AASCU 2018

SUMMER COUNCIL OF PRESIDENTS PROGRAM

July 6-10, 2018
Eldorado Hotel & Spa | Santa Fe, New Mexico
Program

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Creative Leadership: Inspiring Innovation in the Academy

Creative leaders can turn challenges into opportunities, finding imaginative ways to solve problems and improve institutions in the face of adversity. They advance an institution’s mission and values with vision and passion.

The 2018 AASCU Summer Council of Presidents will provide participants with strategies and tools to transform challenges into opportunities as they seek to influence the public agenda. The meeting will explore how presidents and chancellors, working together, can effect positive change in controversial times.

The program will give participants the opportunity to hear from communication and leadership experts on topics related to creative leadership and to discuss challenges and network with colleagues.

TIAA Private Consultations

Sign up in advance for a private meeting with a wealth management advisor. The TIAA table is in the Eldorado Concourse starting Saturday, July 7. Appointments are available Sunday, July 8, from 8 a.m. to 5 p.m. in Suite 502. (Last appointment begins at 4 p.m.)

Professional Consultations

Sign up in advance to meet with associates from the AASCU-Penson Center for Professional Development. Representatives will be available Saturday, July 7, from 1 p.m. to 5 p.m. and Monday, July 9, from 8 a.m. to 5 p.m. in Suite 502.

Summer Council Networking Lounge

Check out the Networking Lounge—open in Cava located in the lobby during times not competing with general session programming in the Ballroom. Share conversation and refreshments with colleagues, recharge devices, or review professional articles and publications. It’s a great place to connect!

Schedule

Saturday, July 7—12:30 p.m. - 5:00 p.m.
Sunday, July 8—7:30 a.m. - 12:00 p.m.
Monday, July 9—8:00 a.m. - 5:00 p.m.

Quiet/Zen Room

Think about the problems in our daily lives and how many of them would be eased if we could take a moment to sit alone in a quiet room to find contentment. Stop by the La Capilla de Oro Suite, located off the lobby, if you are looking to carve out some quiet time or need a place to make a personal or private call.

Schedule

Sunday, July 8—10:15 a.m. - 10:45 a.m. and 1:30 p.m. - 5:00 p.m.
Monday, July 9—10:30 a.m. - 10:45 a.m.
Friday, July 6

8:00 a.m. – 1:00 p.m.

Anasazi North—1st floor

Women Presidents and Chancellors Program: Reflecting on Key Issues and Challenges: A Conversation
(Separate $175 registration fee includes breakfast and lunch)

The higher education literature and popular press are focused on many issues facing higher education, including high-profile presidential failures, the difficulties of being a woman in the academy; funding challenges; federal and state political considerations; immigration and DACA; uncertainty around international students; indifference or suspicion of higher education and questioning its value; free speech and campus climate; sexual assault; the imperative of student success, access and affordability; attainment gaps; and social mobility, quality, well-being, etc.

The morning workshop is designed to bring women presidents and chancellors together to discuss challenges specific to their campuses. In preparation for the facilitated conversation, please draft a mini-case for consultation in a small working group that briefly describes a difficult decision you are facing (or expect to face). The intent of this discussion is to both help you think through a challenging situation and to help other participants become familiar with situations they too may encounter.

Convener: Rita Cheng, President, Northern Arizona University
Facilitator: Mary Cullinan, President, Eastern Washington University

1:00 p.m. – 5:30 p.m.

Zia B—1st floor

Experienced Presidents Retreat (EPR)
(Separate $325 registration fee)

Facilitators: Linda Bleicken, President, American Academic Leadership Institute (AALI)
Howard Cohen, Executive Director, AASCU-Penson Center for Professional Development, and Chancellor Emeritus, Purdue University Northwest (Ind.)
L. Jay Lemons, President, Academic Search, Inc.
Friday, July 6

1:00 p.m. – 5:30 p.m.  
Zia A—1st floor  
**Sustaining the Vision: Workshop for Second-year Presidents**  
(Separate $250 registration fee)  
Facilitator: **Jolene Koester**, Coordinator, AASCU New Presidents Academy, and President Emerita, California State University Northridge

5:30 p.m. – 6:30 p.m.  
Anasazi North—1st floor  
**Networking Reception: Pre-meeting Program Participants**  
EPR participants, Workshop for Second-year Presidents participants, and participants in the Women Presidents Program join to network at the conclusion of their programs.  
*(Presidents and spouses by invitation)*

6:30 p.m.  
Suite 546 and Patio—5th floor  
**Reception and Dinner: AASCU Board of Directors and Committee on Professional Development Dinner**  
*(Presidents and spouses by invitation)*
Saturday, July 7

7:00 a.m. – 7:15 a.m.  Eldorado Concourse
AASCU Executive Committee of the Board of Directors Breakfast

7:00 a.m. – 5:30 p.m.  Eldorado Concourse
Registration

7:00 a.m. – 8:00 a.m.  Suite 503 Patio
Yoga with Emily Branden

7:30 a.m. – 8:15 a.m.  DeVargus—1st floor
AASCU Executive Committee of the Board of Directors
Chair: Dana Hoyt, President, Sam Houston State University (Texas), and Chair, AASCU Board of Directors

7:30 a.m. – 12:30 p.m.  Zia B—1st floor
Experienced Presidents Retreat (EPR)
Facilitators: Linda Bleicken, President, American Academic Leadership Institute (AALI)
Howard Cohen, Executive Director, AASCU-Penson Center for Professional Development, and Chancellor Emeritus, Purdue University Northwest (Ind.)
L. Jay Lemons, President, Academic Search, Inc.

8:00 a.m. – 8:30 a.m.  Anasazi South—1st floor
AASCU Board of Directors Breakfast – Eldorado Concourse

8:00 a.m. – 9:30 a.m.  Pre-meeting Seminar: Making Our Gardens Grow at Regional Public Universities
An interview and conversation with Elaine P. Maimon, President, Governors State University (Ill.)

President Maimon’s recent book, Leading Academic Change: Vision, Strategy, Transformation, focuses on the crucial role of AASCU universities in preserving a healthy democracy. In her preface, she writes that if the book had a soundtrack, it would be “Make Our Garden Grow,” the finale to Leonard Bernstein’s “Candide”—the opera scheduled for this evening. The session will begin with an interview and then open to conversations about leadership, innovation and reform in higher education.

Visit this site to read an article about the book: https://www.universitybusiness.com/article/designing-higher-ed-healthy-democracy.
Saturday, July 7

8:30 a.m. – 11:45 a.m.  Anasazi North—1st floor

**AASCU Board of Directors Meeting**
Chair: Dana Hoyt, President, Sam Houston State University (Texas), and Chair, AASCU Board of Directors

10:00 a.m. – 11:30 a.m.  Zia A—1st floor

**AASCU-Penson Center for Professional Development Workshop: Leading When Bad Things Happen**
Facilitator: Charles R. Bantz, AASCU-Penson Associate, and Chancellor Emeritus, Indiana University-Purdue University Indianapolis

“Leading When Bad Things Happen” is a workshop that will offer a framework for leading when people and nature keep providing the unwanted, unexpected or unimaginable. Whether the experience is “someone doing something you wish they would not,” an embezzlement, a hurricane or the tragedy of an active shooter, presidents/chancellors and their teams must keep leading.

12:00 p.m. – 1:30 p.m.  Eldorado Ballroom B—1st floor

**New Member Presidents and Spouse/Partners Welcome Lunch**
(All presidents/chancellors and spouses/partners appointed since July 2016 are invited to attend.)
Convener: Emily Cutrer, President, Texas A&M University-Texarkana
Remarks: Mildred García, President, American Association of State Colleges and Universities (AASCU)
Dana Hoyt, President, Sam Houston State University (Texas), and Chair, AASCU Board of Directors
Cyndie J. Shepard, Coordinator, Spouse/Partner Planning and Outreach, AASCU

**Reflections on the First Year**
Speakers: Judy Sakaki, President, Sonoma State University (Calif.)
Michael T. Mills, Presidential Spouse, State University of New York at Geneseo
Saturday, July 7

12:30 p.m. – 5:00 p.m.  Cava—Lobby
   Networking Lounge Open

12:30 p.m. – 1:15 p.m.  Anasazi South—1st floor
   Council of State Representatives Meeting
   Chair:  F. Javier Cevallos, Board Chair-Elect and President, Framingham State University (Mass.)
   Co-chair:  Eduardo M. Ochoa, President, California State University Monterey Bay
   AASCU’s state representatives will receive brief federal and state policy updates and hear from state representatives on economic conditions and actions taken by state legislatures.

1:30 p.m. – 2:45 p.m.  Piñon Boardroom—2nd floor
   AASCU-Penson Center for Professional Development Associates Business Meeting
   (By invitation)
   Chair:  Howard Cohen, Executive Director, AASCU-Penson Center for Professional Development, and Chancellor Emeritus, Purdue University Northwest (Ind.)

1:45 p.m. – 2:30 p.m.  La Capilla de Oro Suite—Lobby
   Networking Reception for Spouses/Partners and Headshot Café

2:30 p.m. – 4:00 p.m.  La Capilla de Oro—Lobby
   Spouse/Partner New Member Pre-meeting Workshop
   Signature Pre-meeting Workshop: Finding Your Way as the Spouse/Partner of a University President
   AASCU’s Spouse/Partner Program understands the tightrope new spouses and partners walk. This session will address questions such as the following:
     • How do you view your role on campus or in the community? How do others view your role?
     • How do you respond to criticism of you, of the president/chancellor, or your institution?
     • How do you handle conversations that are inappropriate or offensive?
   Presiding:  Cyndie J. Shepard, Coordinator, Spouse/Partner Planning and Outreach, AASCU
   Facilitators:  Karla Oty, Presidential Spouse, Cameron University (Okla.)
               Sharon Jones, Presidential Spouse, Henderson State University (Ark.)
               Mort Maimon, Presidential Spouse, Governors State University (Ill.)
               Susan Fiorentino, Presidential Spouse, West Chester University of Pennsylvania
               Jeff Jones, Presidential Spouse, California University of Pennsylvania
Saturday, July 7

3:00 p.m. – 4:30 p.m.  Zia A—1st floor
AASCU-Penson Center for Professional Development Workshop: Strategic Planning That Makes a Difference
Facilitator:  John Welty, AASCU-Penson Associate, and Former President, California State University Fresno

This session will provide an overview of the key considerations important in developing a strategic plan that engages the campus community and seeks to emphasize distinctive key assets of the university. The session will also include feedback from presidents who have employed these strategic planning concepts in their strategic planning process, and who will reflect on the effectiveness of those concepts at their institutions.

6:00 p.m. – 10:00 p.m.  Dinner and a Night at the Santa Fe Opera—Leonard Bernstein’s “Candide”
Gather in lobby for bus departure at 5:30 p.m.

Saturday, July 7

Is Candide the best of all possible ways to launch our 62nd season? Absolutely. The score abounds with spectacular music, including a famous overture, the soprano showpiece “Glitter and Be Gay,” and the soaring finale, “Make Our Garden Grow.”

The optimistic Candide and his fiancée Cunegonde have been taught that “Everything’s for the best in this best of all possible worlds,” but their voyage through life soon begins to suggest otherwise, with separation, volcanos, earthquakes, the Spanish Inquisition, shipwrecks, prostitution, poverty, and war among their obstacles. Finally re-united, they come to realize that “Life is neither good nor bad. Life is life, and all we know.” Join them on their epic journey home, and join us in celebrating the Bernstein Centennial.

Sunday, July 8

7:00 a.m. – 5:30 p.m.  Eldorado Concourse
Registration

7:00 a.m. – 8:00 a.m.  Suite 503 Patio
Yoga with Emily Branden

7:30 a.m. – 8:15 a.m.  Anasazi Ballroom—1st floor
Breakfast for Presidents/Chancellors and Spouses/Partners

Anasazi Ballroom—1st floor
Asian-American and Pacific Islander Presidents Breakfast Meeting

7:30 a.m. – 8:15 a.m.  Zia A—1st floor
LGBTQ Presidents/Spouses/Partners Breakfast Meeting

7:30 a.m. – 12:00 p.m.  Cava—Lobby
Networking Lounge Open
Sunday, July 8

8:30 a.m. – 10:15 a.m.  
Eldorado Ballroom—1st floor  
*Opening General Session: Enchanted Engagement: Higher Education in the Land of Enchantment*

New Mexico has 31 public higher education institutions (HEIs), each with its own board: 21 of which are governing boards; 10 of which are advisory boards. New Mexico is arguably one of the most decentralized higher education states in the country. However, over the past 24 months, the level of engagement and collaboration amongst the 31 HEIs has been unprecedented, resulting in major reforms that have produced a statewide common course numbering system, revised general education core curriculum, statewide meta-majors, corequisite remediation, and advanced placement transparency. The Cabinet Secretary of Higher Education for the State of New Mexico will share the approach and success of the enchanted engagement, in which all of public higher education in the state participated.

Welcome:  **Mildred García**, President, American Association of State Colleges and Universities (AASCU)  
Remarks:  **Dana Hoyt**, President, Sam Houston State University (Texas), and Chair, AASCU Board of Directors  
**Jeff Elwell**, President, Eastern New Mexico University  
Speaker:  **Barbara Damron**, Cabinet Secretary, New Mexico Higher Education

10:15 a.m. – 10:45 a.m.  
Cava—Lobby  
*Refreshment Break*

10:15 a.m. – 10:45 a.m.  
La Capilla de Oro Suite—Lobby  
*Quiet/Zen Room*
Sunday, July 8

10:45 a.m. – 12:00 p.m.

**General Session: Opportunities for All: Shared Vision, Shared Work, Shared Leadership**

Moderator: **F. Javier Cevallos**, Board Chair-Elect and President, Framingham State University (Mass.)

Speakers: **Patrick Methvin**, Director, Postsecondary Success, United States Program, Bill & Melinda Gates Foundation  
**Suzanne Walsh**, Deputy Director, Postsecondary Success, United States Program, Bill & Melinda Gates Foundation

10:45 a.m. – 12:00 p.m.

**Spouse/Partner Program—Navigating the Political Environment Follow-up**

Presider: **Elizabeth Ross**, Presidential Spouse, Central Michigan University

Speaker: **Michael Zola**, Vice President for Government Relations and Policy Analysis, AASCU

12:15 p.m. – 1:30 p.m.

**Lunch Presentation: Native American Educational Challenges and the Unique Role of Tribal Colleges in Addressing Access, Completion and Affordability**

Moderator: **Dianne F. Harrison**, President, California State University, Northridge

Speakers: **Rita Cheng**, President, Northern Arizona University  
**Robert Martin**, President, Institute of American Indian Arts (IAIA) in Santa Fe

Please join colleagues following the lunch for a walking tour of the IAIA Museum of Contemporary Native Arts (MoCNA) in a docent-led tour of current museum exhibitions. MoCNA is dedicated to increasing public understanding and appreciation of contemporary Native art, history and culture through presentation, collection and acquisition, preservation and interpretation. MoCNA is recognized as the preeminent organizer of exhibitions devoted exclusively to the display of dynamic and diverse arts practices representative of Native North America. MoCNA encourages creative expression across the fields of arts and culture as an opportunity to engage, establish, foster and cultivate cross-cultural dialogue with communities at the local, national and global level. MoCNA’s exhibitions, programs, and its Collection of Contemporary Native Arts are integral to the nurturing and growth of the IAIA legacy, college community and curriculum across academic and artistic disciplines.
Sunday, July 8

1:30 p.m. – 5:00 p.m. La Capilla de Oro Suite—Lobby
Quiet/Zen Room

5:30 p.m. – 6:15 p.m. Zia A—1st floor
Reception for Single Presidents and Those Traveling Solo
Please join us for a special reception for presidents and chancellors traveling solo to Summer Council. This group always has fun—no agenda, no speeches—just eating and socializing with colleagues!

5:30 p.m. – 7:00 p.m. Anasazi North—1st floor
Bill & Melinda Gates Foundation Networking and Listening Reception
(By invitation)

6:00 p.m. – 6:45 p.m. DeVargus—1st floor
AASCU-Penson Center for Professional Development Reception
(By invitation)

Evening
Dinner on an Individual Basis
Dining in Santa Fe can be an indulgent experience. Featuring everything from regional flavors and ingredients—including traditional red and green chilies—to international fare, Santa Fe’s culinary scene has something to suit any taste. Enjoy a taste of the Southwest at The Compound Restaurant or French-Asian fusion at the award-winning Geronimo. Whatever guests’ taste may be—when it comes to food, attractions, culture and more—they’re sure to find it in Santa Fe.
Monday, July 9

7:00 a.m. – 5:30 p.m.  Eldorado Concourse
Registration

7:00 a.m. – 8:00 a.m.  Suite 503 Patio
Yoga with Emily Branden

7:30 a.m. – 8:45 a.m.  Anasazi Ballroom—1st floor
Breakfast for Presidents/Chancellors and Spouses/Partners

8:00 a.m. – 5:00 p.m.  Cava—Lobby
Networking Lounge Open

9:00 a.m. – 10:30 a.m.  Eldorado Ballroom—1st floor
General Session: Creative Workshop: A 21st-century Workplace and Leadership Skills
Moderator:  Glendell Jones, President, Henderson State University (Ark.)
Facilitator:  Blair Miller, Publisher, FourSight, and President, Miller Innovation

The fact that we live in an increasingly fast-changing world is undeniable. Many describe today’s business climate and workplace as volatile, complex, uncertain and ambiguous. As such, numerous reports highlight that creative thinking and creative problem solving are now considered crucial professional skills for the 21st century. Additionally, trends in leadership research highlight that creative problem-solving skills are among the strongest predictors of leadership success. While creative thinking and problem solving are among the top skills for success in the 21st century, a recent Bloomberg study revealed that creative problem solving is one of the most difficult skills to find among potential job recruits. The good news is that creative thinking can be learned, and research has shown that well-designed training programs do enhance creative problem-solving skills.

- What is creativity and why creative thinking is a crucial 21st-century workplace and leadership skill
- Understanding your creative thinking mindset
- Improved creative thinking: Learning how to balance ideation and evaluation
- Principles for unleashing your imagination (i.e., divergent thinking principles)
- Principles for identifying and developing the most promising creative ideas
- Taking it forward: Examining future applications
Monday, July 9

10:30 a.m. – 10:45 a.m.  Cava—Lobby
Refreshment Break

10:30 a.m. – 10:45 a.m.  La Capilla de Oro Suite—Lobby
Quiet/Zen Room

10:45 a.m. – 12:00 p.m.  Eldorado Ballroom—1st floor
**General Session: Transforming Higher Education Through Consumer Insights**
Through more than 250,000 interviews of education consumers across all ages, race/ethnicities, socioeconomic background and attainment levels, Strada Education Network and Gallup are harnessing the transformative power of the consumer voice to strengthen pathways from education to employment. In this session, representatives from Strada and Gallup will share their latest findings that highlight state, regional and national trends across motivations for enrollment, the selection of institution and major, and how career relevance influences perceptions of the quality and value of higher education.
Moderator: Aminta Breaux, President, Bowie State University (Md.)
Speakers: Dave Clayton, Senior Vice President, Strada Education Network
Brandon Busteed, Executive Director, Education and Workforce, Gallup

12:00 p.m. – 1:15 p.m.  Anasazi Ballroom—1st floor
**Legislative Update and Luncheon**
Facilitators: Michael Zola, Vice President for Government Relations and Policy Analysis, AASCU
Barmak Nassirian, Director of Federal Relations and Policy Analysis, AASCU
The AASCU Government Relations staff will provide a briefing on legislation and policy over lunch.

12:15 p.m. – 1:15 p.m.  Zia A—1st floor
**Spouse/Partner Luncheon: Within Reach: Transitioning from Career to Retirement**
(Open to all spouses/partners)
Welcome: John Hoyt, Presidential Spouse, Sam Houston State University (Texas)
Presiding: Mort Maimon, Presidential Spouse, Governors State University (Ill.), and Spouse/Partner Liaison
Speaker: Julie Marshall, Financial Consultant, TIAA
Monday, July 9

1:30 p.m. – 3:00 p.m.

**Eldorado Ballroom—1st floor**

**Thought Leadership Dialogue: New Approaches to Raising, Stewarding and Spending Institutional Assets**

Public colleges and universities are faced with unprecedented fundraising challenges and complexities in a rapidly changing environment. How do these organizations compete for dollars and differentiate themselves? Once the money is raised, what are the current best practices for stewardship? And what do presidents need to know about spending rates and policies?

**Moderator:** Jerry B. Farley, President, Washburn University (Kan.)

**Speakers:**
- Brendan Kelly, Chancellor, University of South Carolina Upstate
- Dennis Johnson, CFA, Chief Investment Officer, TIAA Endowment & Philanthropic Services division of TIAA
- Lindy Sherwood, Chief Business Strategy Officer, TIAA Endowment & Philanthropic Services division of TIAA

(Support provided by TIAA)

Join us for an interactive and lively discussion exploring the following topics:

- Key fundraising trends
- Donor demographics and why they matter
- Collaborative fundraising strategies
- Asset stewardship best practices
- Spending policy strategies

1:45 p.m. – 3:00 p.m.

**La Capilla de Oro – Lobby**

**Spouse/Partner Program: University Special Projects**

**Presiding:** Cyndie J. Shepard, Coordinator, Spouse/Partner Planning and Outreach, AASCU

**Presenters:**
- Susan Fuller, Presidential Spouse, Western Oregon University
- Mary Van Galen, Presidential Spouse, University of Wisconsin-River Falls
- Mort Maimon, Presidential Spouse, Governors State University (Ill.)

In this Spouse/Partner requested presentation, hear about three special projects created by current spouses and partners at their respective universities that benefit students, faculty and the community. Listen to how each project was created, how it is maintained and what benefits are derived to the university and community by their efforts. Discussion and questions will follow the three presentations.
Monday, July 9

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<tr>
<th>Time</th>
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<th>Event</th>
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<td>3:00 p.m. – 4:00 p.m.</td>
<td>Zia B—1st floor</td>
<td>Hispanic and Latino Presidents</td>
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<td>3:00 p.m. – 4:00 p.m.</td>
<td>DeVargus—1st floor</td>
<td>African-American Presidents</td>
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<tr>
<td>3:15 p.m. – 4:15 p.m.</td>
<td>Anasazi North—1st floor</td>
<td><strong>Spouse/Partner Planning Committee</strong></td>
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<td><em>(All spouse/partners welcome to sit in)</em></td>
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<td>Chair: <strong>Elizabeth Ross</strong>, Presidential Spouse, Central Michigan University</td>
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<td>Coordinator: <strong>Cyndie J. Shepard</strong>, Coordinator, Spouse/Partner Planning and Outreach, AASCU</td>
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<tr>
<td>4:30 p.m. – 6:30 p.m.</td>
<td>Casa España—321 W San Francisco Street</td>
<td><strong>Evening Reception</strong></td>
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<td>This reception provides an opportunity to reflect on the many insights gained during the conference and to continue networking and comparing notes with peers. <em>(Support provided by TIAA)</em></td>
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**Evening**

Dining on an Individual Basis

Dining in Santa Fe can be an indulgent experience. Featuring everything from regional flavors and ingredients—including traditional red and green chilies—to international fare, Santa Fe’s culinary scene has something to suit any taste. Enjoy a taste of the Southwest at *The Compound Restaurant* or French-Asian fusion at the award-winning *Geronimo*. Whatever guests’ taste may be—when it comes to food, attractions, culture and more—they’re sure to find it in Santa Fe.
Tuesday, July 10

7:00 a.m. – 10:00 a.m.  Eldorado Concourse
Registration

7:30 a.m. – 9:00 a.m.  Eldorado B—1st floor
Breakfast and Closing Session: Inspiring Innovative International
Programs in Challenging Times
Speakers: Rodney D. Smith, President, University of The Bahamas
Lendley C. Black, President, University of Minnesota Duluth
Rita Cheng, President, Northern Arizona University
Campus leaders will discuss challenges and opportunities to building
successful, sustainable international education programs in the current
complex political environment, including the following questions:
1. What are the challenges?
2. What are the opportunities/successes?
3. How has AASCU supported your efforts to internationalize
   your campus?
4. How is your campus managing in this current political
   environment?

9:00 a.m. – 1:00 p.m.  Anasazi South—1st floor
AASCU Board of Directors Retreat

1:00 p.m. – 6:00 p.m.  Anasazi North—1st floor
AALI and Academic Search Board Meeting
Thanks to Our Sponsors

Academic Search
Identifying leaders for higher education since 1976.

AGB Search
Advancing Higher Education Leadership

BDO

EAB

Strada Education Network

TIAA
AASCU’s more than 400 public college and university members are found throughout the United States and in Guam, Puerto Rico and the Virgin Islands. We range in size from 1,000 students to 44,000. We are found in the inner city, in suburbs, towns and cities, and in remote rural America. We include campuses with extensive offerings in law, medicine and doctoral education—as well as campuses offering associate degrees to complement baccalaureate studies. We are both residential and commuter, and with online degrees as well. Yet common to virtually every member institution are three qualities that define its work and characterize our common commitments.

♦ We are institutions of access and opportunity. We believe that the American promise should be real for all Americans, and that belief shapes our commitment to access, affordability and educational opportunity, and in the process strengthens American democracy for all citizens.

♦ We are student-centered institutions. We place the student at the heart of our enterprise, enhancing the learning environment and student achievement not only through teaching and advising, but through our research and public service activities.

♦ We are “stewards of place.” We engage faculty, staff and students with the communities and regions we serve—helping to advance public education, economic development and the quality of life for all with whom we live and who support our work. We affirm that America’s promise extends not only to those who come to the campus but to all our neighbors.

We believe that through this stewardship and through our commitments to access and opportunity and to our students, public colleges and universities effectively and accountably deliver America’s promise. In so doing we honor and fulfill the public trust.