
University of Minnesota-Crookston*
University of Minnesota-Duluth*
University of Minnesota-Morris*
University of Minnesota-Twin Cities*
University of Northwestern-St. Paul*
University of Saint Thomas*
Walden University*
White Earth Tribal and Community College

Mississippi

Alcorn State University
Delta State University*
Jackson State University*
Millsaps College*
Mississippi Board of Trustees of State Institu-
tions 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 College
Missouri University of Science and Technology*
Park University*
Saint Luke's College of Health Sciences
St. Louis College of Pharmacy*
St. Louis Community College at Florissant*
St. Louis Community College at Forest Park*
St. Louis Community College at Meramec*
St. Louis Community College at Wildwood*
St. Louis Community College District*
St. Louis University
Truman State University*
University of Central Missouri*
University of Missouri System*

University of Missouri*
University of Missouri-Kansas City*
University of Missouri-St. Louis*
Washington University in St. Louis*
Webster University*
Westminster College*

Montana

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

Nebraska

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

Nevada

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

New Hampshire

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

New Jersey

Atlantic Cape Community College*
Bergen Community College
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
Hudson County Community 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*
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 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*
Southwestern Indian Polytechnic Institute*
St. John's College*
University of New Mexico*
Western New Mexico University*

New York

Adelphi University*
Albany College of Pharmacy and Health
Sciences*
Albany Law School*
Bank Street College of Education*

Bard College*
Barnard College*
Baruch College
Berkeley College of New York and New Jersey*
Berkeley College of New York City*
Berkeley College-Garret Mountain
Briarcliffe College*
City University of New York Borough of Man-
hattan Community College*
City University of New York Bronx Community
College*
City University of New York Brooklyn College*
City University of New York City College*
City University of New York College of Staten
Island*
City University of New York Graduate Center*
City University of New York Hostos Commu-
nity College*
City University of New York Kingsborough
Community College*
City University of New York LaGuardia Com-
munity College*
City University of New York Medgar Evers
College*
City University of New York New York City
College of Technology*
City University of New York Queens College*
City University of New York Queensborough
Community College*
City University of New York Stella and Charles
Guttman Community College
City University of New York System*
Clarkson University
Colgate University*
College of New Rochelle*
The College of Saint Rose
College of Westchester
Columbia University in the City of New York*
Cooper Union for the Advancement of Science
and Art*
Cornell University*
Dominican College of Blauvelt*
Dowling College*
D'Youville College
Erie Community College*
Excelsior College*
Farmingdale State College*
Fashion Institute of Technology*
Five Towns College*
Fordham University*
Hamilton College*

Hartwick College*
Herkimer College
Hobart & William Smith Colleges*
Hofstra University*
Ithaca College*
Jewish Theological Seminary*
Keuka College*
Lehman College, City University of New York*
LIM College*
Long Island University*
Manhattan College*
Manhattan School of Music
Manhattanville College*
Marist College*
Mercy College*
Metropolitan College of New York*
Molloy College*
Monroe College
Monroe Community College
Nazareth College of Rochester*
New School*
New York Institute of Technology–Old Westbury
New York Medical College
New York School of Interior Design
New York University*
Pace University*
Pratt Institute*
Rensselaer Polytechnic Institute*
Rochester Institute of Technology*
Sage Colleges*
Saint Bonaventure University
Sarah Lawrence College*
Schenectady County Community College
School of Visual Arts*
Skidmore College*
State University of New York at Binghamton*
State University of New York at Geneseo*
State University of New York at New Paltz*
State University of New York College at Brockport*
State University of New York College at Buffalo State*
State University of New York College at Cortland*
State University of New York College at Fredonia*
State University of New York College at Old Westbury*
State University of New York College at Oneonta

State University of New York College at Oswego*
State University of New York College at Plattsburgh*
State University of New York College at Potsdam*
State University of New York College 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 Empire State College*
State University of New York Maritime College*
State University of New York Polytechnic Institute
State University of New York System Office*
State University of New York University at Buffalo*
Suffolk County Community College*
Syracuse University*
Teachers College of Columbia University*
Trocaire College
United States Military Academy*
University at Albany*
University of Rochester*
Vassar College*
Vaughn College of Aeronautics and Technology*
Wagner College*
Webb Institute
Wells College*
Yeshiva University*

North Carolina

Appalachian State University*
Barton College*
Belmont Abbey College*
Bennett College for Women*
Craven Community College
Davidson College*
Duke University*
East Carolina University*
Edgecombe Community College*
Elizabeth City State University*
Elon University*
Fayetteville State University*
Gardner–Webb University

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

North Dakota

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

Ohio

Antioch University*
Baldwin Wallace University*
Bowling Green State University*
Capital University*
Case Western Reserve University*
Cedarville University
Central Ohio Technical College*
Central State University*
Christ College of Nursing and Health Sciences
Clark State Community College*
Cleveland State University*
College of Wooster*
Columbus State Community College*
Cuyahoga Community College*
Denison University*
Franklin University*
Hiram College*
John Carroll University*

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

Oklahoma

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

Oregon

Blue Mountain Community College

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

Pennsylvania

Albright College*
Allegheny College*
Alvernia University*
Arcadia University*
Bloomsburg University of Pennsylvania*
Bryn Mawr College*
Bucknell University*
Butler County Community College*
Cabrin College*
California University of Pennsylvania*
Carnegie Mellon University*
Chatham University*
Chestnut Hill College*
Cheyney University of Pennsylvania*
Community College of Allegheny County
Community College of Beaver County*
Community College of Philadelphia*
Delaware County Community College*
Delaware Valley University*
Dickinson College*
Drexel University*
Duquesne University
East Stroudsburg University of Pennsylvania*
Edinboro University of Pennsylvania
Franklin & Marshall College*
Gannon University*
Gettysburg College*
Grove City College*
Gwynedd–Mercy College*
Harrisburg University of Science and Technology
Haverford College*
Holy Family University*
Immaculata University*
Indiana University of Pennsylvania*
International Institute for Restorative Practices
Juniata College*
Keystone 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 Berks Campus
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*
Thiel College
Thomas Jefferson University
University of Pennsylvania*
University of Pittsburgh at Bradford
University of Pittsburgh at Greensburg
University of Pittsburgh*
University of Scranton*
Ursinus College*
Villanova University*
Washington and Jefferson College*
West Chester University of Pennsylvania*
Westmoreland County Community College*
Widener University*
Wilkes University*
Wilson College*
York College of Pennsylvania

Puerto Rico

Carlos Albizu–Central Administration*
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*

Rhode Island

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

South Carolina

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

University of South Carolina-Columbia*
Wofford College*

South Dakota

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

Tennessee

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

Texas

Abilene Christian University*
Austin College*
Baylor College of Medicine*
Baylor University*
Brookhaven College
Dallas Baptist University*
Dallas County Community College District*
El Paso County Community College District*
Houston Baptist University
Houston Community College*

Houston Community College-Northwest
Huston-Tillotson University*
Jarvis Christian College
Lee College*
Lone Star College System*
Lubbock Christian University
McMurry University
Our Lady of the Lake University*
Parker University
Prairie View A&M University*
Richland College*
Rio Grande Bible Institute
Schreiner University*
Southern Methodist University*
Southwestern University*
St. Edward's University*
Stephen F. Austin State University*
St. Mary's University*
St. Philip's College
Sul Ross State University*
Tarleton State University*
Texas A&M International University*
Texas A&M University*
Texas A&M University-Central Texas
Texas A&M University-Kingsville
Texas A&M University-San Antonio
Texas A&M University-Texarkana
Texas Christian University*
Texas Higher Education Coordinating Board*
Texas Southern University*
Texas State Technical College-Waco*
Texas State University*
Texas Tech University*
Texas Woman's University*
Trinity University*
University of Houston System*
University of Houston*
University of Houston-Clear Lake*
University of Houston-Downtown*
University of Houston-Victoria*
University of North Texas at Dallas
University of North Texas Health Science Center at Fort Worth
University of North Texas System*
The University of Texas at Arlington*
The University of Texas at Austin*
The University of Texas at Dallas*
The University of Texas at El Paso*
The University of Texas at San Antonio*
The University of Texas at Tyler*
University of Texas Southwestern Medical Center at Dallas

The University of Texas System*
The University of Texas 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
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*
Burlington 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
Ferrum College
George Mason University*
Germanna Community College*
Hampden-Sydney College*
Hampton University*
Hollins University*
James Madison University*
Liberty University
Longwood University*
Mary Baldwin College*
Marymount University*
Norfolk State University*
Northern Virginia Community College*

Old Dominion University*
Patrick Henry College
Radford University*
Randolph College
Randolph-Macon College*
Regent University
Roanoke College
Shenandoah University
State Council of Higher Education for Virginia*
Strayer University*
Thomas Nelson Community College*
University of Mary Washington
University of Richmond*
University of Virginia Central Office*
University of Virginia*
University of Virginia's College at Wise*
Virginia Commonwealth University*
Virginia International University
Virginia Military Institute*
Virginia Polytechnic Institute and State University*
Virginia State University*
Virginia Union University*
Virginia University of Lynchburg
Virginia Wesleyan College*
Washington and Lee University*

Virgin Islands

University of the Virgin Islands*

Washington

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*
Northwest University
Pacific Lutheran University*
Seattle University*
Shoreline Community College*
University of Puget Sound*
University of Washington*
University of Washington-Bothell Campus
Washington Higher Education Coordinating Board*
Washington State University*
Western Washington University*
Whatcom Community College

Whitman College*
Whitworth University*

West Virginia

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

Wisconsin

Alverno College*
Beloit College*
Carroll University
College of the Menominee Nation*
Lac Courte Oreilles Ojibwa Community College*
Lakeland College
Lawrence University
Madison Area Technical College*
Marian University*
Marquette University*
Mid-State Technical College*
Nicolet Area Technical College*
Ripon College*
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-Whitewater*

Wyoming

Northern Wyoming Community College
District-Sheridan College
University of Wyoming*



OTHER MEMBERS & ASSOCIATES

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Alabama

Capstone On-Campus Management

Arizona

Consortium for North American Higher Education Collaboration*
Synergis Education

California

Berkeley Research Group
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
Pearson
Western Interstate Commission for Higher Education*

Connecticut

Academic Keys
GE Foundation*
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
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, Commission on Accreditation*
American Sociological Association*
Aspen Institute*

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

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 Chief Academic Officers
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 Public and Land-grant Universities*
Association of Research Libraries*
Blackboard
Business Higher Education Forum*
Council for Advancement and Support of Education*
Council for Christian Colleges and Universities*
Council for Higher Education Accreditation*
Council for Opportunity in Education*
Council for the Advancement of Standards in Higher Education*
Council of Graduate Schools*
Council of Independent Colleges*
Distance Education Accrediting Commission*
EDUCAUSE*
Flat World Education, Inc.
Hanover Research
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
NAFSA: Association of International Educators*
NASPA – Student Affairs Administrators in Higher Education*
National Association for Equal Opportunity in Higher Education*
National Association of College and University Attorneys*
National Association of College and University Business Officers*
National Association of Independent Colleges and Universities*
National Association of Student Financial Aid Administrators*
National Association of System Heads
National Council of University Research Administrators*

Phi Beta Kappa Society*
Thurgood Marshall College Fund
United Negro College Fund, Inc.*
University Professional & Continuing Education Association*
Washington Center for Internships and Academic Seminars*

Florida

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

Georgia

Heidrick & Struggles, Inc.*
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*
Witt/Kieffer*

Indiana

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

Iowa

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

Kansas

EFL Associates
National Academic Advising Association*

Kentucky

United States Army Cadet Command

Maryland

The Accreditation Board for Engineering and Technology
American Speech-Language-Hearing Association*
Maryland Independent College and University Association

Massachusetts

Alden & Associates, Inc.*
Archer – Martin Associates
Association of Independent Colleges and Universities in Massachusetts*
Brill Neumann Associates
Commission on Institutions of Higher Education of New England Association of Schools and Colleges
Fidelity Investments*
Huron Consulting Group
Isaacson, Miller*
Jenzabar, Inc.
New England Association of Schools and Colleges*
Park Square Executive Search*
Registry for College and University Presidents*
Sage Search Partners, LLC*
The Spelman & Johnson Group*

Michigan

Great Lakes Colleges Association, Inc.*

Mississippi

Mississippi Association of Colleges*

Missouri

Husch Blackwell LLP

New Hampshire

New Hampshire College and University Council*

New Jersey

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

New York

TIAA*

American Express Foundation
Association of Advanced Rabbinical and
Talmudic Schools*
Association of Colleges and Universities of
the State of New York*
College Board*
Commission on Independent Colleges and
Universities in New York*
Council for Aid to Education*
Elsevier, Inc.
IBM Corporation
Institute of International Education*
International Association of University
Presidents*
Merit Pages, Inc.
MetLife Foundation
Modern Language Association of America*
TIAA-CREF Institute
William Spelman Executive Search*

North Carolina

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

Ohio

Harris Search Associates
Hobsons
National Association of College Stores, Inc.*
Ohio College Association*

Oregon

Oregon Council of College and University
Presidents*

Pennsylvania

16Over90, Inc
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*
RPA Inc.*
Storbeck/Pimentel & Associates, LLC
Thomson Reuters

Puerto Rico

Association of Puerto Rico Universities and
Colleges*

Rhode Island

C.V. O'Boyle, LLC

South Carolina

Collegiate Project Services
South Carolina Association of Colleges and
Universities*

Tennessee

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

Texas

Hispanic Association of Colleges and Univer-
sities*
R. William Funk & Associates

Vermont

Vermont Higher Education Council*

Virginia

American Association of Colleges of Pharmacy*
Association of Higher Education Facilities
Officers*
Ayers & Associates, Inc.*
The Common Application
Council of Arts Accrediting Associations
Council on Social Work Education*
Institute for Shipboard Education/Semester
at Sea
National Association for College Admission
Counseling*
National Student Clearinghouse
Transnational Association of Christian Col-
leges and Schools

Washington

Northwest Commission on Colleges and
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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)
American University of Sharjah* (United
Arab Emirates)
Asociación Nacional de Universidades e
Instituciones de Educación Superior*
Association of African Universities*
Association of Universities and Colleges of
Canada*
Universities Australia*
Benemérita Universidad Autónoma de Puebla
(Mexico)
Charisma University (Turks and Caicos
Islands)
College of Micronesia-FSM
European Universities Association*
European University of Lefke (Cyprus)
Higher Colleges of Technology Ras Al
Khaimah (United Arab Emirates)
Higher Education South Africa*
Holy Spirit University of Kaslik (Lebanon)
Inter-American Organization for Higher
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land)
Korean Council for University Education
Langara College (Canada)
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Sistema CETYS Universidad (Mexico)
Universities UK*
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(Jamaica)
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