

Advancing the Integrity and Vitality of Higher Education Governance
AGB ANNUAL REPORT 2010



AGB 90
CELEBRATING 90 YEARS 1921-2011

Association of Governing Boards
of Universities and Colleges

www.agb.org

A Word about Governance

One of the most distinguishing features of the rich, 375-year history of American higher education is that, from the beginning, colleges and universities have been independently governed by volunteer trustees. The powerful system of citizen governance is vital to preserving the autonomy and vitality of individual institutions. Moreover, it is a model that has been adopted as a cornerstone by much of the voluntary sector—and, indeed, emulated by educators around the world.

Since its founding in 1921, AGB has worked resolutely to uphold and advocate for citizen governance and to improve our understanding of how the contributions of volunteer board members help sustain vibrant colleges and universities. Central to this is strengthening board governance. Our services, publications, and research are designed to enhance the effectiveness of the more than 1,200 boards and 36,000 individual board members and institutional leaders who make up AGB's membership. This report documents important advances in AGB's portfolio during the past year.

New AGB reports on the composition, policies, and selected practices of college and university governing boards and on how university boards oversee educational quality add substantively to the body of research about governance. Revisions to our *Statement on Board Responsibility for Institutional Governance* made an already strong foundational document even more relevant. The establishment of a new higher education search consulting business, AGB Search, has added considerable value to institutional efforts to recruit highly qualified presidents and top staff. AGB's recently released *Statement on Board Responsibility for Educational Quality* makes specific recommendations for how boards can become appropriately engaged in overseeing educational quality at their institution, something fundamental to their role as fiduciaries. We think the guidance it provides is instructive, especially during this era of calls for increased accountability from higher education.

AGB's endorsement of the latest report from the Knight Commission on Intercollegiate Athletics, "Restoring the Balance: Dollars, Values, and the Future of College Sports," was another positive contribution in AGB's ongoing efforts to advance the role of governing boards in ensuring equilibrium between academics and collegiate sports. The new AGB handbook *Effective Governing Boards: A Guide for Members of Governing Boards of Public Colleges, Universities, and Systems* is set to serve as an essential primer for the field.

Facing unprecedented challenges today, institutions of higher learning need informed, active, and engaged boards to help them succeed and thrive. To serve effectively in partnership with institutional leaders, boards and board members need reliable and relevant sources of information, practical services, data, and ideas.

Having served that role with distinction for 90 years, AGB remains committed to continuing to provide a full array of top-quality conferences, services, advocacy, publications, and more to serve, support, and strengthen governing boards.

Sincerely,



A blue ink signature of James M. Weaver, written in a cursive style.

James M. Weaver

CHAIR
AGB Board of Directors
Trustee Emeritus and
Former Board Chair, Gettysburg College



A blue ink signature of Richard D. Legon, written in a cursive style.

Richard D. Legon

PRESIDENT
Association of Governing Boards
of Universities and Colleges



From the time that our earliest colleges and universities were founded in the Colonial era, American higher education has been distinguished by its system of governance by boards of volunteer citizen trustees. Over nearly four centuries, the advice and counsel of board members have strengthened individual institutions and shaped the remarkable course of American higher education as a whole.

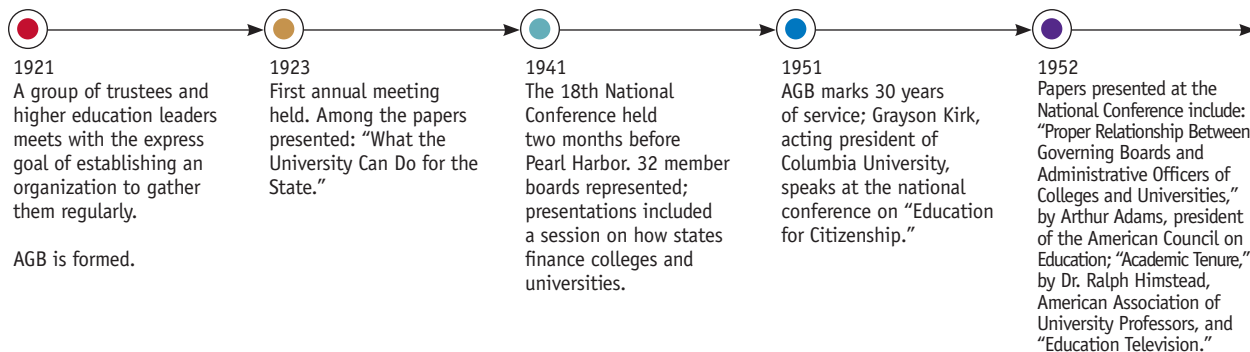
A board member who serves a college or university contributes not just to the legacy of that institution, but to the fabric of higher education as an enterprise and as a cornerstone of American society. Accordingly, each board member is integrally part of a rich history and tradition of volunteerism that helps advance one of the nation's most precious resources: the educational opportunities of our citizens.

Meeting the Challenges of the Day

Every era presents its own opportunities and challenges. That has certainly been true in the course of the history of volunteer governance. In the early years of the 19th century, for example, the trustees of Dartmouth College fought for and won the right to self-regulation of their institution. That case resulted in a ruling in 1819 by the U.S. Supreme Court that upheld the autonomy and authority of independent boards to govern their institutions. Ensuring the independence of colleges and universities, that landmark decision shaped the course of the governance of American higher education.

Through countless epochs in American history, our system of governance has proven itself sufficiently robust to accommodate profound challenges to society and higher education. Thus, volunteer governance helped colleges and universities persist through the changes brought on by the Civil War, the establishment of land-grant colleges via the Morrill Act in 1862, two World Wars, the Sputnik era, and the social upheaval of the 1960s, to say nothing of the regular ebb and flow of fiscal stability. Over the course of history, boards and board members have successfully helped the institutions they serve meet the challenges of the day and capitalize on emerging opportunities.

Throughout its own history, AGB has played a pivotal role in building recognition and respect for the principles and values of governance. Founded in 1921 as the Association of Governing Boards of State Universities and Allied Institutions, AGB was created in an era when the principles and value of governance were not as highly respected as they are today. In its early days, AGB worked hard to educate leaders in society, including university presidents, corporate executives, and foundation leaders, about how the practice of board governance could strengthen colleges and universities.

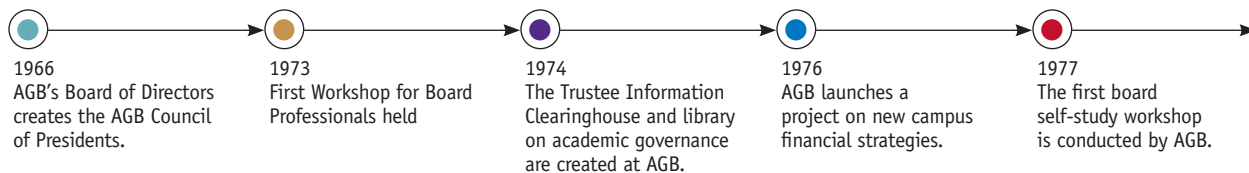


As board governance had earned the respect and stature that it enjoys today, AGB has continued to serve a vital role as the foremost national advocate of citizen leadership in colleges and universities.

One constant in our work, therefore, has been that those of us who value the board structure that serves higher education so well must be vigilant in seeing that the principles of volunteer governance are protected and upheld. In recent years, we have pursued that mission along several important tracks.

First, upon seeing the fundamental right of self-regulation challenged, whether implicitly or explicitly, from multiple quarters over the last several years, **AGB has taken the lead in mounting an aggressive effort** to warn of the dangers inherent in any erosion of the autonomy of citizen boards. Our efforts have engaged us in productive conversations with members of Congress, the IRS, the SEC, and state legislatures, among other important parties.

Second, in our **research, services, and consulting, we have raised the bar** in terms of the understanding of the core principles that guide governance in colleges and universities. We have, for example, reiterated and underscored the tenet that accountability for higher education must include board accountability. We have also rearticulated and clarified the practical underpinnings of institutional governance and the board's relationship to shared or collaborative governance. We have regularly emphasized that governance is a partnership between board members and institutional leaders and have sought to clarify the incumbent roles and responsibilities of institutional stakeholders.



An ongoing focus of AGB's work has been on board accountability in a period of change. As a case in point, the updated *AGB Statement on Board Responsibility for Institutional Governance*, released in March 2010, reflects the myriad of changes and challenges that today's higher education institutions and leaders confront. An updated version of a document originally approved by the AGB board of directors in 1998, the new statement addresses the need for boards not only to understand the unique heritage of collaborative leadership within higher education, but to fully embrace their ultimate responsibility for their institution's

mission in perpetuity. This includes not just its financial position but also its academic mission. The board is accountable for the institution's long-term sustainability; as such, it must take a strategic approach in making the difficult decisions that many institutions face today.

Third, we have sought to make AGB's services, resources, and knowledge more accessible to boards and board members, and to presidents and their cabinets. Knowing that informed, engaged, and participatory boards are more effective partners in advancing their institutions, we have helped boards and institutional leaders examine new ideas, foster

effective collaboration, build capacity, and navigate uncertainty. We have broadened our scope strategically in order to focus on an increasing number of critical issues and challenges and to provide institutional stakeholders with the solutions they seek and require. We have continued to add significantly to the body of research and knowledge about boards and governance. We have pursued new channels of communication, including electronic media, to ensure that our services are even more accessible.







The Next Generation of AGB's Work

Our recent work has been guided by a robust five-year strategic plan that the AGB board approved in 2006. While much has changed in the higher education environment since that time, the plan's core priorities—focused on research, service expansion, advocacy, and organizational capacity—remain central to much of what we do.

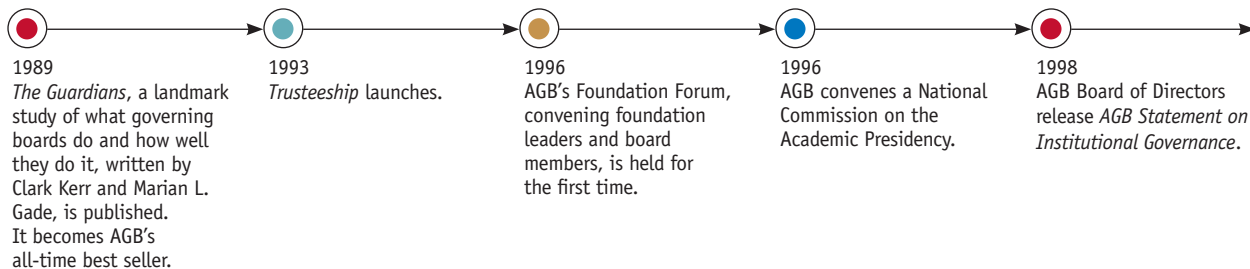
Given that it is now time to develop a new strategic plan, the AGB board will review the association's work this year. The process will include close attention to member input about what AGB can and should do, and will naturally also reflect strategic thinking about AGB's role vis-à-vis the current and potential

environment for higher education. Our goal will be to determine those areas where AGB can best add value as we move into the next decade.

Important questions are on the table. We will of course be asking ourselves about how well AGB programming aligns with the current relationship between boards and their role in institutional governance. More broadly, though, we will reflect on how well our system of board governance is positioned to meet the challenges facing higher education.

AGB's work in critical areas—in strategic cost and academic quality, in advancing the central role of the

board in conversations about institutional change, and in our advocacy for self-regulation, academic freedom, and the unique governance structure that is at the core of higher education—all demonstrate our commitment to uphold fundamental principles and our willingness, when necessary, to take risks and to lead. AGB's commitment to "Integral Leadership"—in which the board, the president, and other key campus constituencies are linked in a productive, well-functioning partnership—has never been more timely. It is on those foundations that we can build a strong strategic vision for the next phase of AGB's work.



Revitalizing our Engagement

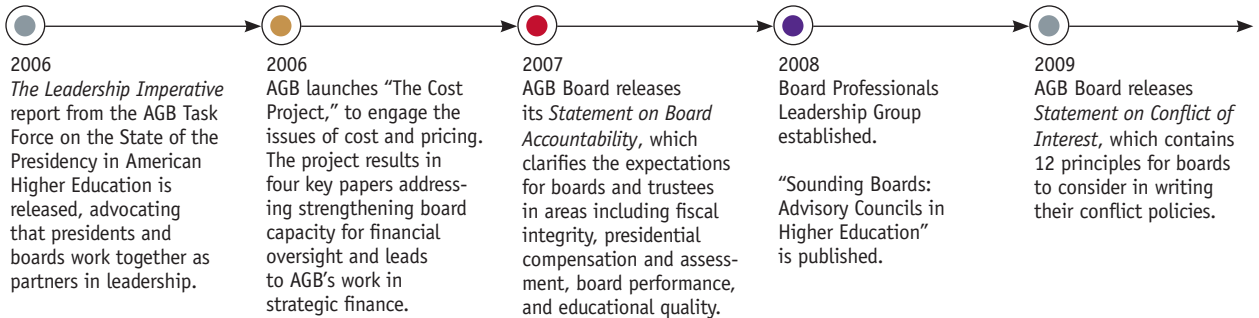
The nation's remarkable system of governance is made possible by the efforts of some 50,000 citizens who give generously of their time, talent, and resources by volunteering their service to institution and higher education system governing bodies. Their successful performance is vital to advancing innovation in higher education and to promoting the rich and varied traditions of our colleges and universities. As higher education faces unprecedented changes in the economic, political, and social environment, however, our institutions will need their board members to remain informed and engaged.

Today, higher education faces new kinds of challenges—from government, regulatory agencies, the public, the media, and other interested stakeholders—that in essence ask volunteer leaders to give even more of themselves in terms of the balance of their responsibilities to their institutions and to the general public.

To be sure, boards must be exemplary stewards for their institutions and help advance the needs of the students their universities educate. Boards face challenges including ensuring academic quality and results and

helping the institutions they serve fulfill well-defined, broadly affirmed missions. We might also consider what role would be appropriate for boards and their individual members to help reclaim the public's trust and confidence in higher education as a whole. As AGB enters its tenth decade of service, and higher education encounters new challenges, so must boards recognize that they are ultimately accountable for how well our colleges and universities achieve their educational missions.





Current Initiatives >

The power inherent in citizen trusteeship and autonomous governance is never more in evidence than when citizen governing boards and institutional leaders convene to exercise their partnership. It is here, at the critical nexus of institutional governance and leadership, that AGB offers its considerable expertise in support of higher education.



Governance for Student Success

With generous support from Lumina Foundation for Education, AGB is close to completing a two-year project—Governance for Student Success—that emphasizes the role of governing boards working in collaboration with institutional presidents to help achieve the nation’s educational needs. The project focuses on three important components for success in higher education: quality, leadership, and strategic finance.

QUALITY: Board fiduciary responsibility applies not only to finances, but also to assuring that students receive a high-quality education that is aligned with institutional mission. The project work on boards and educational quality has focused on researching board engagement in educational quality and, based on that research, recommending how boards and academic leaders can better understand the board’s responsibilities for academic quality, including student learning assessment. The aim is to reshape institutional dialogues about educational quality by providing avenues for boards to enter the conversation and engage in purposeful oversight of the academic enterprise. Two key documents have come from this effort: a report, *How Boards Oversee Educational Quality: A Report on a Survey on Boards and the Assessment of Student Learning*, and the *AGB Statement on Board Responsibility for the Oversight of Educational Quality*, which provides guidance to boards and institutional leaders. The statement was informed by AGB’s board of directors, its councils of board chairs and of presidents, and by a task force convened specifically to address the issue of board engagement in educational quality.

LEADERSHIP: Another key component focuses on the role of boards, together with presidents, in leading change. The research in the area involved in-depth interviews at institutions that have undergone significant change led by, or involving, boards operating at a high level of strategic engagement. The research has resulted in the development of a new book, *Leading Change: How Boards and Presidents Build Exceptional Academic Institutions*, to be published in Spring 2011 by AGB Press, which has as its premise that transforming institutions requires boards to be capable of transforming their own work. This book captures key characteristics of high performing boards, describing the board’s role in institutional change, and provides advice on institutional transformation. This groundbreaking publication will lead directly to new work aimed at transforming the work of boards in boardrooms around the country.



Raising the Bar for Higher Education in a Time of Fiscal Constraints

STRATEGIC FINANCE: A final focus of the Governance for Student Success project has been working with boards and chief executives to generate and reinvest savings. Strategic Finance is a forward-looking and efficient approach premised on institutional mission and strategic planning. By monitoring and controlling costs, Strategic Finance results in greater institutional ability to manage finances in a time of reduced state support, reduced earnings from endowments, and higher demand for enrollment, service, and public accountability. AGB has led 37 half- and full-day workshops at institutions across the country on this topic, and has presented on the issue at 12 national meetings. This work has been a natural extension of AGB's project on college costs.

In December 2010, an invited group of governors, state legislators, business leaders, and higher education leaders came together in Charlottesville, Virginia, to address how to maximize higher education's contributions to the American economy despite the realities of a struggling economy.

The meeting, *Raising the Bar for Higher Education in a Time of Fiscal Constraints*, was co-sponsored by the University of Virginia Miller Center of Public Affairs, the National Governors Association, the National Conference of State Legislatures, and AGB. It was funded in part by Lumina Foundation for Education.

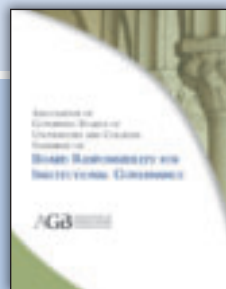
The robust conversation examined strategies to increase the number of Americans holding a college degree or credential and explored strategies to increase higher education productivity. The group came to consensus around a set of recommendations to be disseminated to states, higher education institutions, and the public at large through a publication expected in 2011. From this publication other work will follow.

AGB Board Statements and AGB Positions

Occasionally, matters rise to such importance that AGB's board of directors issues a statement intended to guide dialog and clarify AGB's position on an issue. In 2010, AGB's board issued one of these statements, and just recently, in March of 2011, issued another:

The ***Statement on Board Responsibility for Institutional Governance***, published in early 2010, was a timely revision of AGB's 1998 *Statement on Institutional Governance*, which was inspired by the work of the Commission on the Academic Presidency, whose report and recommendations AGB published in 1996. It contains eight principles, which are intended to guide boards in the governance of colleges, universities, and systems; inform them of their roles and responsibilities; and clarify their relationships with presidents, administration, faculty, and others involved in the governance process. The principles range from the most fundamental ("The ultimate responsibility for governance of the institution [or system] rests in its governing board") to more broad-based recommendations ("Boards of both public and independent colleges and universities should play an important role in relating their institutions to the communities they serve," and "The board should establish effective ways to govern while respecting the culture of decision making in the academy").

The ***Statement on Board Responsibility for the Oversight of Educational Quality*** was adopted in March 2011 and released widely in April 2011. Among a governing board's critical responsibilities to the institution it serves is ensuring the quality of the student educational experience—an institution's core mission. The board must do this amidst growing public demand for greater accountability from higher education, ranging from cost to how much students know upon graduation. The statement clarifies a long-standing area of board responsibility, providing a "road map" for boards and institution administrators and calling on boards to engage more fully, with the guidance of presidents and chief academic officers, in this aspect of their oversight duties. The AGB statement encourages boards to operate within the structure of shared governance, respecting faculty prerogatives and collaborating with the president to ensure that increased board engagement is at the strategic level. The statement results from AGB's report on the subject that is part of the Governance for Student Success initiative.



Member Services and Resources

Trusteeship Magazine

Reporting on trends, issues, and practices in higher education, the award-winning AGB magazine *Trusteeship* is among the most valued resources AGB offers its members. Distributed to the full board of AGB member institutions, plus the institution's president and eight other senior leaders, *Trusteeship* helps board members and chief executives better understand their distinctive and complementary roles and strengthen their performance by addressing board practice, challenges at the institution level, and important state and national policy issues affecting higher education. In 2010, *Trusteeship* Magazine continued to be on the cutting edge of governance, reporting on trends, issues, and practices in higher education. Timely articles covered a range of important subjects, including: "Strategic Thinking about How Costs and Goals Interact," "The Changing Demands of Presidential Leadership," "Overcoming Inertia: Can Higher Education Change?" "Building the Education Pipeline: Why Boards Must Play a Role," "On Track for the Future: A Case Study in Strategic Finance," "The Changing Landscape of Trustee and Board Engagement," and "Strategic Thinking Needed for Transformational Change."



AGB Knowledge Center

In fall 2010, the AGB Knowledge Center opened on AGB's Web site. Funded in part by TIAA-CREF Institute, this new addition to AGB's Web presence provides quick access to governance resources, including **governance briefs** that summarize critical topics, highlight key points, and offer a list of questions for boards; **FAQs based on inquiries AGB receives** on frequently asked governance questions; and **Podcasts and videos** featuring governance experts who explore topics useful to board members and institutional leaders. Members can also contact **AGB's reference librarian**, who is available to research specific governance questions, provide sample documents, or recommend resources (www.agb.org/knowledge-center).



Research

AGB's research agenda focuses on strengthening governance operations and on helping to define and clarify emerging best practices. AGB's 2010 projects and resulting publications included publication of **three important surveys** on the policies, practices, and composition of governing boards, shedding light on the make-up of independent and public governing boards, as well as coordinating boards and commissions, providing board members, chief executives, staff, and scholars with a basis for comparing the attributes of their own institution's board with those of other institutions. The 2010 *Survey of Policies, Practices and Composition of Coordinating Boards and Commissions* was the first effort of its kind to collect and analyze the characteristics of state higher-education coordinating boards and board members. *2010 Policies, Practices, and Composition of Governing Boards of Independent Colleges and Universities* and *2010 Policies, Practices and Composition of Governing Boards of Public Colleges and Universities* update

AGB's 2004 composition surveys.

In 2011, AGB plans to publish a similar survey of institutionally related foundation board composition.

AGB's *Financial Conditions Survey* examined 117 public institutions and university systems—representing 49 states and the Territory of Guam—and 111 private institutions regarding several topics, including budget, tuition, and cost-reduction strategies.

In April 2010, AGB invited colleges, universities, and institutionally related foundations in the 46 states (and the District of Columbia) that had enacted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) to participate in a **survey of endowment spending and related governance practices** under UPMIFA. The survey, conducted in partnership with Commonfund Institute, documents significant changes in spending practices following enactment of UPMIFA and suggests that higher-education boards have developed increasingly sophisticated and supple practices to balance the need for current funds and the obligation to sustain the long-term purchasing power of endowments.

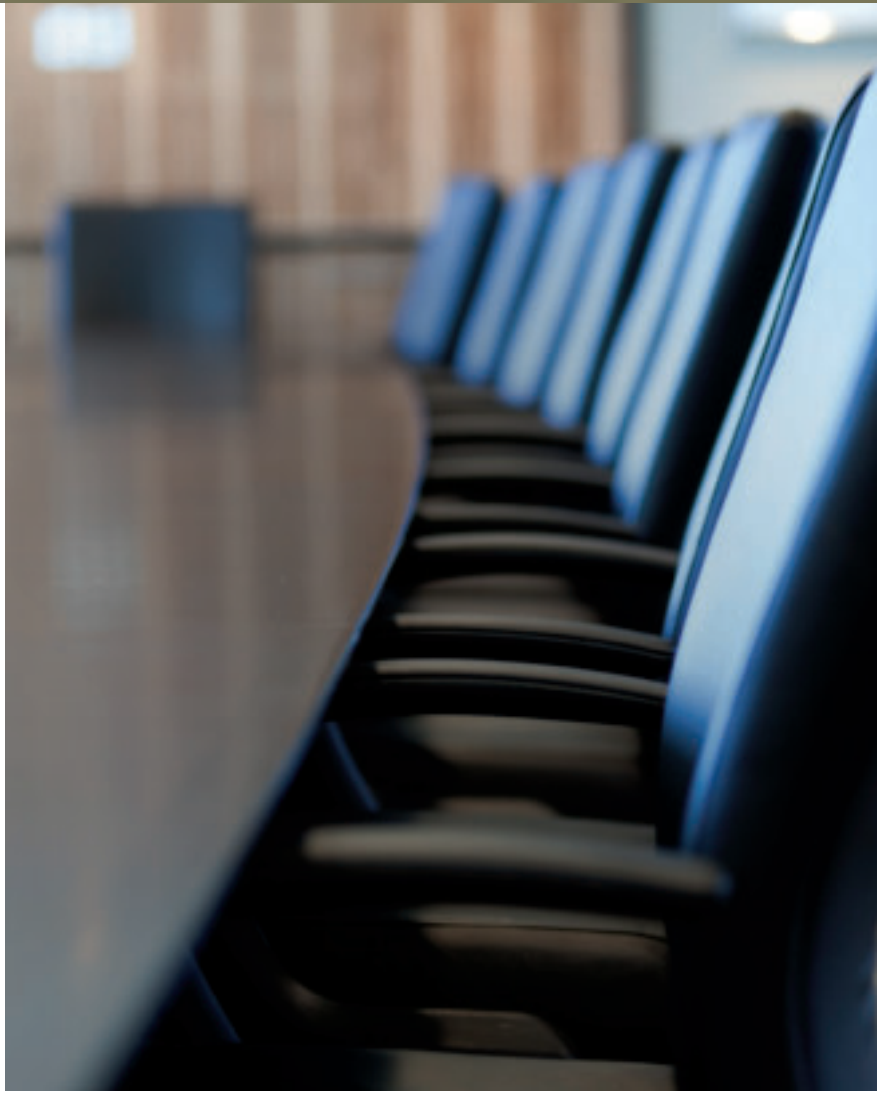


The Ingram Center for Public Trusteeship and Governance. Dedicated to strengthening the relationship between state government and public higher education by enhancing the effectiveness of citizen governing and foundation boards and their trustee members, the center forges partnerships with state government and higher-education associations, conducting policy analysis and research, and working directly with AGB-member boards and chief executives. In 2010, The Ingram Center worked in a consulting capacity with seven states providing a range of important services; the Center worked with AGB member boards in another seven states on university system and statewide governance issues. Additionally, the Center published two **State Governance Action Reports (SGAR)**, providing early reads on what states, university systems, and institutional leaders see as important concerns related to specific actions affecting higher-education governance coming from the state regulatory and legislative bodies, and a study on the policies, practices, and composition of state higher education coordinating boards and commissions.



Consulting Services. Since its inception in 2006, AGB Consulting has helped more than 300 institutions address key issues in their institution's governance. In 2010, AGB supported 55 member institutions through long-term engagements or workshops/retreats. AGB has expanded consulting services in three key areas—**comprehensive presidential assessment, achieving high-performing boards, and board oversight of intercollegiate athletics**—and continues to assist institutions and boards with a variety of other governance challenges. Another new area of consulting recently developed builds on AGB's Governance for Student Success project in the important area of **Strategic Finance**. The consulting practice focuses on helping institutions monitor costs, target resources to institutional priorities, and enhance transparency and accountability. It also engages boards with administrations in institutional efforts to increase productivity and degree attainment by aligning mission, revenues, and expenditures. Another offering, the confidential, complimentary "**Consultant-on-Call**" service gives members access to experts to discuss pressing questions. AGB Consulting includes board-education workshops and longer-term engagements.

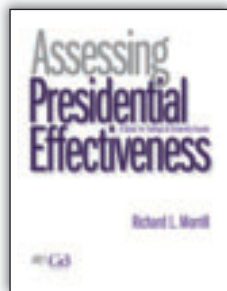
Benchmarking Service. AGB continues to serve members with subscription access to benchmark data on critical performance indicators for thousands of colleges and universities. The primary source of data for this service is the Integrated Postsecondary Education Data System (IPEDS), the largest and most complete higher-education database. AGB's Benchmarking Service includes IPEDS data on institutional characteristics; employees by position and salary; and finance, enrollment, and financial aid for all public and independent, non-profit, degree-granting, U.S. higher-education institutions, enabling institutions to create important comparisons to guide their strategic discussions.



Publications

AGB's publications provide board members with vital, timely insights and are regularly cited by members as primary sources they turn to for governance advice and direction. Books and reports from **AGB Press** are an exceptionally rich resource in such topic areas as leadership and strategy, fundraising, finance and endowment management, board practice, legal issues, and ethics. AGB published several important new titles in 2010.

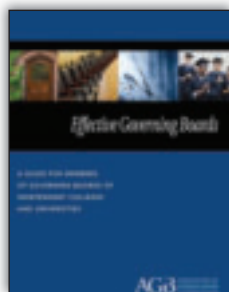
- AGB Press published **two critical new books** in 2010. ***Assessing Presidential Effectiveness: A Guide for College & University Boards***, by Richard L. Morrill, puts the critical question “How is our president doing?” in the context of the current challenges confronting higher education and its governance. ***Succession Planning for the Higher Education Presidency***, by Rita Bornstein, adds depth and new direction to the canon of higher-education literature on the subject of transition in the most important position on campus. The book was supported in part by the TIAA-CREF Institute.
- Keeping current with the ever-greater role that technology plays in our lives and in governance, AGB published, with support from SunGard Higher Education, ***Contexts for Technology: 10 Considerations for Governing Boards of Colleges and Universities***, which offers board members guidelines as they consider the many possible applications of technology on their campuses.



- Adding to the fundamental understanding of board composition and practice, AGB published **2010 Policies, Practices, and Composition of Governing Boards of Independent Colleges and Universities** and the **2010 Policies, Practices, and Composition of Governing Boards of Public Colleges and Universities**. These studies, produced every five years, feature the latest data on board composition and include profiles of committee structure, board demographics, and highlights of other trends.

Effective Governing Boards: A Guide for Members of Governing Boards of Public Colleges, Universities, and Systems was also published in 2010. Paralleling its counterpart for independent institutions, which was published in 2009, this guide provides an overview of the important responsibilities of serving on the board of a public college, university, or system. It clarifies the fiduciary responsibilities for which boards are held accountable; covers the board’s basic responsibilities and outlines hallmarks for an effective board; and provides a rich bibliography of resources.

AGB also released a foundational report on **how college and university governing boards oversee educational quality**. *How Boards Oversee Educational Quality: A Report on a Survey on Boards and the Assessment of Student Learning* provides insight into what board members know about the assessment of student learning and what both board members and administrators might do to enhance their partnership to achieve student success, being careful and cognizant of the appropriate level of board engagement in this activity. AGB surveyed chief academic officers and chairs of board committees on academic affairs on the subject of board familiarity with and understanding of institutional assessment of student learning. Both public and private institutions were surveyed. The findings were mixed, with boards indicating that they are receiving some information on student-learning outcomes but little guidance on how to interpret or respond to it. *How Boards Oversee Educational Quality: A Report on a Survey on Boards and the Assessment of Student Learning* is part of AGB’s overall project, Governance for Student Success.





In summer 2010, AGB established a new higher-education search consulting business, **AGB Search**, under the direction of veteran higher education search leader James P. Ferrare. AGB Search, LLC, an independent search firm operating outside of AGB's main operations but governed by the AGB Board of Directors, focuses on searches for CEOs and other senior leaders at colleges, universities, and institutionally related foundations. Search is not new to AGB, but is rather a resumption of search work conducted by AGB in the 1980s and 1990s. Given the demands of the higher education presidency and its relationship to board work, AGB Search is a natural extension of AGB's 90-year commitment to strengthening and supporting the work of the men and women who serve on boards across the nation. So far, the new venture has been incredibly successful, with over 15 searches completed or underway today and nine consultants on board.

Learn more at www.agbsearch.com.

Conferences and Workshops

AGB's institutes, conferences, workshops, and seminars offer abundant opportunities for new and experienced board members, presidents, board professional staff, and senior level administrators to find new ideas, develop strategies, build team relationships, network, learn timely information, and share insights with peers. Programs range from highly focused institutes for the board chair and CEO to large national conferences.

- AGB's flagship program, the **Institute for Board Chairs and Presidents of Independent Institutions**, saw another 40 teams over two sessions, held in January and June. This intimate program offers a unique opportunity to fortify the partnership between board chair and president at key times during their relationship.
- AGB's **Foundation Leadership Forum** and **National Conference on Trusteeship** provided attendees with thought-provoking content, valuable conversation with peers, and important opportunities for board members and institution leaders to focus on their work outside of their daily challenges and distractions.

The *2011 Foundation Leadership Forum* took place January 23-26 in Bonita Springs, Florida. This year's program surveyed the current economic, philanthropic, and political landscapes and examined some of the ways foundations are adapting their approaches to asset management, developing new ways to mitigate

risk, enhancing their governance practices, and assuming a leadership role in advocacy. Over 300 people attended, with more than 100 attending the optional workshops at the close of the Forum.

John Casteen, former president of the University of Virginia, launched the conference with a plenary on new prospects for public higher education, a discussion of the ways public institutions may be changing, the sustainability of current funding models, the need to reengage with policymakers and the public while also cultivating strong internal leaders, and a consideration of foundation-institution relationships going forward.

Plenary sessions included panels on post-crisis approaches to investment policy and management; surveying the philanthropic landscape: new research on donors, wealth, and philanthropic decision making; the board chair-chief executive partnership; the implications of the new global economy; and making the case for public higher education. In addition, Sally Mason, president of the University of Iowa, addressed why we raise money for public higher education. New board chairs, vice chairs, and chairs-elect were invited to the Board Chair Boot Camp, which provided an overview of the fundamental responsibilities of foundation board chairs, insights into common operational and governance models, and practical suggestions to enhance board engagement, productivity, and cohesiveness.

AGB's 2010 *National Conference on Trusteeship*, March 19-23 in Orlando, Florida, focused on the long view for higher education, addressing immediate challenges facing our institutions with an eye toward developing institutional strengths to carry through difficult times. Invited plenary speakers included Freeman Hrabowski, president of the University of Maryland, Baltimore County, who spoke about access to higher education; governance expert Richard Chait, who led a panel of presidents and board chairs in a discussion of that important partnership; Robin Wright, journalist and expert on the Middle East, speaking on "The Next Global Hot Spots"; Peter Ewell, trustee and expert on academic assessment, who led a panel on boards and academic quality; and Richard Legon, who led a panel of higher education experts discussing "Overcoming Inertia: Can Higher Education Change?" AGB Press launched three books at this important meeting: *Succession Planning in the Higher Education Presidency*; *Assessing Presidential Effectiveness, A Guide for College and University Boards*; and *Effective Governing Boards: A Guide for Members of Governing Boards of Public Colleges, Universities and Systems*. Of the 850 attendees at the National Conference on Trusteeship in Orlando, 76 percent also participated in preconference workshops, enabling them to focus deeply closely on key topics.

Finances

	Operating Fund	Other Unrestricted	Temporarily Restricted	TOTAL
Revenue, Gains, and Other Support				
Membership dues	\$ 4,382,840			\$ 4,382,840
Conference/Workshops; Board Education				
Consulting services; Benchmarking services	1,815,523			1,815,523
Publication sales	307,290			307,290
Grants and gifts	238,000		437,899	675,899
Contributed services			67,000	67,000
Center services	163,535			163,535
Investment income (realized & unrealized)	56,140	652,519	268	708,927
Total revenues	6,963,328	652,519	505,167	8,121,014
Transfer from Quasi Endowment Fund	310,000			310,000
Net assets released from restrictions	713,530		(713,530)	0
Total revenue, gains, and other support	7,986,858	652,519	(208,363)	8,431,014
Expenses				
Program services				
Meetings, Board Education Consulting and Benchmarking Services	2,339,888	18,454		2,358,342
Publications	1,055,261	10,765		1,066,026
Grant Programs	646,531	-		646,531
Richard T. Ingram Center	325,041	110,049		435,090
Other unrestricted programs	-	41,718		41,718
Total program services	4,366,721	180,986		4,547,707
Supporting services				
Management and General	2,264,511	18,854		2,283,365
Membership development	406,981	31,291		438,272
Fundraising	291,270	4,613		295,883
Marketing	206,361	2,563		208,924
Total supporting services	3,169,123	57,321		3,226,444
Total expenses	7,535,844	238,307	0	7,774,151
Transfer from Quasi Endowment Fund		310,000		310,000
Total expenses and allocations	7,535,844	548,307	0	8,084,151
Changes in net assets	451,014	104,212	(208,363)	346,863
Transfers	(454,302)	454,302	0	0
Net assets, beginning of year	577,351	5,313,763	644,598	6,535,712
Net assets, end of year	\$574,063	\$5,872,277	\$436,235	\$6,882,575

For the fiscal year ending June 30, 2010, general operating revenues (including transfer from the Quasi-Endowment Fund and net assets released from grant restrictions of \$713,350) totaled \$7,986,858. Dues from member boards provided approximately 60 percent of AGB's general operating revenues prior to the release of assets from grant restrictions. Dues accounted for 52 percent of revenues from all sources, which included new grant revenues of \$437,899 in support of special programs.

As of June 30, 2010, net assets were \$6,882,575, compared with \$6,535,712 on June 30, 2009. Total assets were \$11,167,531 (including reserves of \$5,365,292 at fair market value), compared with total assets of \$10,341,677 on June 30, 2009.

A summary of accounting policies and notes to these financial statements are a part of the independent auditors' report. A copy of the printed financial statements will be provided on request.



Membership Data *As of June 30, 2010*

MEMBER BOARDS BY TYPE OF INSTITUTION

Governing boards of independent colleges and universities	764
Governing boards of public colleges and universities	271
Foundations	154
Governing boards of proprietary colleges and universities	12
Statewide coordinating boards	7
Other private boards	7

Total Membership **1,215**

MEMBERSHIP BY TYPE OF INDIVIDUAL

	Public	Independent	Total
Trustees & regents	7,132	20,611	27,743
Senior administrators	1,288	3,341	4,629
Board chairs	437	722	1,159
Presidents & Chancellors	341	779	1,120
Board professional staff	307	795	1,102
Directors of foundations	154		154

Total **9,659** **26,248** **35,907**

AGB Leadership

Board of Directors 2010-2011

Chair

James M. Weaver
Gettysburg College
*Former board chair
and trustee emeritus*

Vice Chair

Honorable Jim Geringer
Western Governors
University

Secretary

Yvonne R. Jackson
Spelman College

Treasurer

**Honorable
Jack B. Jewett**
University of
Arizona Foundation

Honorable

Cynthia A. Baldwin
Duquesne University,
trustee emerita

Elizabeth Ballantine
American University
of Paris
Grinnell College,
life trustee

Richard Beyer
American University

Rita Bornstein
President Emerita
Rollins College,
public member

Helen Aguirre Ferré
Miami Dade College

Honorable Jim Geringer
Western Governors
University

Marilyn French Hubbard
Central Michigan
University

Yvonne R. Jackson
Spelman College

Honorable Jack B. Jewett
University of
Arizona Foundation

Clifford M. Kendall
University System
of Maryland

W. Austin Ligon
University of Virginia

Andrea Loughry
University of
Tennessee System

Charles H. McTier
Emory University

James J. Mitchell, III
Roosevelt University

Constance L. Proctor
University of Washington

David H. Roberts
Thunderbird School
of Global Management
Occidental College

Joyce Roché
Dillard University

Verne O. Sedlacek
President and CEO,
Commonfund
public member

Charles Shorter
City University
of New York

James C. Stalder
Carnegie Mellon University

James M. Weaver
Gettysburg College
*Former board chair
and trustee emeritus*

Jacqueline F. Woods
Kent State University
Muskingum College

Staff Officers

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President

Susan Whealler Johnston
Executive Vice President

Amanda Adolph
Senior Vice President,
Marketing and
Communications

James P. Ferrare
Senior Vice President
Managing Principal,
AGB Search

Maria Nazareth
Vice President for Finance

Richard Novak
Senior Vice President,
Programs and Research
Executive Director,
Ingram Center for
Public Trusteeship
and Governance



Council of Board Chairs

Chair

David Miles

Iowa Board of Regents

Vice Chair

Lyn Trodahl Chynoweth

Moravian College

Clyde Allen

University of
Minnesota System

Ernest Calderón

Arizona Board of Regents

T. Grant Callery

Marietta College

Kenneth C. Clark

University of West Florida

Carlos Del Rio

University of Puerto Rico

Mark Epstein

The Cooper Union

Frederick Gruel

William Paterson University

Fred Heldenfels IV

Texas Higher Education
Coordinating Board

David Hendrickson

West Virginia Higher
Education Policy
Commission

David Hosler

Elizabethtown College

Robert W. Norton

Fisk University

Kate Pew Wolters

Grand Valley State
University

Jim W. Phillips Jr.

University of North
Carolina System

Barry Rand

Howard University

Robert Rabinovitch

McGill University

Michael Spector

University of Wisconsin

Janet Whitman

Skidmore College

Roxanne Wilson

Scripps College

Council of Presidents

Chair

Charles Reed

California State
University System

Vice Chair

Eileen B. Wilson-Oyelaran

Kalamazoo College

Dennis D. Berkey

Worcester Polytechnic
Institute

Philip L. Dubois

University of
North Carolina - Charlotte

Donald Eastman

Eckerd College

Jerry B. Farley

Washburn University
of Topeka

Bobby Fong

Butler University

Antoine M. Garibaldi

Gannon University

Mark D. Gearan

Hobart and William
Smith Colleges

R. Barbara Gitenstein

College of New Jersey

Jo Ann M. Gora

Ball State University

Walter Harrison

University of Hartford

William R. Harvey

Hampton University

Rev. John I. Jenkins, CSC

University of Notre Dame

Arthur F. Kirk Jr.

Saint Leo University

William E. Kirwan

University System
of Maryland

Robert K. Kustra

Boise State University

Mary E. Lyons

University of San Diego

Julianne Malveaux

Bennett College

James H. McCormick

Minnesota State
Colleges and
Universities System

Patricia A. McGuire

Trinity College

M. Lee Pelton

Willamette University

David J. Schmidly

University of New Mexico

Jake B. Schrum

Southwestern University

Laura Skandera Trombley

Pitzer College

Graham B. Spanier

The Pennsylvania State
University

Teresa A. Sullivan

University of Virginia

Henry N. Tisdale

Clafin University

James C. Votruba

Northern Kentucky
University

Edwin H. Welch

University of Charleston

Mark G. Yudof

University System
of California

AGB Members

Alabama

Alabama A&M University
Alabama State University
Auburn University
Auburn University Foundation
Birmingham - Southern College
Huntingdon College
Spring Hill College
University of Alabama
System Office
University of Montevallo
University of South Alabama
Foundation
University of West Alabama

Alaska

Alaska Pacific University
University of Alaska Foundation
University of Alaska System

Arizona

Arizona Board of Regents
Arizona State University
Foundation
Everest College Phoenix
Maricopa County Community
College District
Northern Arizona University
Foundation
Prescott College
Southwest College of
Naturopathic Medicine &
Health Sciences
The University of Arizona
Foundation
Thunderbird School of
Global Management

Arkansas

Arkansas Baptist College
Arkansas Department of
Higher Education
Arkansas State University
Foundation, Inc.
Arkansas State University System
Arkansas Tech University
Harding University
Hendrix College
Lyon College
University of Arkansas
Foundation, Inc.
University of Arkansas System
University of Central Arkansas

California

Alliant International University
American University of Health
Sciences
Antioch University Los Angeles
Azusa Pacific University
Barstow Community College District
Bethany University
CETYS University
CSUCI Foundation
Cal Poly Corporation
California Institute of Technology
California Lutheran University
California State University -
Fresno Foundation
California State University -
Fullerton
California State University - Long
Beach Foundation
California State University -
Northridge Foundation
California State University
Foundation
California State University System
California Western School of Law
Campanile Foundation
Chapman University
Claremont Graduate University
Claremont McKenna College
Claremont University Consortium
Fielding Graduate University
Fresno Pacific University
Fuller Theological Seminary
Graduate Theological Union
Harvey Mudd College
Hastings College of Law
Heald College
Institute of Transpersonal
Psychology
La Sierra University
Loma Linda University Adventist
Health Sciences Center
Loyola Marymount University
Marymount College
Menlo College
Mills College
Mount St. Mary's College
National University
Notre Dame de Namur University
Occidental College
Pacific Oaks College
Pacific Union College
Palo Alto University
Pepperdine University

Pitzer College
Point Loma Nazarene University
Pomona College
Riverside Community College
Saint Mary's College of California
San Francisco Art Institute
San Francisco Conservatory
of Music
Santa Clara University
Saybrook University
Scripps College
South Orange County
Community College District
Southern California College
of Optometry
Southern California Institute
of Architecture
Southern California University
of Health Sciences
Southwestern Law School
The National Hispanic University
University Foundation at
Sacramento State
University of California - Irvine
Foundation
University of California - Los
Angeles Foundation
University of California System
University of Verne
University of Redlands
University of San Diego
University of San Francisco
University of Southern California
University of the Pacific
Vanguard University of
Southern California
Ventura County Community
College District
Western Association of Schools
& Colleges
Westmont College
Whittier College
Woodbury University

Colorado

Colorado College
Colorado School of Mines
Colorado School of Mines
Foundation
Colorado State University System
Fort Lewis College
Metropolitan State College of
Denver
Naropa University
Regis University

University of Colorado Foundation
University of Colorado System
University of Denver
University of Northern Colorado
Foundation
University of the Rockies
Western State College Foundation

Connecticut

Albertus Magnus College
Choate Rosemary Hall
Connecticut College
Connecticut State University
System
Fairfield University
Goodwin College
Mitchell College
Quinnipiac University
Saint Joseph College
Southern Connecticut State
University Foundation, Inc.
Trinity College
U.S. Coast Guard Academy
University of Connecticut
University of Connecticut
Foundation, Inc.
University of Hartford
Yale University

Delaware

Delaware State University
Wesley College

District of Columbia

American University
Catholic University of America
Gallaudet University
George Washington University
Georgetown University
Howard University
The Institute of World Politics
Trinity Washington
University of the District
of Columbia
University of the District of
Columbia Foundation, Inc.

Florida

Barry University
Beacon College
Bethune-Cookman University
Daytona State College
Eckerd College
Edward Waters College

Flagler College
Florida A&M University
Florida A&M University
Foundation
Florida Institute of Technology
Florida International University
Florida Memorial University
Florida Southern College
Gulf Coast Community College
Indian River State College
Jacksonville University
Lynn University
Miami Dade College
Miami Dade College Foundation, Inc.
New College of Florida
Nova Southeastern University
Palm Beach Atlantic University
Ringing College of Art & Design
Rollins College
Saint Leo University
Southeastern University
Stetson University
The University of Tampa
University of Central Florida
University of Central Florida
Foundation
University of Florida Foundation, Inc.
University of Miami
University of North Florida
University of North Florida
Foundation
University of South Florida
Foundation
University of West Florida

Georgia

Agnes Scott College
Arch Foundation for the
University of Georgia
Berry College
Brenau University
Clark Atlanta University
Dalton State College Foundation
Emory University
Georgia Gwinnett College
Foundation
Georgia State University Foundation
Georgia Tech Foundation, Inc.
Kennesaw State University
Foundation
LaGrange College
Life University
Medical College of Georgia
Foundation, Inc.

AGB Members

Mercer University
Morehouse College
Morehouse School of Medicine
Oglethorpe University
Paine College
Piedmont College
Spelman College
Thomas University
University System of Georgia -
Board of Regents
University of Georgia Foundation

Hawaii

Chaminade University of Honolulu
Hawaii Pacific University
University of Hawaii Foundation
University of Hawaii System

Idaho

Boise State University
Foundation, Inc.
Idaho State Board of Education
Northwest Nazarene University
The College of Idaho

Illinois

Adler School of Professional
Psychology
Augustana College
Aurora University
Benedictine University
Blackburn College
Bradley University
Chicago School of Professional
Psychology
Chicago State University
Chicago State University
Foundation
College of DuPage
College of Lake County
Columbia College Chicago
DePaul University
DeVry Inc.
Eastern Illinois University
Ellis University
Elmhurst College
Erikson Institute
Eureka College
Garrett-Evangelical Theological
Seminary
Governors State University
Greenville College
Harper College
Harper College Educational
Foundation
Heartland Community College
Foundation
Illinois Board of Higher Education
Illinois College
Illinois College of Optometry
Illinois Institute of Technology
Illinois State University
Illinois State University
Foundation
Illinois Wesleyan University
John Marshall Law School
Judson University
Kaplan University
Lake Forest College
Lake Land College Foundation
Lincoln College
MacMurray College
Methodist College of Nursing
Midwestern University
Millikin University
Monmouth College
Moody Bible Institute of Chicago
National-Louis University
North Central College
North Park University
Northern Illinois University
Northern Illinois University
Foundation
Olivet Nazarene University
Principia College
Quincy University
Robert Morris University
Rockford College
Roosevelt University
Rosalind Franklin University of
Medicine & Science
Saint Anthony College of Nursing
School of the Art Institute
of Chicago
Southern Illinois University -
Central Administration
Southern Illinois University
Edwardsville Foundation
Southern Illinois University
Foundation
St. John's College
Trinity College of Nursing &
Health Sciences
University of Illinois
University of Illinois Foundation
University of St. Francis
Western Illinois University
Wheaton College

Indiana

Ancilla College
Anderson University
Ball State University
Ball State University Foundation
Butler University
Concordia Theological Seminary
DePauw University
Earlham College
Franklin College
Goshen College
Hanover College
Indiana Institute of Technology
Indiana State University
Indiana State University
Foundation
Indiana University Foundation
Indiana University System
Indiana Wesleyan University
Ivy Tech Community College
of Indiana
Manchester College
Marian University
Martin University
Purdue University
Rose-Hulman Institute of
Technology
Saint Joseph's College
Saint Mary's College
St. Mary-of-the-Woods College
Taylor University
Trine University
University of Evansville
University of Indianapolis
University of Notre Dame
University of Saint Francis
University of Southern Indiana
Valparaiso University
Vincennes University
Wabash College

Iowa

AIB College of Business
Ashford University
Board of Regents, State of Iowa
Buena Vista University
Central College
Clarke College
Coe College
Cornell College
Des Moines University-
Osteopathic Medical Center
Divine Word College
Drake University

Graceland University
Grinnell College
Iowa State University Foundation
Iowa Wesleyan College
Loras College
Maharishi University of
Management
Mercy College of Health Sciences
Morningside College
Mount Mercy College
Palmer College of Chiropractic
Simpson College
St. Ambrose University
University of Dubuque
University of Iowa Foundation
Upper Iowa University

Kansas

Bethany College
Emporia State University
Foundation
Friends University
Kansas Board of Regents
Kansas State University
Foundation
Kansas University Endowment
Association
McPherson College
Newman University
Pittsburg State University
Foundation, Inc.
University of Saint Mary
Washburn Endowment Association
Washburn University
Wichita State University
Foundation

Kentucky

Bellarmino University
Berea College
Campbellsville University
Centre College
Eastern Kentucky University
Galen College of Nursing
Kentucky Community & Technical
College System
Kentucky Council on
Postsecondary Education
Kentucky State University
Kentucky Wesleyan College
Midway College
Morehead State University
Murray State University
Northern Kentucky University

Spalding University
Thomas More College
Transylvania University
University of Kentucky
Western Kentucky University
Western Kentucky University
Foundation

Louisiana

Centenary College of Louisiana
Dillard University
Louisiana Board of Regents
Louisiana State University
Health Sciences Foundation
in Shreveport
Louisiana State University
Foundation
Louisiana State University System
Loyola University New Orleans
Our Lady of Holy Cross College
Our Lady of the Lake College
Tulane University
University of Louisiana -
Lafayette Foundation
University of New Orleans
Foundation
Xavier University of Louisiana

Maine

Bates College
Bowdoin College
Colby College
College of the Atlantic
Saint Joseph's College
Unity College
University of Maine - Orono
University of Maine Foundation
University of Maine System
University of New England

Maryland

Anne Arundel Community College
Baltimore International College
Capitol College
College of Notre Dame of
Maryland
Goucher College
Hood College
Howard Community College
Loyola University Maryland
Maryland Institute College of Art
McDaniel College
Montgomery College-Central
Administration

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Morgan State University
Morgan State University
Foundation, Inc.
Mount Saint Mary's University
SDA Higher Education Cabinet
St. John's College
St. Mary's College of Maryland
Stevenson University
Uniformed Services University
of the Health Sciences
United States Naval Academy
Foundation
University of Baltimore
Foundation, Inc.
University of Maryland Baltimore
Foundation, Inc.
University of Maryland College
Park Foundation
University System of Maryland
University System of Maryland
Foundation
Washington Adventist University
Washington College

Massachusetts

American International College
Amherst College
Anna Maria College
Assumption College
Babson College
Becker College
Bentley University
Berklee College of Music
Boston Architectural College
Boston Conservatory
Boston University
Brandeis University
Bridgewater State College
Cambridge College
Clark University
College Of The Holy Cross
Curry College
Dean College
Eastern Nazarene College
Elms College
Emerson College
Emmanuel College
Endicott College
Fisher College
Franklin W. Olin College
of Engineering
Gordon-Conwell Theological
Seminary
Hampshire College

Harvard University
Hellenic College and Holy Cross
Greet Orthodox School of Theology
Lasell College
Lesley University
MGH Institute of Health
Professions
Massachusetts Bay
Community College
Massachusetts College
of Liberal Arts
Massachusetts School of
Professional Psychology
Merrimack College
Mount Holyoke College
Mount Ida College
New England College
of Optometry
Nichols College
Northeastern University
Pine Manor College
Quincy College
Regis College
Roxbury Community College
Salem State College
Simmons College
Smith College
Springfield College
Suffolk University
Tufts University
University of Massachusetts
System Office
Wellesley College
Wentworth Institute of
Technology
Western New England College
Wheaton College
Wheelock College
Williams College
Worcester Polytechnic Institute
Worcester State College
Foundation

Michigan

Adrian College
Albion College
Alma College
Andrews University
Aquinas College
Calvin College
Central Michigan University
Davenport University
Eastern Michigan University
Ferris State University

Ferris State University Foundation
Finlandia University
Grand Valley State University
Hope College
Kalamazoo College
Lawrence Technological University
Madonna University
Michigan State University
Michigan Tech Fund
Michigan Technological University
Oakland University
Olivet College
Saginaw Valley State University
Siena Heights University
Spring Arbor University
Thomas M. Cooley Law School
University of Detroit Mercy
University of Michigan
Walsh College of Accountancy &
Business Administration
Wayne State University
Wayne State University
Foundation
Western Michigan University
Western Michigan University
Foundation

Minnesota

Augsburg College
Bethel University
Carleton College
College of Saint Benedict
College of St. Scholastica
Concordia College
Gustavus Adolphus College
Hamline University
Hazelend Graduate School of
Addiction Studies
Macalester College
Minneapolis College of Art &
Design
Minnesota State Colleges &
Universities
Northwestern College
Northwestern Health Sciences
University
St. Catherine University
Saint John's University
Saint Mary's University of
Minnesota
St. Olaf College
University of Minnesota
Foundation
University of Minnesota System

University of St. Thomas
William Mitchell College of Law
Winona State University
Foundation

Mississippi

Mississippi Board of Trustees of
State Institutions of Higher
Learning
Mississippi State University
Foundation
Rust College
Tougaloo College
University of Mississippi
Foundation
University of Southern Mississippi
Foundation

Missouri

A.T. Still University of Health
Sciences
Avila University
Central Methodist University
Cottey College
Cox College
Culver-Stockton College
Fontbonne University
Forest Institute of Professional
Psychology
Harris-Stowe State University
Kansas City University of Medicine
& Biosciences
Lincoln University
Lincoln University Foundation,
Inc.
Linn State Technical College
Logan College of Chiropractic
Maryville University of Saint Louis
Missouri Department of Higher
Education
Missouri Southern State
University
Missouri State University
Missouri Valley College
Northwest Foundation, Inc.
Northwest Missouri State
University
Park University
Rockhurst University
Southeast Missouri Hospital
College of Nursing Health
Sciences
Southeast Missouri State
University
St. Louis College of Pharmacy

St. Louis Community College
Stephens College
Truman State University
University of Central Missouri
University of Missouri System
Webster University
Westminster College
William Jewell College

Montana

Flathead Valley Community
College
Montana State University
Foundation, Inc.
Montana University System Office
Salish Kootenai College
University of Montana Foundation

Nebraska

BryanLGH College of Health
Sciences
Creighton University
Doane College
Hastings College
Nebraska State College System
Nebraska Wesleyan University
University of Nebraska Foundation
University of Nebraska System

Nevada

Nevada System of Higher
Education
Sierra Nevada College
University of Nevada Las Vegas
Foundation

New Hampshire

Colby-Sawyer College
Dartmouth College
Franklin Pierce University
New England College
New Hampshire Institute of Art
University of New Hampshire
School of Law
University System of New
Hampshire

New Jersey

Berkeley College
Bloomfield College
Brookdale Community College
Caldwell College
Camden County College
Centenary College

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College of Saint Elizabeth
County College of Morris
Drew University
Fairleigh Dickinson University
Felician College
Foundation of the University of
Medicine and Dentistry of NJ
Georgian Court University
Kean University
Kean University Foundation, Inc.
Monmouth University
New Jersey Association of State
Colleges & Universities
New Jersey City University
Ocean County College
Princeton Theological Seminary
Ramapo College of New Jersey
Richard Stockton College of New
Jersey
Richard Stockton College of New
Jersey Office of Development
Rider University
Rowan University
Rutgers University Foundation
Rutgers, The State University of
New Jersey
Saint Peter's College
Seton Hall University
Stevens Institute of Technology
The College of New Jersey
Thomas Edison State College
University of Medicine & Dentistry
of New Jersey
William Paterson University
Foundation, Inc.
William Paterson University
of New Jersey

New Mexico

Eastern New Mexico University
Foundation
Institute of American Indian Arts
New Mexico Highlands University
New Mexico Institute of Mining &
Technology
New Mexico Military Institute
New Mexico State University
Foundation, Inc.
Northern New Mexico College
Southwestern College
University of New Mexico
University of New Mexico
Foundation, Inc.
University of the Southwest
Western New Mexico University

New York

Adelphi University
Alfred University
Bank Street College of Education
Barnard College
Borica College
Briarcliffe College
Buffalo State College Foundation
Canisius College
City University of New York
Clarkson University
Colgate University
College of Mount Saint Vincent
College of Saint Rose
College of Staten Island
Foundation
Columbia University
Cooper Union for the
Advancement of Science and Art
Cornell University
Culinary Institute of America
D'Youville College
Dominican College of Blauvelt
Dowling College
Elmira College
Erie Community College
Excelsior College
Fashion Institute of Technology
Fordham University
Hamilton College
Hartwick College
Hebrew Union College -
Jewish Institute of Religion
Hobart and William Smith
Colleges
Hofstra University
Houghton College
Iona College
Ithaca College
Jewish Theological Seminary
of America
Keuka College
Le Moyne College
Lebanese American University
LIM College
Long Island University
Manhattan College
Manhattanville College
Marist College
Marymount Manhattan College
Medaille College
Medgar Evers College
Mercy College
Molloy College

Monroe Community College
Foundation
Mount Saint Mary College
Nazareth College of Rochester
New York Chiropractic College
New York Medical College
New York School of Interior
Design
Niagara University
Nyack College
Pace University
Paul Smith's College of Arts &
Sciences
Polytechnic Institute of NYU
Pratt Institute
Rensselaer Polytechnic Institute
Rochester Institute of Technology
Sarah Lawrence College
Sienna College
Skidmore College
St. Bonaventure University
St. Francis College
St. John Fisher College
St. John's University
St. Lawrence University
St. Thomas Aquinas College
Syracuse University
Teachers College
The College of New Rochelle
The New School
The Sage Colleges
Union College
Union Theological Seminary
Utica College
Vassar College
Vaughn College of Aeronautics
and Technology
Villa Maria College
Wagner College
Webb Institute
Wells College
Yeshiva University

North Carolina

Appalachian State University
Foundation, Inc.
Barton College
Bennett College for Women
Brevard College
Cabarrus College of Health
Sciences
Catawba College
Davidson College
Duke University

East Carolina University
East Carolina University
Foundation, Inc.
Elizabeth City State University
Elon University
Greensboro College
Guilford College
Johnson C. Smith University
Livingstone College
Meredith College
Methodist University
North Carolina A&T State
University
North Carolina Central University
North Carolina Central University
Foundation, Inc.
North Carolina State University
North Carolina Wesleyan College
Peace College
University of North Carolina -
Asheville
University of North Carolina -
Chapel Hill
University of North Carolina -
Charlotte
University of North Carolina -
Charlotte Foundation, Inc.
University of North Carolina -
Greensboro
University of North Carolina -
Pembroke
University of North Carolina -
Wilmington
University of North Carolina
School of the Arts
University of North Carolina
System
University of North Carolina at
Chapel Hill Endowment
Wake Forest University
Warren Wilson College
Western Carolina University
Western Carolina University
Foundation
Wingate University
Winston-Salem State University

North Dakota

North Dakota University System

Ohio

Antioch University
Ashland University
Aultman College of Nursing
and Health Sciences

Baldwin-Wallace College
Bowling Green State University
Bowling Green State University
Foundation, Inc.
Capital University
Case Western Reserve University
Cedarville University
Central Ohio Technical College
Central State University
Cleveland State University
Cleveland State University
Foundation, Inc.
College of Mount St. Joseph
College of Wooster
Cuyahoga Community College
District
Defiance College
Denison University
Franciscan University of
Steubenville
Franklin University
Heidelberg College
Hiram College
John Carroll University
Kent State University
Kent State University Foundation
Kenyon College
Lourdes College
Malone University
Marietta College
Methodist Theological School
in Ohio
Miami University
Miami University Foundation
Mount Union College
Mount Vernon Nazarene University
Muskingum University
Oberlin College
Ohio Board of Regents
Ohio Dominican University
Ohio Northern
Ohio State University
Ohio State University Foundation
Ohio University
Ohio University Foundation
Ohio Wesleyan University
Otterbein College
Owens Community College
Foundation
Shawnee State University
Sinclair Community College
The Christ College of Nursing and
Health Sciences

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The University of Findlay
The University of Toledo
Union Institute & University
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