

BOLD IDEAS FOR CRITICAL TIMES

ASSOCIATION OF GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES
2009 ANNUAL REPORT



AGB

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Leaders in higher education today find themselves in an environment of unprecedented financial, political, social, strategic, and demographic challenges. To be successful now and in the years ahead, colleges, universities, and institutionally related foundations need to be doubly innovative and resourceful. In order to help higher education thrive, we must initiate bold, creative thinking.

We at the Association of Governing Boards of Universities and Colleges (AGB) remain steadfast in our commitment to help higher education find and implement critical new ideas. In the context of today's unparalleled circumstances for leadership in higher education, our report documents AGB's accomplishments and offers some perspective on why and how we have addressed specific issues, with an eye toward the work that must be continued.

LANDSCAPE FOR HIGHER EDUCATION

A year that saw a new president and administration come to Washington was also marked by a severe economic recession, deep declines in the stock market, an unprecedented federal stimulus package designed to revitalize the economy, a rigorous debate on health care reform, a growing federal deficit and an awakening to the size of the federal debt, and continued military engagement abroad.

Given this backdrop of political and economic transformation, it is not surprising that higher education also continues to be buffeted by change. The recession has had a major impact on funding and giving. Erosions in revenues have depressed state budgets, leading to significant reductions in state allocations for higher education. While federal stimulus spending has temporarily filled part of the gap in government funding for education and research, there is considerable uncertainty about how long such programs can be sustained—and about what happens after such funding ends. Surveys by NACUBO and the Commonfund Institute found that recessionary pressure caused institutional endowments to lose an average of 18.7 percent of their value in 2009. A study by the Council for Aid to Education showed that private giving to colleges and universities was down 11.9 percent for the year.

Even as funding for colleges and universities becomes more problematic, society continues to call for higher education to make even greater contributions. There is broad consensus that greater access to college for all citizens provides momentum for national economic vigor and overall societal progress. Similarly, our country's ability to remain globally competitive hinges on the availability of a well-trained workforce invested with the skills that will be required to meet tomorrow's challenges. The knowledge and research applications that our colleges and universities develop are necessary for America's continued economic vitality.

Perhaps because an educated populace has such a high value to society, we are in an era of enhanced scrutiny of higher education by state and federal policymakers. Legislators are asking more focused questions about costs, governance, effectiveness, accountability, and degree production and this greater public scrutiny is likely to persist.

GOVERNANCE FOR THE FUTURE

The success of our colleges and universities is sustained by a uniquely American system of citizen trusteeship—a strong social compact in which volunteers on governing boards collaborate with chief executive officers and other stakeholders, such as faculty, to ensure quality and strength in colleges and universities. It is here, at the critical nexus of institutional governance and leadership, that the Association of Governing Boards offers its considerable expertise in support of higher education.

AGB advocates the principle of “integral leadership,” a means to facilitate appropriate engagement of the governing board at a strategic level while ensuring the successful leadership of a fully empowered chief executive officer. AGB's programs and services are specifically designed to strengthen the vital partnership between the president and governing board by providing guidance to members of governing boards, identifying issues that affect tomorrow's decision making, and fostering cooperation among all constituencies in higher education.

To help ensure that boards and presidents engage together optimally, AGB worked in 2009 to help institutions embrace the fundamental power of integral leadership in meeting the challenges they face. We armed boards and institutional leaders with new thoughts about governance, insight into best practices, and direction on the right questions to ask in exercising their pivotal role on campus. We sought to enable institutions to become more adept in managing fiscal challenges, to achieve the national imperative of greater student access and success, and to conduct their business with the highest degree of integrity.

A NOTABLE YEAR

It may be this challenging environment that has created the unparalleled demand for AGB's services. In the pages that follow, we will report in depth on accomplishments that helped AGB mark 2009 as a notable year in which our research, articles, and books showed how the centrality of governance can be a vital driver in helping institutions of higher learning address and resolve critical issues—and capitalize on emerging opportunities.

GOING FORWARD

To maintain the nation's competitive position in the world economy and provide greater opportunity to our younger citizens, President Obama has called for America, by 2020, to again have the highest proportion of college graduates in the world. The Lumina Foundation has called for producing 16 million more degree holders by increasing the percentage of Americans with high-quality degrees and credentials from 39 percent to 60 percent by 2025. Other education experts have called for doubling the number of low-income students who graduate from college or achieve comparable credentials by age 26. Colleges and universities are also being asked to help address the ongoing crisis of inadequate completion rates in our K-12 system. All sectors of higher education—two-year, four-year, public, independent, and for-profit—must view themselves as integral to these efforts to serve the nation's greater good.

Meeting such goals will not be easy, particularly in the face of the issues that colleges and universities confront today. At the same time that they are experiencing greatly increased financial pressures, more government scrutiny, and a degree of public skepticism about the effectiveness of higher education, our institutions are being called upon to make education both more accessible and more affordable, to be more transparent in their operations, more attuned to concerns about tuition, quality, and productivity, more aggressive in ensuring student attainment, more in line with societal needs for talent development, and more supportive of students in need of remedial help and personal counseling, among other demands.

Today's environment for higher education—where change is a constant, existing practices may no longer work, and new opportunities manifest themselves unexpectedly—may constitute a “new normal” for colleges and universities. Business as usual may not serve us effectively in the future. Financing models, for example, need to be rethought, with attention to both efficiency and productivity. In short, colleges and universities must exit their comfort zones to address the complex issues on today's agendas.

Truly strategic thinking is needed. We might all do well to pay heed to **William (Brit) Kirwan**, chancellor of the University System of Maryland, who recently warned that higher education “is trying to move into the future looking at what has worked in the past.” Says Kirwan, “We need to be spending more time thinking about what the next decade is going to look like, both fiscally and demographically, and building strategies that will be responsive to those realities.” In other words, he suggests, universities need to position themselves for the future by mapping their own version of transformative change now.

Continued success in the future—for boards, for leaders, and, indeed, for AGB—will require vigilant and assertive attention to pressing issues and concerns. We see several ways in which stakeholders now need to engage.

Board members need to fully understand and be engaged with all aspects of college and university performance—including academic affairs and the role of faculty—albeit in ways that complement rather than restrict the effectiveness of institutional leaders. While boards should remain focused on long-term strategic issues, today's challenges may require a new paradigm of board engagement in such areas as strategic finance and academic oversight.

Members of governing boards need to monitor the public-policy environment and its implications for the colleges and universities they oversee. They need to be proactive and help their institutions respond to policymakers' concerns about cost, quality, and especially degree attainment. Boards and presidents together need to review the circumstances that have prompted this new government scrutiny—driven mainly by fiscal conditions—examining how their institutions conduct themselves and changing where warranted.



**EXHIBIT A HIGH DEGREE OF
TRANSPARENCY, COMPLIANCE, AND
ACCOUNTABILITY.**

There is a need for members of governing boards and institutional leaders alike to engage the public at large, including legislators, in a new, candid conversation about the meaning and value of higher education. Some of today's more aggressive government scrutiny of colleges and universities has its basis in fundamental questions about higher education's business model—questions that need to be addressed honestly, directly, and openly. Part of this process will require that those of us who govern and lead institutions of higher learning will need to take steps to help the public better understand how colleges and universities add value to society, contribute to the communities in which they reside, and serve a public purpose that far outweighs the individual benefit that students derive. Ultimately, we need to regain public trust in institutional quality, performance, and outcomes and to do so in a manner that is open and fully transparent. Simultaneously, we need to stand firm in support of higher education's enduring values of autonomy and academic freedom. None of this will be easy, but all of it is necessary.


Buffered by changes that could scarcely have been envisioned just a few years ago, colleges and universities live in the proverbial “interesting times.” Amidst all the turmoil, though, certain important constants hold true. One is that American higher education is a cornerstone of our democracy. The nation's colleges and universities were instrumental in shaping our past and our present, through knowledge and research, and they are helping to design our future. Another constant is that the uniquely American system of citizen trusteeship creates a powerful collaboration between governing boards and chief executive officers that does much to advance the individual institutions of higher learning and our system of higher education overall. Finally, it also remains fundamentally true that a college degree is critically important to the futures of individuals and therefore to the future of the nation. Preserving these constants is nothing short of a national imperative.

Many of us who are optimistic about the future believe that higher education will weather today's storms—and that indeed our colleges and universities will emerge stronger than ever and well positioned to move ahead. AGB is already hard at work to see that those hopes become tomorrow's reality. We invite you to join with us and to help AGB continue to help you to benefit from our continuing research, publishing, and advocacy. We welcome your thoughts about how we can best serve your needs.

Sincerely,



Cynthia Baldwin
Chair, AGB
Trustee Emeritus, Duquesne University



Richard D. Legon
President, AGB
Board Member, Virginia State University



BOLD IDEAS
FOR
ADDRESSING
ISSUES



BOLD IDEAS FOR ADDRESSING ISSUES

ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES FOCUSED ON THE ISSUES



As we review our accomplishments through the past year, we believe that AGB has been focused on the right issues for the times, and that we have been successful in providing vital, timely ideas and strategies to help boards and leaders address topics of critical concern today. Going forward, AGB will continue to shape its work around three key aspects of higher education, seeking answers to fundamental questions at each level.

KEY ASPECTS OF HIGHER EDUCATION

THE BOARDROOM What are the characteristics of effective governing boards? How is a positive board culture that can advance the mission and goals of the institution created and sustained? What best practices should be incorporated into committee structures? What characterizes an ideal president-board chair relationship?

THE INSTITUTION What are the strategic imperatives facing colleges and universities, and how can boards and executive leaders work together to address them? What does appropriate board engagement in addressing major institutional challenges—such as educational costs and outcomes—look like?

NATIONAL AND STATE GOVERNANCE AND PUBLIC POLICY What are the top public-policy issues affecting higher education and its governance? What is the responsibility of boards to help mitigate threats to independent governance and institutional autonomy? What should boards and executive leaders know about federal public-policy issues, and about issues in common with other states? What leadership can board members provide to advance a national, state, or regional strategic agenda for higher education that requires greater student access and success, and greater capacity for research and innovation?

Colleges and universities face a host of pressing issues. **To ensure our effectiveness, AGB focuses on those areas where strong institutional governance, implemented well, can make a critical difference in the performance of its member institutions.** One of the most powerful trends in 2009 was AGB's engagement in partnerships and collaborations with several prominent organizations that proved highly productive in advancing our work to help boards fulfill their responsibilities.

THE BOARDROOM

Statement on Board Responsibility for Institutional Governance. This statement is 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.").

Statement on Conflict of Interest. Addressing a critical issue in an age when institutional integrity is continually in the headlines, AGB's board of directors requested that a panel of experts lead a process to develop a draft set of principles that might be broadly applicable to boards. This advisory council, chaired by the **Honorable Hank Brown**, president emeritus of the University of Colorado, and former United States Senator and Representative for the State of Colorado, outlined 12 principles for college and university boards of trustees to consider when writing or strengthening institutional conflict of interest policies. Other members of the panel were the **Honorable Cynthia Baldwin**, chair, AGB Board of Directors; **Dr. Malcolm Gillis**, Zingler Professor of Economics, Rice University; **Dr. Patricia Graham**, professor, Graduate School of Education, Harvard University; **Dr. Robert O'Neil**, founding director, Thomas Jefferson Center for the Protection of Free Expression, University of Virginia; and the **Honorable David Tatel**, judge, U.S. Court of Appeals, District of Columbia. The project director was **Martin Michaelson**, partner, Hogan & Hartson LLP. That more than 300 people participated in a follow-up audio conference on the same topic underscores both the thirst for insights on these issues and the fact that AGB was on target in providing this information.

Relationship Between Boards and Faculty. As part of a TIAA-CREF Institute-funded Project on Faculty and Institutional Governance, AGB released a wide-ranging study about the state of faculty-board relationships. The study found that faculty-board engagement is generally healthy and constructive, yet opportunity for meaningful conversation through informal and formal interaction among board members and faculty can be increased. To ensure successful board and faculty participation in governance, the study recommended enhanced mutual understanding and respect, the clarification of governance policies and practices in this realm, and a stronger related role for presidential leadership.

Survey of Governance Practices. Also in conjunction with the TIAA-CREF Institute, we published the AGB Survey of Higher Education Governance, which examined a wide range of best practices and policies for higher education governance, from trustee assessment to presidential compensation. This foundational research revealed that while many important policies and practices are in place to guide the work of college and university governing boards, there is also room for improvement. For instance, while three-quarters of respondents from private institutions reported conducting a periodic assessment of board members, only 12 percent of public institutions responded in similar fashion. AGB encourages all boards to conduct periodic reviews.

Governing Boards and Institutional Accreditation. AGB and the Council for Higher Education Accreditation (CHEA) developed a Joint Advisory Statement on the role of governing boards in institutional accreditation. The advisory was seen as having helped advance an important conversation about appropriate levels of board engagement in institutional self-regulation of academic quality. Highlighting the importance of engaging governing boards in the accreditation process, the statement suggests effective practices for boards and chief executive officers as they work with accrediting organizations.

THE INSTITUTION

Student Access and Educational Quality. With a grant from the Lumina Foundation for Education, AGB is engaging in important new research on educational quality and student success. The project focuses on three key component parts: how governing boards can help lead institutional change, the principles of strategic finance for monitoring and controlling costs, and how governing boards can better understand their responsibilities for academic quality. Project results will be reported in print, online, and at AGB meetings.

Strategic Finance Initiative. Building on AGB's influential Cost Project, funded by the Woodruff Foundation, AGB has created a suite of activities including a consulting service in this important area. 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.

Intercollegiate Athletics. AGB released the "Illustrative Policy on Intercollegiate Athletics for Boards and Presidents," an updated version of a document first developed in 2004 and initially updated in 2007. The original statement has been considered a blueprint for boards; the new version—informed by discussion among AGB board members, institution presidents, and representatives of the National Collegiate Athletic Association (NCAA)—provides greater clarity about financial oversight of athletics and the appropriate respective roles of boards as policy makers and presidents as decision makers/managers. The statement is intended to guide boards and presidents in crafting policies on intercollegiate athletics that address such issues as leadership roles and oversight responsibilities of the board, president, and athletic department, and ensure the well-being of student athletes and proper integration of athletics into the educational mission.

Managing Institutional Risk. AGB completed a three-part project on enterprise risk management in collaboration with United Educators Insurance. A project survey, completed by more than 600 trustees, presidents, chief financial officers, chief academic officers, general counsels, and risk managers, revealed that many institutions are lagging in their efforts to meet this important fiduciary responsibility. One product of the project, the Worksheet for Oversight of Systematic Risk

Assessment, was designed to help boards and presidents determine which areas of potential risk are most urgent. Another project document recommended best practices in risk management for boards and institutional leaders. These documents have proven to be among the most accessed publications on our Web site in recent years.

AGB Survey of Public Institution and University Systems: Financial Conditions Survey. AGB undertook a study to better understand the impact that downward pressures on state budgets were having on public colleges, universities, and systems. A similar survey is currently underway in private institutions, as well as an updated survey in public institutions. Sixty-two percent of board chairs and executives responded that the current economic and fiscal crisis was having a substantial impact. The survey documented many of the strategies that institutions are taking to meet these economic challenges. In rank order, boards are taking the following steps to immediately reduce costs: hiring freezes or restrictions; travel freezes or restrictions; postponing capital spending; reducing maintenance; and making uniform cuts across the institution or at all system campuses. Demonstrating a capacity for creative strategies, institutional leaders are developing short- and long-term initiatives to generate transformational change. Some examples include: creating committees of economic experts; course redesign initiatives/curriculum restructuring; and implementing renewable "green" energy systems.

The Leadership Dynamic in Public College and University Systems. Along with the National Association of System Heads and the American Association of State Colleges and Universities, AGB convened a special session to focus on characteristics of effective public college and university systems. The AGB-NASH-AASCU discussion identified key principles and practical strategies to guide system board members and their chairs, system heads, and campus chief executives in achieving an effective working relationship to help advance the needs of states and their communities. Topics covered in the resulting report included providing a collective and unified voice; building interdependent support; balancing central authority with institutional differentiation, autonomy, and creativity; strategic planning and direction; and performance assessment.

WITH A GRANT FROM LUMINA
FOUNDATION FOR EDUCATION, AGB
IS ENGAGING IN IMPORTANT NEW
RESEARCH ON THE BOARD'S ROLE
IN EDUCATIONAL QUALITY AND
STUDENT SUCCESS.

NATIONAL AND STATE GOVERNANCE AND
PUBLIC POLICY

Managing New IRS Requirements. In the fall of 2008, the Internal Revenue Service sent a survey to 400 colleges and universities that focused on tax-exempt areas under IRS jurisdiction. With the backing of seven other higher education associations, AGB and the National Association of College and University Business Officers (NACUBO) invited institutions that received the questionnaire to also submit their responses to Ernst & Young for an independent analysis. We believed that an independent review would promote transparency and a greater understanding of the complex challenges facing colleges and universities. Some 146 institutions shared their submissions. Our analysis showed that colleges and universities exhibit a high degree of transparency, compliance, and accountability in regard to federal regulations. However, the results also indicate that institutions need to pay closer attention to processes around both presidential and athletic coach compensation. The findings also provided insight into institutional governance, endowment spending, compensation processes, and unrelated income. We shared our findings with the IRS Office of Exempt Organizations and with the Senate Finance Committee.

Prudent Management of Institutional Funds. AGB surveyed 184 institutions in states that have adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA). UPMIFA provides institutions with greater flexibility to distribute funds from endowments that have plunged in value, but it also challenges them to rethink endowment spending practices that may have remained more or less unchanged for decades. We found that college, university, and foundation boards have responded quickly to adapt to the new standards. Our report provided the first data on spending practices under UPMIFA, along with recommended governance practices for better decision making. The National Association of College and University Business Officers (NACUBO) and the Commonfund Institute partnered with AGB on this effort.

State Governance Action Report. AGB's Ingram Center for Public Trusteeship and Governance surveyed board chairs, presidents, and chancellors at public universities and public university systems for the sixth edition of a well-received report that summarizes legislation and legislative proposals from the states' 2009 legislative sessions. Not surprisingly, a considerable amount of the legislative activity was a direct result of the fiscal crisis in the states. Respondents reported a wide range of budget-related actions, ranging from mandatory furloughs of employees to continued tuition increases.



AMERICAN HIGHER
EDUCATION IS A CORNERSTONE OF
OUR NATION'S DEMOCRACY.

MEMBER SERVICES AND RESOURCES

Research

AGB's research agenda focuses on strengthening current governance operations and procedures and on helping to define and clarify emerging best practices. Our 2009 projects and resulting publications, many of which have already been mentioned here, covered a broad range of topics, including risk management, faculty and institutional governance, effective trusteeship, board composition, financial surveys, and boards and educational quality.

AGB recently sent out surveys to boards of independent colleges and universities, public institutions, and institutionally-related foundations on the composition, policies, and practices of college and university governing boards. This one-of-a-kind board survey was last conducted in 2004, and a comprehensive survey of foundation governance practices has not been conducted since 1995. AGB is also conducting a new financial conditions survey, which has been sent out to every public four-year governing board as well as all of AGB's private member institutions. Using such metrics as funding levels, budget cuts, strategies for cost reductions, creative board actions, tuition and financial aid levels, enrollment projections, private support, and current board practices, AGB will try to capture the essence of the challenges college and university boards are facing and how they are responding. Also forthcoming are a survey on student learning outcomes, and a survey on key governance issues.

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.

Zwingle Resource Center. As the premier repository for published research and scholarship on governance, trusteeship, and the academic presidency, including sample policies, AGB's Zwingle Resource Center fields requests for information and encourages research on governance. In 2009, the center fielded more than 2,300 inquiries. Topics of recent interest included board development, orientation, term limits, evaluation, and restructuring; presidential evaluation and transition; development; strategic planning; and student/faculty representation on boards.

Consulting Services. Since its inception in 2007, AGB Consulting has helped more than 200 institutions address key issues in their institution's governance. We recently expanded our consulting arm in three key areas: Comprehensive Presidential Assessment, Achieving High-Performing Boards, and Board Oversight of Intercollegiate Athletics. 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 offers 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, finance, enrollment, and financial aid for all public and independent, non-profit, degree-granting, U.S. higher education institutions.



PUBLICATIONS

AGB's publications provide board members with vital, timely insights. Reporting on trends, issues, and practices in higher education, for example, the award-winning AGB magazine *Trusteeship* helps board members and chief executives better understand their distinctive and complementary roles and strengthen board performance. Among many notable articles published in *Trusteeship* in 2009, U.S. Secretary of Education Arne Duncan made the case that American higher education needs to become more accessible, affordable, and successful. Other articles looked at such critical topics as shifting student demographics, the impact of the economic crisis on college and university development programs, managing presidential transition, and the board's role in helping to link institutional spending with institutional goals.

Books and reports from AGB Press are an exceptionally rich resource in such topic areas as leadership and strategy, fund raising, finance and endowment management, board practice, legal issues, and ethics. AGB published several important new titles in 2009:

Strategic Imperatives: New Priorities for Higher Education.

It has been clear for some time that colleges and universities face unprecedented economic challenges which make it difficult, if not impossible, to sustain the business practices they have followed for many decades. *Strategic Imperatives* poses thought-provoking questions to help institutional boards and leaders develop new strategies, tools, and modes of operation in order to respond proactively and robustly to today's market realities.

Top Policy Issues for Higher Education in 2009-2010. This seminal paper, the tenth in a perennially popular AGB series, summarizes critical issues in federal and state public policy that affect higher education.

Effective Governing Boards: A Guide for Members of Governing Boards of Independent Colleges and Universities and Effective Governing Boards: A Guide for Members of Governing Boards of Public Colleges, Universities, and Systems. These new publications are a comprehensive revision and update of AGB's popular *Effective Trusteeship*. The publications include AGB's list of governing board responsibilities, emphasizing board accountability, academic quality, and board member conduct. Each new member of AGB receives the relevant version— independent or public—in their new member packet.

College and University Finances: A Toolkit for Boards.

This collection of essential information provides trustees a basic understanding of core financial reports as well as the more demanding tasks of identifying and understanding where institutions are investing their resources and what the institution gains from those investments.

Financial Responsibilities Board Basic. Trustees have no greater responsibility than to ensure an institution's financial health in support of its mission. This board basic discusses the board's role in meeting its financial responsibilities, covering fundamental questions trustees should ask when overseeing finances, how to monitor performance, and how to use comparison groups and data sources.

Understanding Financial Statements: A Strategic Guide for Independent College and University Governing Boards, 2nd Edition.

In this post-Enron, Sarbanes-Oxley-driven environment, members of governing boards are being held accountable for nearly everything that occurs under their watch, including changes for better or worse in the institution's financial health. *Understanding Financial Statements* is designed to help board members properly interpret the institution's financial statements through the use of analytical tools and financial benchmarking.



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.

National Conference on Trusteeship. In 2009, AGB's flagship annual meeting, the *National Conference on Trusteeship*, was held in San Diego. Framed around the theme "The Changing Landscape of Higher Education," the meeting looked in depth at change marked by a variety of factors, including economic challenges, pressures on enrollments, evolving student demographics, the rise of technology, evolving market forces, new expectations of college boards and leaders, and more.

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*.

Institute for Board Chairs. Thirty-five institutional teams of board chairs and presidents participated in AGB's *Institute for Board Chairs and Presidents of Independent Institutions*. This highly regarded program, held in January and June each year, is now in its 25th year.

Funded by a grant from American Express to the United Negro College Fund (UNCF), AGB conducted a special *Institute for Board Chairs and Presidents of UNCF Institutions* June 24-26, 2009 in Potomac, Maryland. The program, led by AGB director **Yvonne Jackson** and **Doug Orr**, past president of Warren Wilson College, was highly praised by the participants. AGB continues to work with the staff of UNCF to make AGB consulting services available to the participating institutions.



AGB'S INSTITUTES, CONFERENCES, WORKSHOPS, AND SEMINARS OFFER ABUNDANT OPPORTUNITIES FOR BOTH NEW AND EXPERIENCED MEMBERS TO DEVELOP NEW IDEAS, STRATEGIES AND LEARN TIMELY INFORMATION.

Foundation Leadership Forum. The annual *Foundation Leadership Forum* took place January 25-28, 2009, in Bonita Springs, Florida. **Abby Joseph Cohen**, president of the Global Markets Institute and senior investment strategist at Goldman Sachs, and **Charles Ellis**, chair of Yale's Investment Committee, were featured speakers. Other panels explored the regulatory environment, endowment management, fundraising, board development, entrepreneurial ventures, and many other topics relevant to foundation management.

The 2010 *Foundation Leadership Forum* took place January 24-27, 2010, in Phoenix, Arizona. **W. Hodding Carter** opened the Forum with a discussion of higher education accountability in an era of heightened expectations. Other featured speakers included **Rob Arnott**, **Chris Bittman**, **Michael Crow**, **Helen Aguirre Ferr**, **Steve Jordan**, **Mark Yusko**, and **Cathy Zaharis**. Special workshops on foundation finance, campaign planning, and strategic planning, as well as the annual Endowment Management Seminar, provided opportunities to learn from leaders in the financial management sector and from colleagues about practices essential to sustaining and enhancing a foundation's ability to support higher education.

Additional Programs. In September, 2009, AGB conducted a meeting in Boulder for legal counsels who work with foundation boards. Twenty-six attorneys participated in this discussion of emerging governance, compliance, and stewardship issues.

THE LIST: Webinars and Audio Conferences

- Conflict of Interest Policies for Boards
- Making Time for Board Education
- Law and Ethics: A Workshop for New trustees
- Sustainability on Campus, with the Society for College and University Planners
- Online Tools for Your Board
- Preparing for a New Board Year: A Webinar for Board Professionals
- Whistle Blower Policy and Practice: A Webinar for Foundation Directors and Executives
- Audio Conference on Enterprise Risk Management for Colleges and Universities, with United Educators Insurance
- The Current Economic Crisis: Fundamental Financial Issues for College and University Foundations
- Endowments and Investments: Current Challenges for Foundation Investment Committees, CEOs, and Investment Staff
- The Impact on Higher Education Philanthropy of the Current Financial Crisis





“IN ORDER TO RAISE COLLEGE GRADUATION RATES, WAYS MUST BE FOUND TO BRIDGE THE DISPARITIES IN EDUCATIONAL OUTCOMES ASSOCIATED WITH SOCIOECONOMIC STATUS AND RACE AND ETHNICITY.”

From “Crossing the Finish Line. Completing College at America’s Public Universities” (November/December 2009)



“MANAGING THE MULTIPLE MISSIONS OF HIGHER EDUCATION IS AKIN TO BEING CAUGHT IN AN ‘IRON TRIANGLE’ OF APPARENTLY MUTUALLY CONFLICTING CHOICES INVOLVING QUALITY, ACCESS, AND COST.”

From “Rethinking Higher Education: Moving Beyond the Iron Triangle” (September/October 2009)



“BOARDS SHOULD BEWARE OF THE ALLURE OF PHILANTHROPY OVER GOVERNANCE AND NOT ALLOW THE SEARCH FOR RESOURCES TO COMPROMISE THE DEMOCRATIC GENIUS OF LAY TRUSTEESHIP.”

From “The Gremlins of Governance. A TrusteeShip Q&A with Richard Chait, Research Professor at the Harvard Graduate School of Education” (July/August 2009)



“GROWING PUBLIC ATTENTION TO THE NEED FOR MORE COLLEGE GRADUATES WILL INCREASE PRESSURE ON CAMPUSES TO IMPROVE THE PROPORTION OF STUDENTS ACTUALLY GRADUATING, BUT CONSISTENT ATTENTION OVER TIME WILL BE NEEDED TO MAKE A SIGNIFICANT DIFFERENCE.”

From “Graduation Rates: The Stakes for Boards” (May/June 2009)



“HIGHER EDUCATION MUST CONTINUE TO EVOLVE AND RESPOND TO THE EVER-CHANGING NEEDS OF THE NEW STUDENT BODY, WHICH WILL BE LESS AFFLUENT, LESS WHITE, AND PERHAPS MORE MATURE.”

From “The Demographic Imperative” (March/April 2009)

2009 in TrusteeShip Magazine

- *Contagious Ideas from Health Care* (November/December 2009)
- *Aligning Higher Education with a Renewed Public Agenda* (September/October 2009)
- *What Presidents Need from Boards in Uncertain Times* (September/October 2009)
- *Can We Achieve or National Higher Education Goals?* (September/October 2009)
- *Moving Beyond the Iron Triangle* (July/August 2009)
- *The Gremlins of Governance* (July/August 2009)
- *Your Institution in A Global Economy* (July/August 2009)
- *Connecting Spending to Results: Tying Dollars Spent to National Campus Goals* (May/June 2009)
- *No Time for Timidity* (May/June 2009)
- *What s a Prudent Payout from an Underwater Endowment?* (May/June 2009)
- *Toward Transformative Change: Finding a Path to Systemic Reform* (March/April 2009)
- *Coping with a Man-Made Crisis: Lessons from Katrina* (March/April 2009)
- *Triumph in Tough Times* (March/April 2009)
- *The Demographic Imperative* (March/April 2009)
- *Ensuring Educational Quality Means Assessing Learning* (March/April 2009)
- *The Human Side of Financial Hard Times* (January/February 2009)

AGB PROFILE



FINANCES

For the fiscal year ending June 30, 2009, general operating revenues (including transfer from the Quasi-Endowment Fund and net assets released from grant restrictions of \$837,672) totaled \$8,256,034. Dues from member boards provided approximately 57 percent of AGB's general operating revenues prior to the release of assets from grant restrictions. Dues accounted for 58 percent of revenues from all sources, which included new grant revenues of \$1,041,891 in support of special programs. As of June 30, 2009, net assets were \$6,535,712, compared with \$8,153,538 on June 30, 2008. Total assets were \$10,341,677 (including reserves of \$4,611,070 at fair market value), compared with total assets of \$12,355,370 on June 30, 2008.

STATEMENTS OF ACTIVITIES FOR THE YEAR ENDING JUNE 30, 2009

	OPERATING FUND	OTHER UNRESTRICTED	TEMPORARILY UNRESTRICTED	TOTAL
REVENUE, GAINS, AND OTHER SUPPORT				
Membership dues	\$4,215,993			\$4,215,993
Conference/Workshops; Board Education Consulting services; Benchmarking services	2,072,549			2,072,549
Publication sales	395,178			395,178
Grants and gifts	123,150		\$1,041,891	1,165,041
Contributed services			65,250	65,250
Center services	212,984			212,984
Other income	83,508	(1,288,067)	1,564	(1,202,995)
Total revenues	7,103,362	(1,288,067)	1,108,705	6,924,000
Transfer from Quasi Endowment Fund	315,000			315,000
Net assets released from restrictions	837,672		(837,672)	0
Total revenue, gains, and other support	8,256,034	(1,288,067)	271,033	7,239,000
EXPENSES				
Program services				
Meetings, Board Education Consulting and Benchmarking Services	2,994,076	28,684		3,022,760
Publications	991,771	43,364		1,035,135
Grant Programs	772,422	—		772,422
Richard T. Ingram Center	362,872	107,973		470,845
Other unrestricted programs	—	95,356		95,356
Total program services	5,121,141	275,377		5,396,518
Supporting services				
Management and General	2,223,901	21,513		2,245,414
Membership development	446,938	41,725		488,663
Fundraising	253,811	4,781		258,592
Marketing	148,336	4,303		152,639
Total supporting services	3,072,986	72,322		3,145,308
Total expenses	8,194,127	347,699	0	8,541,826
Transfer from Quasi Endowment Fund		315,000		315,000
Total expenses and allocations	8,194,127	662,699	0	8,856,826
CHANGES IN NET ASSETS				
Transfers	61,907	(1,950,766)	271,033	(1,617,826)
Net assets, beginning of year	100,000	(100,000)	0	0
	415,444	7,364,529	373,565	8,153,538
NET ASSETS, END OF YEAR	\$ 577,351	\$5,313,763	\$ 644,598	\$6,535,712

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.

DEVELOPMENT

DONORS AND SUPPORTERS

AGB's fundraising efforts generate four types of revenue: individual donors to the annual fund, unrestricted grants for general support, restricted program grants for projects, and corporate sponsorships. AGB received support from the following individuals and organizations:

Individuals

A. Marshall Acuff
Helen Aguirre Ferr
Hon. Cynthia A. Baldwin
Elizabeth Ballantine
and Paul Leavitt
Rita Bornstein
Debra S. Farar
Hon. Jim Geringer
Marilyn French Hubbard
Tom and Molly Ingram
Yvonne R. Jackson
Hon. Jack B. Jewett
Susan Whealler Johnston
Richard and Fran Legon
Andrea Loughry
Charles H. McTier
L. Thomas Melly
Constance L. Proctor
David Roberts
Joyce Roch

Barry Schwartz
Verne O. Sedlacek
Charles Shorter
Richard Skinner
James C. Stalder
James M. Weaver
James R. Wilson
Michael H. Woods

Corporate and Foundations

Academic Search, Inc.
Advancement Resources, LLC
Bank of America/Merrill Lynch
Carnegie Corporation
of New York
College Board
Commonfund
Diligent Board Books
Emerson
Fund Evaluation Group, LLC
Gateway Investment
Advisers/Natixis
Gonser Gerber Tinker
Stuhr, LLP
Grant Thornton LLP
Houston Endowment
Legacy Leaders
Lumina Foundation
for Education
Morgan Creek Capital
Management
Charles Stewart Mott
Foundation

Perella Weinberg Partners
PricewaterhouseCoopers
Roche
Segal Company/Sibson
Consulting
SimpsonScarborough
Sodexo
TIAA-CREF Institute
United Educators
Vanguard
Witt/Kieffer



**GREATER ACCESS TO COLLEGE
FOR ALL CITIZENS IS A LINCHPIN FOR
NATIONAL ECONOMIC VIGOR.**

AGB COUNCIL OF PRESIDENTS

Chair

Lawrence Bacow,
Tufts University

Vice Chair

Charles B. Reed
*California State University
System*

Sally Clausen
Louisiana Board of Regents

Philip L. Dubois
*University of North
Carolina Charlotte*

Donald Eastman
Eckerd College

Mark Emmert
University of Washington

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

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

Reginald Robinson
Kansas Board of Regents

David J. Schmidly
University of New Mexico

Jake B. Schrum
Southwestern University

Laura Skandera Trombley
Pitzer College

Graham B. Spanier
*The Pennsylvania State
University*

Henry N. Tisdale
Claflin University

James C. Votruba
Northern Kentucky University

Edwin H. Welch
University of Charleston

Eileen B. Wilson-Oyelaran
Kalamazoo College

Mark G. Yudof
*University System of
California*

AGB COUNCIL OF BOARD CHAIRS

Chair

James J. Mitchell, III
Roosevelt University

Vice Chair

Jim W. Phillips Jr.
*University of North Carolina
System*

Ernest Calder n
Arizona Board of Regents

T. Grant Callery*
Marietta College

Lyn Trodahl Chynoweth
Moravian College

Kenneth C. Clark
University of West Florida

Carlos Del Rio
University of Puerto Rico

David Hendrickson
*West Virginia Higher
Education Policy Commission*

David Miles
Iowa Board of Regents

Robert W. Norton
Fisk University

Barry Rand
Howard University

Robert Rabinovitch
McGill University

Roxanne Wilson
Scripps College

Scott C. Wo
*University of Hawaii
Foundation*

* New Member

LEADERSHIP

BOARD OF DIRECTORS 2009-2010

Chair

**Honorable
Cynthia A. Baldwin**
*Duquesne University,
trustee emerita*

Vice Chair

James Weaver
Gettysburg College

Secretary

Honorable Jim Geringer
Western Governors University

Treasurer

Jack B. Jewett
*University of Arizona
Foundation*

Elizabeth Ballantine
Grinnell College

Rita Bornstein, Ph.D.
*Rollins College,
president emerita*

Debra S. Farar, Ed.D.
The California State University

Helen Aguirre Ferr
Miami Dade College

**Marilyn French
Hubbard, Ph.D.**
Central Michigan University

Yvonne R. Jackson
Spelman College

Clifford M. Kendall
*University System of
Maryland*

W. Austin Ligon
University of Virginia

Andrea Loughry
*University of
Tennessee System*

Charles H. McTier
Emory University

Constance L. Proctor
University of Washington

David H. Roberts
*Thunderbird School
of Global Management
Occidental College*

Joyce Roch
Dillard University

Verne O. Sedlacek
*Commonfund,
president and CEO*

Charles Shorter
City University of New York

James C. Stalder
Carnegie Mellon University

James R. Wilson
College of Wooster

STAFF OFFICERS

Richard D. Legon
President

Susan Whealler Johnston
Executive Vice President

Amanda Adolph
*Senior Vice President
Marketing and
Communications*

Maria Nazareth
Vice President for Finance

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



**WORK TO HELP INSTITUTIONS
EMBRACE THE FUNDAMENTAL POWER
OF INTEGRAL LEADERSHIP.**

MEMBERSHIP PROFILE

AGB is proud of its consistently high membership-renewal rate. Nearly 94 percent of current member boards retain their AGB memberships from one year to the next. The following profile of the membership shows the types of boards and individuals among our members.

As of June 30, 2009

MEMBER BOARDS BY TYPE OF INSTITUTION

Governing Boards of Independent Colleges and Universities	773
Governing Boards of Public Colleges and Universities	283
Foundations	165
Statewide Coordinating Boards	8
Other Private Boards	6
Total Membership	1,235



MEMBERSHIP BY TYPE OF INDIVIDUAL

	PUBLIC	INDEPENDENT	TOTAL
Trustees and Regents	7,550	21,636	29,186
Senior Administrators	1,084	3,101	4,185
Board Chairs	442	754	1,196
Presidents and Chancellors	350	778	1,128
Board Professional Staff	304	755	1,059
Directors of Foundations	165		165
Total	9,895	27,024	36,919



BOLD IDEA : SUPPORT

AMERICAN HIGHER EDUCATION
NEEDS TO BECOME MORE ACCESSIBLE,
AFFORDABLE, AND SUCCESSFUL.

MEMBERSHIP

MEMBER INSTITUTIONS

Alabama

Alabama A&M University
Alabama State University
Auburn University
Auburn University
Foundation
Birmingham–Southern
College
Huntingdon College
Samford University
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
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 Department
of Higher Education
Arkansas State University
Foundation, Inc.
Arkansas State University
System
Arkansas Tech University
Harding University
Henderson State University
Hendrix College
Lyon College
University of Arkansas
Foundation, Inc.
University of Arkansas
System
University of Central
Arkansas

California

Alliant International
University
Antioch University
Los Angeles
Azusa Pacific University
Barstow Community
College District
Bethany University
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 System
California Western
School of Law
Campanile Foundation
CETYS University
Chapman University
Charles R. Drew University
Claremont Graduate
University
Claremont McKenna
College
Claremont University
Consortium
CSUCI Foundation
Fielding Graduate
University

Fresno Pacific University
Fuller Theological Seminary
Graduate Theological Union
Harvey Mudd College
Hastings College of Law
Institute of Transpersonal
Psychology
John F. Kennedy University
La Sierra University
Life Pacific College
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 Graduate School
of Psychology
Pacific Oaks Education
Corporation
Pacific Union College
Pepperdine University
Pitzer College
Point Loma Nazarene
University
Pomona College
Saint Mary's College of
California

San Francisco Art Institute
San Francisco Conservatory
of Music
Santa Clara University
Saybrook Graduate School
& Research Center
Scripps College
Simpson University
South Orange County
Community College Dist.
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 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
Westmont College
Whittier College
Woodbury University
Riverside Community
College

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
Western State College
Foundation

Connecticut

Albertus Magnus College
Choate Rosemary Hall
Connecticut College
Connecticut State
University System
Eastern Connecticut
State University
Foundation, Inc.
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
Foundation, Inc.
University of Hartford
Wesleyan University
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
Bethune–Cookman
University
Eckerd College
Edward Waters College
Flagler College
Florida A&M University
Florida A&M University
Foundation
Florida Gulf Coast
University
Florida Institute of
Technology
Florida International
University
Florida Memorial University
Florida Southern 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
Ringling College of
Art & Design
Rollins College
Saint Leo University
State University System
of Florida
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.
Mercer University
Morehouse College
Oglethorpe University
Paine College
Piedmont College
Reinhardt College
Southern Catholic College
Spelman College
Thomas University
University of Georgia
Foundation
University System
of Georgia–Board of
Regents
Wesleyan College

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
University of Idaho
Foundation

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
Columbia College Chicago
DePaul University
Eastern Illinois University
Elmhurst College
Erikson Institute
Eureka College
Garrett–Evangelical
Theological Seminary
Governors State University
Greenville 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
Knox College
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 College
Rockford College
Roosevelt University
Rosalind Franklin
University of Medicine
& Science
Saint Anthony College
of Nursing
Saint Xavier University
School of the Art
Institute of Chicago
Southern Illinois
University–Central
Administration
Southern Illinois University
Edwardsville Foundation
Southern Illinois University
Foundation
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
Hanover College
Holy Cross College
Huntington University

Indiana Institute of Technology
 Indiana State University
 Indiana State University Foundation
 Indiana University
 Indiana University System
 Indiana Wesleyan University
 Ivy Tech Community College of Indiana
 Manchester College
 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

AlB College of Business
 Board of Regents, State of Iowa
 Briar Cliff University
 Buena Vista University
 Central College
 Clarke College
 Coe 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
 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
 Kansas Wesleyan University
 McPherson College
 Newman University
 Pittsburg State University Foundation, Inc.
 University of Saint Mary
 Washburn Endowment Association
 Washburn University
 Wichita State University Foundation

Kentucky

Asbury College
 Bellarmine 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
 Pikeville College
 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 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
 Maine College of Art
 Saint Joseph's College
 Unity College
 University of Maine-Orono
 University of Maine Foundation
 University of Maine System
 University of New England

Marshall Islands

College of the Marshall Islands

Maryland

Anne Arundel Community College
 Baltimore City Community College
 Baltimore International College
 Capitol College
 College of Notre Dame of Maryland
 Goucher College
 Hood College
 Loyola College in Maryland
 Maryland Institute College of Art

McDaniel College
 Montgomery College-Central Administration
 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
 St. Mary's College of Maryland Foundation, Inc.
 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
 Towson University Foundation, Inc.

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 Col. -Holy Cross
 Greek Orthodox School of Theology
 Lasell College
 Lesley University
 Massachusetts Bay Community College
 Massachusetts College of Art
 Massachusetts College of Liberal Arts
 Massachusetts School of Professional Psychology
 Merrimack College

MGH Institute of Health Professions
 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
 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
 Westfield State College
 Wheaton College
 Wheelock College
 Williams College
 Worcester Polytechnic Institute
 Worcester State College Foundation
 Massachusetts Board of Higher Education
 Salem State College

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
 Lansing Community College
 Lawrence Technological University
 Madonna University
 Michigan State University
 Michigan Tech Fund
 Michigan Technological University
 Oakland University
 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
 Hazelden Graduate School of Addiction Studies
 Macalester College
 Minneapolis College
 of Art & Design
 Minnesota State Colleges & Universities
 Northwestern College
 Northwestern Health Sciences University
 Saint John's University
 Saint Mary's University of Minnesota
 St. Catherine University
 St. Olaf College
 University of Minnesota Foundation
 University of Minnesota System
 University of St. Thomas
 William Mitchell College of Law

Mississippi

Mississippi Board of Trustees of State Institutions of Higher Learning
 Mississippi State University Foundation
 Rust College
 Tougaloo College
 University of 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
 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
 Missouri Western State University
 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
 St. Louis Community College Foundation
 Stephens College
 Truman State University
 University of Central Missouri
 University of Missouri System
 Washington University
 Webster University
 Westminster College
 William Jewell College

Montana

Montana State University Foundation, Inc.
 Montana University System Office
 Salish Kootenai College
 University of Great Falls
 University of Montana Foundation

Nebraska

BryanLGH College of Health Sciences
 Doane College
 Hastings College
 Midland Lutheran 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

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

New Jersey

Bloomfield College
 Brookdale Community College
 Caldwell College
 Camden County College
 Centenary College
 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 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
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.
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
American University in Cairo
American University of Beirut
Bank Street College of Education
Barnard College
Boricua College
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
Dominican College of Blauvelt
Dowling College
D'Youville College
Elmira College
Erie Community College
Fashion Institute of Technology
Fordham University
Franklin College
Switzerland

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
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
Siena 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
Trinity School
Union College
Union Theological Seminary
Utica College
Vassar College
Vaughn College of Aeronautics and Technology
Wagner College
Webb Institute
Yeshiva University

North Carolina

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Brevard College
Cabarrus College of Health Sciences
Catawba College
Davidson College
Duke University
East Carolina University

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

North Dakota

Bismarck State College Foundation
Jamestown College
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
MedCentral College of Nursing
Methodist Theological School in Ohio
Miami University
Miami University Foundation
Mount Union College
Mount Vernon Nazarene University
Muskingum University
Northeastern Ohio Universities College of Medicine
Oberlin College
Ohio Board of Regents
Ohio Dominican University
Ohio Northern University
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 University of Akron
The University of Findlay
The University of Toledo
Union Institute & University
University of Cincinnati Foundation
University of Cincinnati Foundation
University of Dayton
University of Northwestern Ohio
University of Rio Grande
University of Toledo Foundation
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College
Wittenberg University
Wright State University
Wright State University Foundation, Inc.
Xavier University
Youngstown State University

Oklahoma

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Oklahoma City University
Oklahoma State Regents for Higher Education
Oklahoma State University Foundation
Oral Roberts University
Saint Gregory's University
Southern Nazarene University
University of Central Oklahoma Foundation

University of Oklahoma
University of Oklahoma Foundation, Inc.
University of Science & Arts of Oklahoma
University of Tulsa

Oregon

Lewis and Clark College
Linfield College
Northwest Christian University
Oregon Health & Science University Foundation
Oregon State University Foundation
Oregon Tech Foundation
Oregon University System
Pacific University
Portland State University Foundation
Reed College
University of Oregon Foundation
University of Portland
Western States Chiropractic College
Willamette University

Pennsylvania

Albright College
Allegheny College
Alvernia University
Arcadia University
Bloomsburg University of Pennsylvania
Bryn Mawr College
Bucknell University
Bucks County Community College
Cabrini College
California University of Pennsylvania
Carlow University
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Moravian College
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Pennsylvania State System of Higher Education
Pennsylvania State University
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Saint Vincent College
Salus University
Seton Hill University
Shippensburg University Foundation, Inc.
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Slippery Rock University Foundation
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Susquehanna University
Swarthmore College
Temple University
The Commonwealth Medical College
Thiel College
University of Pennsylvania
University of Pittsburgh
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University of the Sciences in Philadelphia
Ursinus College
Villanova University
Washington and Jefferson College
Westminster College
Widener University
Wilkes University
Wilson College
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Inter American University of Puerto Rico
Pontifical Catholic University of Puerto Rico
San Juan Bautista School of Medicine
Universidad Central de Bayamon
Universidad Central Del Caribe

Universidad de Carlos Albizu
 Universidad Politecnica- Puerto Rico
 University College of San Juan
 University of Puerto Rico
 University of the Sacred Heart

Rhode Island
 Brown University
 Bryant University
 Johnson and Wales University
 Providence College
 Rhode Island Board of Governors for Higher Education
 Rhode Island School of Design
 Roger Williams University
 Salve Regina University
 University of Rhode Island Foundation

South Carolina
 Benedict College
 Claflin University
 Clemson University
 Coastal Carolina University
 Coastal Educational Foundation
 College of Charleston
 College of Charleston Foundation
 Converse College
 Furman University
 Limestone College
 Medical University of South Carolina
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 Presbyterian College
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 Dakota Wesleyan University
 Mount Marty College
 Presentation College
 South Dakota Board of Regents
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 Texas A&M Foundation
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 Trinity Western University
 University of Northern British Columbia
 University of Victoria
 Vancouver Island University
 University of Manitoba
 William & Catherine Booth College
 Concordia University
 Memorial University of Newfoundland
 Acadia University
 Canadian Memorial Chiropractic College
 Carleton University
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 University of Guam

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 American University of Beirut
 Lebanese American University

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 College of the Marshall Islands

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 Universidad de Monterrey

Nigeria
 American University of Nigeria

Pakistan
 Aga Khan University

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