The Leadership Association

AASCU 2008

Delivering America’s Promise

American Association of State Colleges and Universities
Acknowledgments
The editors wish to thank the public relations and marketing offices that submitted photographs for inclusion in AASCU’s 2008 Annual Report.

Images
Page 2: Masterfile; page 4: University of Central Florida; page 7: Towson State University (Md.), Western Kentucky University.

AASCU’s Senior Research and Policy Advisor, Lesley McBain, developed the data slice illustrations on pages 15–16.
The Leadership Association

There are many definitions of leadership. One particularly relevant to AASCU and its membership is “influencing to accomplish objectives.” And here, accomplishment is the key word.

Other associations monitor and advocate on Capitol Hill. Other associations conduct studies and publish reports. Other associations meet with international groups and conduct national conferences. So does AASCU. But no other association has actually designed and lead programs over a significant period of time like AASCU’s programs in China. No other association has created a content program like the 1-2-1 program, now the largest Sino-US exchange program. No other presidential association has designed and developed a national civic engagement project or a technology program that brings presidents and their teams together—effective programs that are accomplishing association objectives.

In other words, AASCU not only represents its members, it works with them and for them. The leadership association that works.

This report provides highlights from 2008 of the association’s accomplishments through its advocacy, programmatic, and service efforts. It provides evidence that staff and members, working together, are a powerful force on behalf of public higher education.
Delivering on Access

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.
Advocacy Leadership

Delivering on the promise of access and opportunity is a cornerstone of AASCU’s advocacy priorities.

With assistance from the Council of State Representatives as well as individual members, AASCU championed the 2008 Public Policy Agenda recommendations that focused on four signature issues of interest to federal and state lawmakers: access, affordability, accountability and competitiveness.

AASCU was a leading voice in the enactment of the Post-9/11 Veterans Educational Assistance Act (a.k.a. the New GI Bill) and in the reauthorization of the Higher Education Opportunity Act of 2008 (HEOA), the major law governing federal student aid. These two pieces of legislation have transformed the federal higher education policy landscape. Included in both bills are several provisions that AASCU vigorously championed and which will ultimately benefit students enrolled at member institutions. HEOA highlights include:

- Implementation of the Pell Grant program on a year-round basis,
- Improved student loan counseling and transparency of the terms and conditions of private student loans,
- Improved graduation rate measurements, and
- Enhancements to student-veteran services and benefits.

Another HEOA provision for which AASCU provided advocacy leadership is the “state maintenance of effort.” This provision formally affirms the federal government’s recognition of the state role in providing adequate funding for public higher education by providing incentives to states to sustain funding levels or otherwise forfeit federal grant matching dollars. Efforts to federalize the accreditation process and credit transfer policies, which AASCU opposed, were not included in the final legislation.

While the massive bill will increase institutions’ data collection burdens, AASCU believes that the imperative for greater transparency and accountability will be greatly reinforced. Writing the rules and regulations associated with the HEOA will take many months, if not years, and AASCU will seek to play a vital role in the negotiations involved in their formulation.
Advancing Accountability and Learning

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 also through our research and public service activities.

Carlos Hernández, President, New Jersey City University and Chair of the AASCU 2008 Board of Directors.

University of Central Florida student in the university’s Center for Research and Education in Optics and Lasers.
Educational Reform

AASCU and the National Association of State Universities and Land-Grant Colleges (NASULGC) launched the College Portrait™ website, a product of the Voluntary System of Accountability™, in September. It provides high school students, parents, guidance counselors and other stakeholders with access to basic, comparable information about student characteristics, costs, student experience and learning outcomes for 302 public four-year colleges and universities in a user-friendly format. Since unveiling the College Portrait™ report format and initiating the recruiting effort in November 2007, nearly 60 percent of the 520 member institutions of the two higher education associations have agreed to participate.

AASCU is advancing the student learning assessment project “Rising to the Challenge: Meaningful Assessment of Student Learning,” a continuation of the Voluntary System of Accountability™. AASCU is leading the initiative to develop a validated survey instrument that measures changes in student growth especially related to the development of competence in skills effective in the workplace and those related to civic engagement. Eleven campuses participated in the student growth survey field test in October.

“Americans need to be able to understand how others see the world now more than ever. Likewise, international students better understand Americans who are not necessarily accurately portrayed in cinema and the media. The globalization of the world economy has now given new impetus to making good on the rhetoric about the importance of international studies and study abroad.”

—Constantine W. Curris
International Student Mobility Symposium
Beijing, China
International Engagement and Competitiveness

AASCU’s connection with higher education in China continues to flourish. More than 100 members sent representatives as part of AASCU’s annual October delegation to China for the Sino-American conference and Beijing Expo.

The 1-2-1 program is the largest undergraduate exchange program, between the United States and China, in the country. It has been recognized by the China Ministry of Education as a Program of Excellence, with 300 new students in the fall of 2008, the participation of 17 AASCU institutions and over 65 Chinese institutions involved. A total of more than 550 students are or have participated in the program.

In September nine presidents and chancellors participated in a presidential mission to Chile, where they met with the Minister of Education and officials from Chilean higher education institutions interested in establishing cooperative relationships with AASCU universities, creating opportunities for program development, and student and faculty exchanges.

AASCU continues to work with Liberia following an initial trip in 2007. The Liberia Minister of Education has asked AASCU to assist the country in redeveloping its higher education sector. This summer AASCU co-sponsored (with the Trustees of Donations for Education in Liberia) a faculty development institute at the University of Liberia.

In 2008 the AASCU Board of Directors authorized creation of a Commission on Presidential Leadership and Global Competitiveness. The Commission is developing strategy recommendations for AASCU presidents and chancellors to assure that their institutions remain competitive in today’s global educational marketplace and

“\textit{AASCU has focused significant attention and resources in an understanding of the vital importance of global education to our country. At the very foundation of our mission is awareness that an educated citizenry here and around the world benefits all humanity.}”

—Carlos Hernández
President, New Jersey City University and Chair of the AASCU 2008 Board of Directors
that students have the skills and multicultural understandings they will need to work within a globalized society. They will complete their work in 2009.

**Recognition for Excellence**

Towson University (Md.) and Western Kentucky University are the 2008 recipients of the Christa McAuliffe Award for Excellence in Teacher Education. Towson University is being recognized for its Professional Development School Network. Through outreach to 115 school sites in metropolitan Baltimore, the network seeks to facilitate learning of P-12 students and improve the skills of in-service and preservice teachers. Western Kentucky University is being recognized for its Teacher Education Preparation Programs and its groundbreaking work developing and utilizing Teacher Work Sample data. Their unique program utilizes the Kentucky Core Content standards and reports P-12 student progress based on assessment aligned to those standards.

The purpose of the award is to recognize excellence in teacher education programs and to advance the field of teacher education by identifying promising practices and critical issues related to measuring the impact of programs on teacher candidate knowledge and the impact of these teachers on pupil learning.
Engaging for the Public Good

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.

Diane Rogers, chief economist with the Concord Coalition, talks to faculty involved in the America’s Future initiative.
**Stewards of Place**

AASCU’s commitment to and leadership of civic and regional engagement initiatives continued in 2008. The Presidents’ Symposium on Regional Stewardship was held April 20–22 in Covington, Kentucky, in partnership with the office of President James Votruba at Northern Kentucky University. Twenty presidents, chancellors and system heads participated in workshops that focused on three areas: president/chancellor leadership within the institution to align regional stewardship as a priority, positioning the institution for an enhanced leadership role in the broader community, and approaches for creating public policy that supports an invigorated stewardship agenda.

Another outcome of AASCU’s leadership efforts was the inclusion of a newly authorized rural development program in the Higher Education Opportunity Act. The legislation authorizes competitive grant awards to rural colleges and universities to work in partnership with other agencies to encourage increased college enrollment rates in rural areas, economic development activities, and student participation in academic programs that lead to careers of a high-need in rural areas. The program has not yet been funded, and AASCU will ask its members for assistance in convincing Congress to include some funding for this key AASCU initiative in fiscal year 2009.

“... for those of us whose lives have been intertwined with public universities, stewardship is more than an option. It is the sine qua non of our existence. It is integral to fulfilling our responsibilities to the public. It flows from our heritage, and complements our student-centeredness. The involvement of students in our work enriches their educational experiences and helps fulfill the vision that our graduates have not only the preparation for economic success, but they also have developed the ethical compass and civic commitment to ensure that our country and its democratic traditions survive and thrive”
—Constantine W. Curris
Inauguration of Earl H. Potter III
President of St. Cloud University
September 2008

**Initiatives of Public Purpose**

The American Democracy Project (ADP) created two new civic engagement initiatives in 2008:

- **America’s Future**, which focuses on fiscal responsibility, the national debt and citizen obligations, involves nine campuses in pilot programs that look at the fiscal health of America.

- **Civic Agency** emphasizes giving undergraduates the skills necessary to become effective agents of democratic change. The goal is to integrate citizenship with the core curricula in fields such as teaching, business and health so that students will have the skills and confidence to make ongoing civic contributions as professionals and as members of their communities. Sixteen campuses are participating in this initiative.
ADP initiatives that continued in 2008: the 4th annual Stewardship of Public Lands Seminar at Yellowstone National Park had 22 participants from 14 AASCU campuses. The Deliberative Polling® initiative held its second training institute at Stanford University in September. Deliberative Polling® employs social science to see what people would think about an issue if they became more engaged and informed.
Leadership Development

The Millennium Leadership Initiative experienced major changes in 2008. By action of the AASCU Board of Directors, MLI was fully incorporated into AASCU. The MLI Executive Steering Committee continues to provide leadership and policy direction for the program. A senior staff position has been created in the office of the AASCU president for an MLI director and assistant to the president, whose role will be to recruit new MLI members institutions, coordinate planning for the MLI institutes and secure additional program resources. Also new in 2008, MLI is the recipient of generous sponsorship of the American Academic Leadership Institute (AALI) and now enjoys the support of the National Association of State Universities and Land-Grant Colleges, the Council of Independent Colleges and the Coalition of Urban and Metropolitan Universities.
**Trends and Issues**

AASCU’s *Perspectives* series, which is developed by the Division of Government Relations and Policy Analysis, focused on issues crucial to university leaders and the students they serve. *When Johnny [or Janelle] Comes Marching Home: National, State and Institutional Efforts in Support of Veterans’ Education* which provided an overview of veterans’ education issues on the national, state, and institutional level as well as examples of innovative campus-based and organizational efforts to assist veterans and their families in utilizing GI Bill benefits and making the transition from combat to campus. *Balancing Student Privacy, Campus Security, and Public Safety: Issues for Campus Leaders* presented background information on student privacy and campus security and reviewed best practices that college and university leaders should consider helping ensure that a system is in place to simultaneously maximize an open community and manage public safety preparedness and responsiveness.

In 2008 the *Policy Matters* briefing series addressed key issues, offering informed observations and best practices on a range of institutional and state policies and programs. Titles included:

- *State Colleges and Universities and the 2008 Elections*;
- *Tapping State College Research and Development Capacity in Support of State Economic Development*;
- *Concealed Weapons on Campus: The Pursuit of Individual Liberty and Collective Security*;
- *Enhancing College Student Success Through Developmental Education*;
- *The State College Role in Advancing Environmental Sustainability*;
- *The Public Realities of Private Student Loans*;

in restraining institutional spending and achieving cost savings.

Service and Value
AASCU’s commitment to professional development for members and those who support their work continued unabated in 2008. In response to commercial influences and member concerns, AASCU has undertaken the following:

- **Access:** With the elimination of many regional airline routes, AASCU will increase efforts to locate meetings and conferences in more accessible sites.

- **Sustainability:** Meetings were “greener” in 2008, with concerted efforts to leave a lighter imprint on locations and use fewer resources in producing meetings. When appropriate, web-based conferences or other technologies have replaced in-person meetings.

- **Efficiency:** An online secure registration system is now in place, making electronic transactions immediate, secure and seamless for participants.

“**AASCU’s Academic Affairs meetings have been most extraordinarily helpful to me in terms of cultivating my knowledge, exchanging information with colleagues, bringing new ideas back to my institution, and revitalizing my persona.**”

—Liz Grobsmith
Provost
Northern Arizona University

- **Economy:** AASCU has always worked to provide high-value meetings for members while controlling expenses. The 2008 Annual Meeting registration fee is less than in 2007, and hotel fees have remained low in spite of regular increases in the hospitality industry.

A new Task Force on Sustainability is aimed at helping presidents and chancellors provide effective campus and community leadership on issues of sustainability. It is examining three areas: defining the sustainability challenge among AASCU campuses and their communities, identifying noteworthy initiatives and practices, and recommending programs, policies and presentations for campus leaders and for AASCU. A symposium was held at the Annual Meeting. The group will offer recommendations in 2009.
AASCU’s 430 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 48,000. 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 offer on-line 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 “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.
Students

Over 3.8 million students attend AASCU institutions, representing more than half of all students at public four-year institutions and just over a third of all students attending four-year colleges and universities.

AASCU campuses educate a diverse group of students, including those traditionally underrepresented on college campuses. Seventy-seven AASCU schools have minority students comprising at least half of their student population. AASCU also represents 37 Historically Black Colleges and Universities and approximately 35 Hispanic Serving Institutions.

Among all public four-year institutions, AASCU schools educate approximately 57 percent of all minority students. This includes 68 percent of all African American students, 55 percent of all Hispanic students, 53 percent of all Native Americans and Alaskan Natives, and 41 percent of Asians/Pacific Islanders.

Following a nationwide trend of women outnumbering men on many campuses, women comprise approximately 58 percent of all AASCU students. Full-time students make up approximately 71 percent of all AASCU students, compared to part-time students (approximately 29 percent). While the majority of AASCU students are full-time and in their teens and twenties, our members are charged with educating many nontraditional students. When looking at all public four-year institutions, AASCU educated 58 percent of all part-time students as of Fall 2007.

Note: All enrollment and degree data are from the U.S. Department of Education, National Center for Educational Statistics, Integrated Postsecondary Data Systems (IPEDS), Institutional Characteristics, Completions (2007) and Enrollments (Estimated Fall 2007) surveys.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American/Alaskan Indian</td>
<td>14,318</td>
<td>22,814</td>
<td>37,132</td>
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<tr>
<td>Asian/Pacific Islander</td>
<td>88,818</td>
<td>103,819</td>
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<td>African American Non-Hispanic</td>
<td>185,116</td>
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<td>Hispanic</td>
<td>149,948</td>
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<td>Nonresident Alien</td>
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<td>Race/Ethnicity Unknown</td>
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<tr>
<td>White Non-Hispanic</td>
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<td>1,383,725</td>
<td>2,416,997</td>
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<td><strong>Totals</strong></td>
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<td><strong>2,259,997</strong></td>
<td><strong>3,892,310</strong></td>
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<tr>
<td><strong>Total Minorities</strong></td>
<td><strong>438,200</strong></td>
<td><strong>692,280</strong></td>
<td><strong>1,130,480</strong></td>
</tr>
</tbody>
</table>
While all AASCU institutions work towards Delivering America's Promise, each school's mission, size, location and focus is different.

The estimated size of AASCU schools in 2007-08 ranges from 769 students at Mayville State University (N.D.) to 48,897 at the University of Central Florida. The estimated average population size is 9,484. Approximately 41 percent of AASCU schools are located in cities, another 43 percent in rural areas and towns, and 15 percent in suburbs.

In the 2006–2007 academic year*, member institutions awarded more than half a million baccalaureate degrees. This includes almost half of all bachelor’s degrees in education and over 25 percent of those in business and health professions (see Figure 2).

These degrees represent approximately 54 percent of all bachelor's degrees granted at public colleges and universities in the United States in 2006–2007. They include 41 percent of all bachelor's degrees across the country awarded to Black, Native American and/or Alaskan Native students. They also represent 38 percent of all degrees awarded to Hispanic students, 35 percent of all four-year degrees awarded to white students, and 28 percent of those awarded to Asian and Pacific Islander students.

*Note: All enrollment and degree data are from the U.S. Department of Education, National Center for Educational Statistics, Integrated Postsecondary Data Systems (IPEDS), Institutional Characteristics, Completions (2007) and Enrollments (Estimated Fall 2007) surveys.

Most recent data available.

Figure 2. Bachelor's Degrees Conferred at AASCU Institutions, as a Percent of U.S. Total, 2006–2007

![Bar chart showing the percentage of bachelor's degrees conferred in various fields at AASCU institutions compared to the U.S. total.](chart-url)
Operating Divisions

**Academic Leadership and Change**
creates leadership initiatives and develops academic programs for AASCU member institutions.

Leadership programming includes opportunities for presidents and chancellors, but principally addresses chief academic officers. The Division organizes two national meetings a year for academic officers, with a diverse set of topics including planning, faculty development, leadership, financial management and legal matters. A variety of other special meetings on emerging higher education issues are also offered, often designed for institutional teams.

Academic program development spans a wide range of topics, including technology, international education, teacher education, accountability, student success, and a number of other critical issues. Work on academic programs includes developing new initiatives, conducting research studies, undertaking analyses of current and emerging academic trends, and producing written monographs and reports. Some current projects include the 1-2-1 program, which brings Chinese students for two years of study in the United States; the development of the new Voluntary System of Accountability (VSA); The Christa McAuliffe Award, which promotes the use of evidence of learning outcomes to assess programs in teacher education; and the American Democracy Project, a student civic engagement initiative involving more than 200 AASCU campuses.

**Communications**
provides leadership for a strategic communications and marketing effort that advances AASCU goals and enhances understanding of and support for the distinctive contributions of its member institutions. The division manages AASCU’s media relations program, creates print and electronic marketing materials, produces AASCU publications, represents AASCU on collaborative communications projects, and organizes initiatives that support members’ marketing and public relations endeavors.

Communications manages the association Web site, aascu.org. The site promotes information about member institutions, their people and programs; features association policy and programmatic priorities; highlights the analysis of federal and state policies; and presents AASCU initiatives and special reports.

The division produces the AASCU magazine *Public Purpose*. Its goal is to communicate the
mission and value of public higher education and to provide a national medium to feature distinctive programs at member institutions and to offer opportunities for members to share opinion/perspective on topical issues. Public Purpose is complemented by @aascu, the biweekly, Web-based newsletter that highlights current AASCU initiatives and features information from member campuses.

**Finance and Operations**
provides fiscal management and general administrative support for the association including finance and accounting, human resources, management information systems, and facilities management.

The division oversees the investment of AASCU’s assets in equity and bond trust mutual funds, and the investments of grant endowments provided by external organizations and/or foundations. Human Resources is responsible for hiring new employees and providing staff orientation, monitoring employee benefit programs, training and staff development, and ensuring compliance with all Federal and State EEOC, OSHA and Labor Department regulations. Management Information Systems is responsible for staff technical support and programming for all internal operations and strategic projects.

**Government Relations and Policy Analysis**
analyzes and advocates legislative and policy issues affecting public higher education at both the state and federal levels. AASCU advocates on behalf of members, serves as a liaison between the association, federal policymakers and Congress, analyzes pending legislation, and arranges testimony by member presidents and chancellors before congressional committees and federal agencies. The association supports the presidents and chancellors who comprise AASCU’s policymaking body—the Council of State Representatives. The council is responsible for helping to formulate and recommend the Public Policy Agenda to the association, and to assist AASCU in carrying out the agenda through contacts with stakeholders and members.

In response to member inquiries, AASCU provides tailored research and policy analyses. The association serves as a rich resource for data on issues pertaining to student enrollment, higher education finance, and student success, as well as state higher education policy and institutional best practices. The association assumes a lead role in coordinating the annual Higher Education Government Relations Conference, a unique partnership among four national higher education associations that brings together senior-level college, university and system government relations professionals to discuss
contemporary issues affecting postsecondary public affairs.

AASCU advances and supports the interests of urban and regional serving institutions located in underserved areas, provides economic and workforce development “best practices,” addresses the interests of members at rural and small-town colleges and universities by promoting their role in the revitalization of rural America, monitors and analyzes state policy trends and developments influencing public four-year institutions, and keeps members apprised of these developments.

**Membership Services** provides resources and professional development opportunities for presidents and chancellors. In addition, Membership Services facilitates member involvement in AASCU efforts such as participation on committees, commissions and task forces, as well as the Summer Council of Presidents and the Annual Meeting.

The association also supports conferences, workshops and meetings designed for senior administrators from AASCU institutions. Academic affairs executives, campus sponsored program administrators, government relations officers and communications administrators have unique needs that are met through a variety of AASCU meetings.

The New Presidents’ Academy, an intensive leadership development program that addresses the challenges chief executives face during their first two years in office, marked its 20th consecutive session with a record turnout of newly appointed presidents and chancellors.

2008 marked the integration of the Millennium Leadership Initiative (MLI) into the structure of AASCU. MLI encourages individuals from groups that are traditionally underrepresented in higher education to assess and acquire the skills needed to ascend to a presidency and diversify the highest levels of leadership teams at AASCU institutions.

**The Grants Resource Center (GRC)** is a premium service of AASCU, requiring an annual subscription fee in addition to AASCU dues. GRC helps institutions improve their success rates in applying for federal, state and private sponsored programs and research funding. Members receive 13 electronic publications a month, attend two Washington meetings each year, participate in numerous WebConferences, access customized assistance, and search for funding opportunities using the proprietary GrantSearch database. After more than 40 years of service, GRC remains the only not-for-profit agency providing pre-award grants and contract services to higher education.
The Spouse/Partner Program
Provides a support network and two meetings a year, held in conjunction with AASCU’s Annual Meeting and Summer Council, for presidential spouses/partners. The program also publishes a *Spouse/Partner Directory* that serves as a reference and resource.

Servicemembers Opportunity Colleges
SOC is co-sponsored by the American Association of State Colleges and Universities (AASCU) and the American Association of Community Colleges (AACC). SOC functions in cooperation with 13 other higher education associations, the Department of Defense, and Active and Reserve Components of the military Services to expand and improve voluntary postsecondary education opportunities for servicemembers worldwide. SOC is funded by the Department of Defense (DoD) through a contract with AASCU managed for DoD by the Defense Activity for Non-Traditional Education Support (DANTES).

The SOC Consortium, comprised of more than 1750 college and university members, enrolls hundreds of thousands of servicemembers, their family members, and veterans annually in associate, bachelor’s and graduate-level degree programs on school campuses, military installations, armories within the United States and overseas, and through distance learning and learning assessment.

The SOC Degree Network System consists of a subgroup of SOC Consortium member institutions selected by the Army (SOCAD), Navy (SOCNAV), Marine Corps (SOCMAR), and Coast Guard (SOCCOAST) to deliver specific associate and bachelor’s degree programs to servicemembers and their families. Institutional members of the SOC Degree Network System agree to special requirements and obligations that provide military students and their adult family members with opportunities to complete college degrees without suffering loss of academic credit due to changes of duty station.

SOCGuard, a SOC program for the Army National Guard (ARNG), helps the ARNG to develop partnerships with colleges and universities, provide support for Army National Guard strength maintenance activities, and advise and counsel Soldiers, Education Services Officers, and strength maintenance personnel on an array of education problems and issues.

In cooperation with the United States Army Recruiting Command (USAREC), SOC operates the Concurrent Admissions Program (ConAP) to increase college enrollment of Army recruits and reservists.
2008 Financial Statements

This annual report provides a comparative financial status of AASCU at fiscal year end June 30, 2008 versus fiscal year end June 30, 2007. AASCU continues to maintain its excellent financial condition while providing programs and services desired by its members. Membership support remains strong and supportive of all activities. Membership dues provided 36 percent of AASCU’s total revenue and 80 percent of its general fund revenue. General Fund expenses represented 55 percent of the association’s direct expenses. Allocation of indirect cost recovery reduced this percentage to 42 percent. Salaries and benefits represented 64 percent of the total expense base or a decrease of 1 percent to last year, reflecting position vacancies offset by increases in health insurance costs.

### Statement of Activities

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<th>FY 08</th>
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<th>FY 08</th>
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<td>Rent/Operations</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$11,354,124</strong></td>
<td><strong>$12,073,554</strong></td>
</tr>
</tbody>
</table>

Revenues/Expenses (gross) $1,185,138 (667,817)
Plus/Less Net Asset (increases/decreases)
Nongeneral Transfers and Gains to Permanent Reserves and Other Funds (660,568) (599,512)
General Fund Net Assets Gain 524,570 (68,305)

The decrease in net assets was created primarily by DCAA audit of AASCU’s 2006 fiscal year amounting to $645,686 when applied to fiscal years 2006–2008. AASCU is in the process of disputing the finding as DCAA ignored furnished documents invalidating many of their findings.
2008 Board of Directors

Officers
- **Carlos Hernández** (Chair), President, New Jersey City University
- **Jolene Koester**, (Chair-Elect) President, California State University, Northridge
- **Muriel A. Howard** (Past-Chair), President, State University of New York College at Buffalo
- **James C. Votruba** (Secretary-Treasurer), President, Northern Kentucky University

Directors
- **James H. Ammons**, President, Florida A&M University
- **Mickey Burnim**, President, Bowie State University, Maryland
- **Robert L. Caret**, President, Towson University, Maryland
- **Kenneth W. Dobbins**, President, Southeast Missouri State University
- **Janet Dudley-Eshbach**, President, Salisbury University, Maryland
- **Milton A. Gordon**, President, California State University Fullerton
- **Jack Hawkins Jr.**, Chancellor, Troy University, Alabama
- **John C. Hitt**, President, University of Central Florida
- **Ruth Janssen Person**, Chancellor, University of Michigan-Flint
- **George A. Pruitt**, President, Thomas Edison State College, New Jersey
- **Michael Rao**, President, Central Michigan University
- **Bruce Shepard**, President, Western Washington University
2008 Leadership Committees

The following Chairs and Vice Chairs served from November 2007 to November 2008:

**Committee on Economic and Workforce Development**
Chair: Wilson Bradshaw, President, Florida Gulf Coast University
Vice Chair: Paul B. Beran, Chancellor, University of Arkansas at Fort Smith

**Committee on International Programs**
Chair: Jorge Ivan Vélez-Arocho, Chancellor, University of Puerto Rico, Mayaguez
Vice Chair: Donald Betz, President, Northeastern State University, Oklahoma

**Committee on Policies and Purposes**
Chair: Dorothy Leland, President, Georgia College and State University
Vice Chair: James L. Muyskens, President, City University of New York, Queens College

**Committee on Professional Development**
Chair: Bruce W. Bergland, Chancellor, Indiana University Northwest
Vice Chair: Howard Cohen, Chancellor, Purdue University Calumet, Indiana

**Committee on Teacher Education**
Chair: Robert V. Antonucci, President, Fitchburg State College, Massachusetts
Vice Chair: J. Michael Ortiz, President, California State Polytechnic University, Pomona

**Committee on the Undergraduate Experience**
Chair: Livingston Alexander, President, University of Pittsburgh at Bradford
Vice Chair: Thomas L. Hallman, Chancellor, University of South Carolina Aiken

**Rural Coalition**
Co-conveners: Robert R. Bell, President, Tennessee Technological University
Douglas D. Knowlton, President, Dakota State University, South Dakota

**Commission on Presidential Leadership and Global Competitiveness**
Chair: Bruce Shepard, President, Western Washington University

**Task Force on Sustainability**
Chair: John Haegar, President, Northern Arizona University

**African American Presidents**
Convener: Mickey Burnim, President, Bowie State University, Maryland

**Hispanic Presidents**
Convener: Rodolfo Arévalo, President, Eastern Washington University

**Asian-American Presidents**
Convener: Beheruz Sethna, President, University of West Georgia

**Women Presidents**
Convener: Ruth Janssen Person, Chancellor, University of Michigan-Flint

**Millennium Leadership Initiative (MLI) Steering Committee**
Convener: Mickey Burnim, President, Bowie State University, Maryland
2008 Council of State Representatives

- Jolene Koester (Chair), President, California State University, Northridge
- Benjamin J. Allen, President, University of Northern Iowa
- Robert V. Antonucci, President, Fitchburg State College, Massachusetts
- Rodolfo Arevalo, President, Eastern Washington University
- Ruben Armíñana, President, Sonoma State University, California
- Peter Barr, President, Glenville State College, West Virginia
- Brad Bartel, President, Fort Lewis College, Colorado
- Robert R. Bell, President, Tennessee Technological University
- Al Bowman, President, Illinois State University
- Nancy Carriuolo, President, Rhode Island College
- Max Castillo, President, University of Houston-Downtown, Texas
- F. Javier Cevallos, President, Kutztown University of Pennsylvania
- Sally Clausen, Commissioner of Higher Education, Louisiana
- Howard Cohen, Chancellor, Purdue University Calumet, Indiana
- Richard Collings, President, Wayne State College, Nebraska
- John E. Counts, President, Western New Mexico University
- John A. Delaney, President, University of North Florida
- Antonio J. DiGiorgio, President, Winthrop University, South Carolina
- Jerry B. Farley, President, Washburn University, Kansas
- Juliet V. Garcia, President, University of Texas at Brownsville
- Jonathan C. Gibralter, President, Frostburg State University, Maryland
- Eric Gilbertson, President, Saginaw Valley State University, Michigan
- Jo Ann M. Gora, President, Ball State University, Indiana
- John D. Haeger, President, Northern Arizona University
- Gary D. Hagen, President, Mayville State University, North Dakota
- Glen D. Johnson, Chancellor, Oklahoma State Regents for Higher Education
- Flavius C. Killebrew, President, Texas A&M University-Corpus Christi
- Douglas D. Knowlton, President, Dakota State University, South Dakota
- Robert W. Kustra, President, Boise State University, Idaho
- Jack Lassiter, Chancellor, University of Arkansas at Monticello
- Claudia A. Limbert, President, Mississippi University for Women
- Fred J. Maryanski, President, Nevada State College
- Allen C. Meadors, Chancellor, University of North Carolina at Pembroke
- Peter P. Mercer, President, Ramapo College of New Jersey
- F. Ann Millner, President, Weber State University, Utah
- John Minahan, President, Western Oregon University
- R. Victor Morgan, President, Sul Ross State University, Texas
- Barbara E. Murphy, President, Johnson State College, Vermont
• James L. Muyskens, President, City University of New York, Queens College
• Cheryl J. Norton, President, Southern Connecticut State University
• P. Kay Norton, President, University of Northern Colorado
• Richard Pattenaud, Chancellor, University of Maine System
• Aaron M. Podolefsky, President, University of Central Missouri
• John Pugh, Chancellor, University of Alaska Southeast
• LaVerne E. Ragster, President, University of the Virgin Islands
• Judith A. Ramaley, President, Winona State University, Minnesota
• Stephen J. Reno, Chancellor, University System of New Hampshire
• Linwood H. Rose, President, James Madison University, Virginia
• Lisa A. Rossbacher, President, Southern Polytechnic State University, Georgia
• Michael Schwartz, President, Cleveland State University, Ohio
• Allen Lee Sessoms, President, University of the District of Columbia
• Ronald P. Sexton, Chancellor, Montana State University, Billings
• Mary Evans Sias, President, Kentucky State University
• Deborah F. Stanley, President, State University of New York College at Oswego
• Rose Y. Tseng, Chancellor, University of Hawaii at Hilo
• Robert A. Underwood, President, University of Guam
• Vaughn Vandegrift, Chancellor, Southern Illinois University Edwardsville
• Jorge Ivan Velez-Arroco, Chancellor, University of Puerto Rico-Mayaguez
• Philip C. Williams, President, University of Montevallo, Alabama
• Leslie Wyatt, President, Arkansas State University System
2008 Members

**Alabama**
- Alabama A&M University
- Alabama State University
- Athens State University
- Auburn University Montgomery
- Jacksonville State University
- Troy University
- University of Alabama in Huntsville
- University of Montevallo
- University of North Alabama
- University of South Alabama
- University of West Alabama

**Alaska**
- University of Alaska Anchorage
- University of Alaska Southeast
- University of Alaska Statewide System

**Arkansas**
- Arkansas State University Jonesboro
- Arkansas State University System
- Arkansas Tech University
- Henderson State University
- Southern Arkansas University
- University of Arkansas at Fort Smith
- University of Arkansas at Little Rock
- University of Arkansas at Monticello
- University of Arkansas System
- University of Central Arkansas

**Arizona**
- Arizona Board of Regents
- Northern Arizona University

**California**
- California Maritime Academy
- California Polytechnic State University, San Luis Obispo
- 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 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 Bernadino
- California State University San Marcos
- California State University, East Bay
- California State University, Stanislaus
- Humboldt State University
- San Diego State University
- San Francisco State University
- San Jose State University
- Sonoma State University

**Colorado**
- Adams State College
- Colorado State University-Pueblo
- Fort Lewis College
- Mesa State College
- Metropolitan State College of Denver
- University of Colorado at Colorado Springs
- University of Northern Colorado
- Western State College of Colorado

**Connecticut**
- Central Connecticut State University
- Connecticut State University System
- Eastern Connecticut State University
- Southern Connecticut State University
- Western Connecticut State University

**Delaware**
- Delaware State University

**District of Columbia**
- Howard University
- University of the District of Columbia

**Florida**
- Florida A&M University
- Florida Atlantic University
- Florida Gulf Coast University
- New College of Florida
- State University System of Florida
- University of Central Florida
- University of North Florida
- University of South Florida Lakeland
- University of South Florida St. Petersburg
- University of West Florida

**Georgia**
- Albany State University
Armstrong Atlantic State University
Augusta State University
Board of Regents of the University System of Georgia
Clayton State University
Columbus State University
Dalton State College
Fort Valley State University
Georgia College & State University
Georgia Southern University
Georgia Southwestern State University
Kennesaw State University
Macon State College
North Georgia College & State University
Savannah State University
Southern Polytechnic State University
University of West Georgia
Valdosta State University

Guam
University of Guam

Hawaii
University of Hawaii at Hilo
University of Hawaii System

Idaho
Boise State University
Lewis-Clark State College

Illinois
Chicago State University
Eastern Illinois University
Governors State University
Illinois Board of Higher Education
Illinois State University
Northeastern Illinois University
Northern Illinois University
Southern Illinois University
Southern Illinois University Carbondale
Southern Illinois University Edwardsville
University of Illinois at Springfield
Western Illinois University

Indiana
Ball State University
Indiana State University
Indiana University East
Indiana University Kokomo
Indiana University Northwest
Indiana University South Bend
Indiana University Southeast
Indiana University-Purdue University Fort Wayne
Indiana University-Purdue University Indianapolis
Purdue University Calumet
Purdue University North Central
University of Southern Indiana

Iowa
University of Northern Iowa

Kansas
Emporia State University
Fort Hays State University
Pittsburg State University
Washburn University

Kentucky
Eastern Kentucky University
Kentucky State University
Morehead State University
Murray State University
Northern Kentucky University
Western Kentucky University

Louisiana
Grambling State University
Louisiana Board of Regents
Louisiana State University in Shreveport
Louisiana Tech University
McNeese State University
Nicholls State University
Northwestern State University of Louisiana
Southern University at New Orleans
University of Louisiana at Lafayette
University of Louisiana at Monroe
University of Louisiana System

Maine
University of Maine at Augusta
University of Maine at Farmington
University of Maine at Fort Kent
University of Maine at Machias
University of Maine at Presque Isle
University of Maine System
University of Southern Maine
<table>
<thead>
<tr>
<th>State</th>
<th>Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Maryland</strong></td>
<td>Bowie State University, Coppin State University, Frostburg State University,</td>
</tr>
<tr>
<td><strong>Massachusetts</strong></td>
<td>Bridgewater State College, Fitchburg State College, Framingham State College,</td>
</tr>
<tr>
<td><strong>Michigan</strong></td>
<td>Central Michigan University, Eastern Michigan University, Ferris State University,</td>
</tr>
<tr>
<td><strong>Minnesota</strong></td>
<td>Bemidji State University, Metropolitan State University, Minnesota State Colleges and Universities, Minnesota State University Moorhead, Minnesota State University Mankato, Southwest Minnesota State University, St. Cloud State University, University of Minnesota Duluth, Winona State University</td>
</tr>
<tr>
<td><strong>Mississippi</strong></td>
<td>Alcorn State University, Delta State University, Jackson State University, Mississippi State Institutions of Higher Learning, Mississippi University for Women, Mississippi Valley State University, University of Southern Mississippi</td>
</tr>
<tr>
<td><strong>Missouri</strong></td>
<td>Harris-Stowe State University, Lincoln University of Missouri, Missouri Southern State University, Missouri State University, Missouri Western State University, Northwest Missouri State University, Southeast Missouri State University, Truman State University, University of Central Missouri, University of Missouri at Saint Louis</td>
</tr>
<tr>
<td><strong>Montana</strong></td>
<td>Montana State University, Billings, Montana State University, Northern, Montana Tech of The University of Montana, University of Montana Western</td>
</tr>
<tr>
<td><strong>Nebraska</strong></td>
<td>Chadron State College, Nebraska State Colleges, Peru State College, University of Nebraska, University of Nebraska at Kearney, University of Nebraska at Omaha, Wayne State College</td>
</tr>
<tr>
<td><strong>Nevada</strong></td>
<td>Nevada State College, University of Nevada, Las Vegas</td>
</tr>
<tr>
<td><strong>New Hampshire</strong></td>
<td>Granite State College, Keene State College, Plymouth State University, University System of New Hampshire</td>
</tr>
<tr>
<td><strong>New Jersey</strong></td>
<td>Montclair State University</td>
</tr>
</tbody>
</table>

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AASCU
New Jersey Association of State Colleges and Universities
New Jersey City University
Ramapo College of New Jersey
Richard Stockton College of New Jersey
Rowan University
The College of New Jersey
Thomas Edison State College
William Paterson University of New Jersey

**New Mexico**
Eastern New Mexico University
New Mexico Higher Education Department
New Mexico Highlands University
Western New Mexico University

**New York**
City College of New York, CUNY
City University of New York
John Jay College of Criminal Justice, CUNY
City University of New York, Baruch College
City University of New York, Brooklyn College
City University of New York, Lehman College
City University of New York, College of Staten Island
City University of New York, Hunter College
City University of New York, Medgar Evers College
City University of New York, Queens College
City University of New York, York College
Farmingdale State College, SUNY
Purchase College, SUNY
State University of New York
Empire State College, SUNY
State University of New York at Fredonia
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 University of New York College at Cortland
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
College of Agriculture & Technology at Cobleskill, SUNY
College of Agriculture & Technology at Morrisville, SUNY
College of Technology at Alfred, SUNY

**North Carolina**
Appalachian State University
East Carolina University
Elizabeth City State University
Fayetteville State University
North Carolina A & T State University
North Carolina Central University
University of North Carolina at Asheville
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of North Carolina at Pembroke
University of North Carolina at Wilmington
Western Carolina University
Winston-Salem State University

**North Dakota**
Dickinson State University
Mayville State University
Minot State University
North Dakota University System Office
University of North Dakota
Valley City State University

**Ohio**
Bowling Green State University
Central State University
Cleveland State University
Kent State University Stark Campus
Shawnee State University
The University of Akron
The University of Toledo
Wright State University
Youngstown State University

**Oklahoma**
Cameron University
East Central University
Northeastern State University
Northwestern Oklahoma State University
Oklahoma Panhandle State University
Oklahoma State Regents for Higher Education
Rogers State University
Southeastern Oklahoma State University
Southwestern Oklahoma State University
University of Central Oklahoma
University of Science and Arts of Oklahoma

**Oregon**
Eastern Oregon University
Oregon Institute of Technology
Portland State University
Southern Oregon University
Western Oregon University

**Pennsylvania**
Bloomsburg University of Pennsylvania
California University of Pennsylvania
Cheyney University of Pennsylvania
Clarion University of Pennsylvania
East Stroudsburg University of Pennsylvania
Indiana University of Pennsylvania
Kutztown University of Pennsylvania
Lock Haven University of Pennsylvania
Mansfield University of Pennsylvania
Millersville University of Pennsylvania
Penn State Altoona
Penn State Erie, The Behrend College
Penn State Harrisburg
Pennsylvania State System of Higher Education
Pennsylvania State University
Shippensburg University of Pennsylvania
Slippery Rock University of Pennsylvania
University of Pittsburgh at Bradford
University of Pittsburgh at Greensburg
University of Pittsburgh at Johnstown
West Chester University of Pennsylvania

**Puerto Rico**
University of Puerto Rico
University of Puerto Rico at Arecibo
University of Puerto Rico at Bayamon
University of Puerto Rico at Carolina
University of Puerto Rico at Humacao
University of Puerto Rico Cayey
University of Puerto Rico in Ponce
University of Puerto Rico Mayaguez
University of Puerto Rico Rio Piedras

**Rhode Island**
Rhode Island College

**South Carolina**
Clemson University
Coastal Carolina University
College of Charleston
Francis Marion University
Lander University
South Carolina State University
The Citadel-The Military College of South Carolina
University of South Carolina Aiken

University of South Carolina Beaufort
University of South Carolina Upstate
Winthrop University

**South Dakota**
Black Hills State University
Dakota State University
Northern State University
South Dakota Board of Regents
South Dakota School of Mines and Technology
University of South Dakota

**Tennessee**
Austin Peay State University
East Tennessee State University
Middle Tennessee State University
Tennessee Board of Regents
Tennessee State University
Tennessee Technological University
The University of Memphis
University of Tennessee
University of Tennessee at Chattanooga
University of Tennessee at Martin

**Texas**
Angelo State University
Lamar University
Midwestern State University
Prairie View A&M University
Sam Houston State University
Stephen F. Austin State University
Sul Ross State University
Tarleton State University
Texas A&M International University
Texas A&M University-Commerce
Texas A&M University-Corpus Christi
Texas A&M University-Kingsville
Texas A&M University-Texarkana
Texas Southern University
Texas State University System
Texas State University-San Marcos
Texas Woman's University
The University of Texas at San Antonio
University of Houston-Clear Lake
University of Houston-Downtown
University of Houston-Victoria
University of North Texas
University of North Texas System
University of Texas at Arlington
University of Texas at Brownsville
University of Texas at Dallas
University of Texas at Tyler
University of Texas of the Permian Basin
University of Texas-Pan American
West Texas A & M University

Utah
Southern Utah University
Utah System of Higher Education
Utah Valley University
Weber State University

Virginia
George Mason University
James Madison University
Longwood University
Norfolk State University
Old Dominion University
Radford University
The University of Virginia’s College at Wise
University of Mary Washington

Virgin Islands
University of the Virgin Islands

Vermont
Castleton State College
Johnson State College
Lyndon State College
Vermont State Colleges

Washington
Central Washington University
Eastern Washington University
University of Washington, Tacoma
Western Washington University

West Virginia
Bluefield State College
Concord University
Fairmont State University
Glenville State College
Marshall University
Shepherd University
West Liberty State College
West Virginia Higher Education Policy Commission
West Virginia State University
West Virginia University Institute of Technology

Wisconsin
University of Wisconsin-Eau Claire
University of Wisconsin-Green Bay
University of Wisconsin-La Crosse
University of Wisconsin-Oshkosh
University of Wisconsin-Parkside
University of Wisconsin-Platteville
University of Wisconsin-River Falls
University of Wisconsin-Stevens Point
University of Wisconsin-Stout
University of Wisconsin-Superior
University of Wisconsin-Whitewater
University of Wisconsin System
AASCU’s Operational Leadership

**Academic Leadership and Change**
George L. Mehaffy  
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**Communications**
Susan Chilcott  
Vice President  
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**Finance and Operations**
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**Government Relations and Policy Analysis**
Edward Elmendorf  
Senior Vice President  
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**Membership Services**
Christina Bitting  
Vice President  
bittingc@aascu.org
Membership in AASCU offers unique benefits designed to strengthen and support the public university presidency.

- **Exclusive meetings for presidents**
  AASCU presents two meetings annually that provide presidents an opportunity to network and to focus on issues relevant to their presidencies and their institutional leadership.

- **Focus on State Relations**
  AASCU is the only presidential association that focuses on state policy analysis and emerging trends and issues across the 50 states.

- **Member Advisories and Action Alerts**
  AASCU provides regular and timely updates from Washington on key issues affecting our members and their students. Advisories and action alerts inform members about policy issues and seek their involvement in influencing legislation with their members of Congress.

- **Leadership and Professional Development**
  Both leadership and professional development are a rich tradition in AASCU that includes an academy for new presidents, leadership renewal for veteran presidents and programs for those exploring the presidency. AASCU also offers programs to support and strengthen the presidential team.

- **Program Support for Civic and Regional Engagement**
  AASCU’s American Democracy Project and the association’s work in developing the “stewards of place” concept have placed AASCU members in the leadership vanguard of these increasingly important movements. Both reinforce the public purpose of public higher education.

- **Programs for Spouses**
  AASCU has long recognized the vital role of the presidential spouse and in doing so offers programming at both the Annual Meeting and Summer Council exclusively for spouses.

- **Engaging Members**
  It is a long-established custom for AASCU members to be engaged in issues of national significance through their work in areas such as formulation of the Public Policy Agenda, Summer Council programming and committee and task force efforts.

- **Public Purpose**
  The AASCU magazine presents a national medium that highlights members’ distinctive contributions to public higher education and provides topical and timely commentary and analysis.