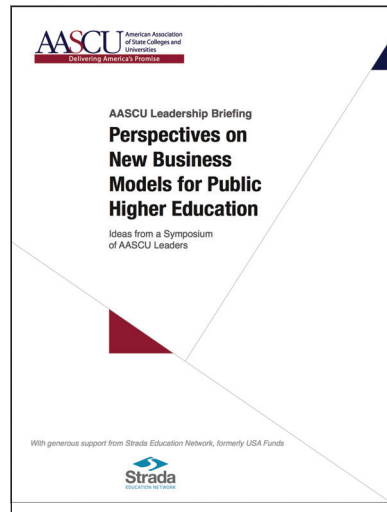


Symposium Paper Offers Perspectives on Creating, Shaping New Business Models

The changing landscape for financial support of public higher education suggests public colleges and universities need new ideas to inform, shape and hone their business models and practices. To explore this critical challenge, a group of presidents and senior leaders from AASCU member colleges and universities met for a two-day symposium in February 2017 in Washington, D.C.

Through presentations from national and campus-based experts, participants investigated a wide range of questions about the public university business model and



explored experimental tools and strategies. Our recently published brief—*Perspectives on New Business Models for Public Higher Education*—offers key ideas and essential questions raised at the symposium. It's available here: www.aascu.org/CorporatePartnerships/ResearchandStrategy/.

AASCU hopes the ideas and perspectives framed in this short paper will provide some food for thought for campus discussions around the essential challenge of creating new ways of working and shaping new business models. This will help public higher education achieve success in the days to come.

AASCU Honors Work of State Colleges and Universities with 2017 Excellence & Innovation Awards

Now in its fourth year, the Excellence and Innovation Awards program honors member institutions for excellence and innovation in major areas of campus life and leadership. The winning entries required evidence of top-level administrative support; connection with an institution's mission and strategic agenda; contribution to significant institutional improvements or programming; and grounding in research and best practices.

"Innovation at America's state colleges and universities is focused on advancing the quality of the educational experience for their students and the distinction of their institutions in service to their communities," said AASCU President Muriel A. Howard. "The programs for which these universities are being honored will inspire not only their AASCU colleagues, but all of higher education."

AASCU presented the awards on Oct. 22 at the opening session of AASCU's Annual Meeting in San Diego, Calif. The award recipients are as follows:

The Christa McAuliffe Award for Excellence and Innovation in Teacher Education

The University of Toledo (Ohio)
NURTURES (Networking Urban Resources with Teachers and University to enRich Early Childhood Science)

Civic Learning and Community Engagement

Stockton University (N.J.)
American Democracy Project: Gateway to Community Service

James Madison University (Va.)
James Madison Civic Engagement Initiative

University of North Carolina at Charlotte
Charlotte Action Research Project

International Education

State University of New York at Oswego
Embedding Global Engagement and Action into the Curriculum

Leadership Development and Diversity

Sam Houston State University (Texas)
High Potential Employee Leadership Academy

Regional and Economic Development

University of Northern Iowa
Regional Entrepreneurship Project

Student Success and College Completion

California State University, Fresno
Graduation Initiative 2025

University of Central Oklahoma
Black Male Initiative & Fellows Program

Sustainability and Sustainable Development

Northwest Missouri State University
Comprehensive Sustainability System

State University of New York at Oswego
BikeShare and Bus Share



Strada Grant Propels AASCU's Millennium Leadership Initiative

The Millennium Leadership Initiative (MLI), one of AASCU's cornerstone professional leadership development programs, is in the second year of a \$279,000, three-year grant from Strada Education Network. This grant is helping redesign and strengthen the MLI program, which prepares senior higher education leaders to pursue a presidency or chancellorship. While MLI especially targets African-Americans and other underrepresented groups, it accepts any qualified candidate.

With the grant from Strada, MLI added three new elements to its programming: an annual assessment, professional coaching and regional symposiums.

Annual assessments allow MLI participants to be tested prior to entering the program to receive individual feedback about their communication styles. This helps participants improve how they interact with peers and stakeholders in their work environment.

MLI participants receive three hours of professional coaching each month from a retired president or chancellor. This assists participants with excelling in the jobs they currently have and preparing for future leadership roles in their careers.

The Strada grant allowed MLI to add two one-and-a-half day regional symposiums each year, and provides travel stipends to help cover transportation and hotel costs. The symposiums give participants information on important topics such as enrollment management and governance, and also allow participants to get face time with a large group of university presidents and chancellors.

Strada's funding of these three new components has propelled the MLI program to new heights of success. This benefits AASCU, MLI participants, AASCU member institutions who get their senior leaders better trained, and the hundreds of thousands of diverse students served by AASCU institutions.

On Nov. 1, presidents and chancellors can begin to nominate senior higher education leaders at their institutions for the 2018 MLI Program. The application will be available at www.aascu.org/mli/applicationform/.



As higher education government relations professionals prepare for the 2018 state legislative sessions, a host of political, economic, demographic and technological changes have ushered in a new, more complicated era for advancing the public higher education agenda. Now in its 24th year, the Higher Education Government Relations Conference (HEGRC) is an educational forum

for professionals whose responsibility it is to foster effective governmental and community relations on behalf of public colleges and universities and state systems of higher education. With the theme "Advancing the Public Higher Education Agenda in a New Era," this year's conference is designed to help higher education government relations professionals from institutions, systems and

governing/coordinating boards understand and navigate the current state of affairs.

HEGRC will feature practical strategies on how individuals in these roles can build a broader base of support for public higher education, engage stakeholders, build coalitions, and employ effective government relations strategies. Participants will hear from a diverse array of seasoned professionals involved in all aspects of the legislative process for insight on how to best advance the public higher education agenda amid polarization, uncertainty and change.

Read more about and register for HEGRC at www.aascu.org/meetings/HEGRC17/.



Judith Baca Named Recipient of AASCU's 2017 Distinguished Alumnus Award

AASCU has named Judith Baca, an artistic director and professor at the University of California, Los Angeles (UCLA), the 2017 recipient of AASCU's Distinguished Alumnus Award. Baca received her B.A. in 1969 and M.A. in 1980 from California State University, Northridge (CSUN), and is known for large-scale public murals and art that involves extensive community organization and participation.

"CSUN alumna Judy Baca embodies our university's commitment to uplift students to their full potential and realize their dreams," CSUN President Dianne F. Harrison states. "Her work celebrates the diversity of Los Angeles and our nation, giving expression and voice to traditionally underrepresented communities. We at CSUN are immensely proud that AASCU has selected Ms. Baca for AASCU's 2017 Distinguished Alumnus Award."

Baca founded the first City of Los Angeles Mural Program in 1974 and the Social and Public Art Resource Center (SPARC) in 1976. She still serves as SPARC's artistic director and designed one of its most well known murals, the Great Wall of Los Angeles. The mural spans half a mile and involved collaboration between more than 400 youth and their families from diverse social and economic backgrounds, artists, oral historians, ethnologists, scholars, and hundreds of community members. Baca also created and leads the UCLA@SPARC Digital/Mural Lab, which produces large-scale, digitally generated murals; public art; and community cultural development practices.

For more than four decades, AASCU's Distinguished Alumnus Award has been presented to an individual who has achieved acclaim in her or his field and who has made a significant contribution to the public, intellectual or cultural life of the nation. Through this award, AASCU directs national attention to the value of society's investment in America's state colleges and universities. Baca was presented with this award during AASCU's 2017 Annual Meeting on Oct. 24; she joins a long list of past honorees, including President Lyndon Johnson, who was the first to receive the award in 1972.

Annual Meeting 2017



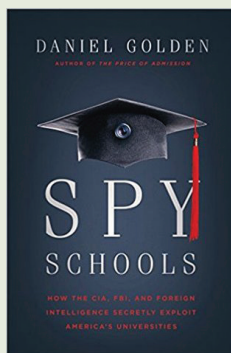
Jeffrey Toobin, flanked by AASCU President Muriel Howard (left) and 2017 Board of Directors Chair Deborah Stanley, president of SUNY Oswego, spoke at the opening session of the Annual Meeting. Toobin, a legal analyst for CNN and a staff writer for *The New Yorker*, shared insights about several Supreme Court judges and the work of the court.



Deborah Stanley passes the gavel to 2018 Board of Directors Chair Mildred Garcia, president of California State University, Fullerton.

Spy Schools: How the CIA, FBI, and Foreign Intelligence Secretly Exploit America's Universities. Daniel Golden. New York, NY: Henry Holt and Company, 2017. 322 pp. \$30

Many academics whose formative years coincided with the social turmoil of the 1960s and early 1970s—the civil rights movement, anti-war protests, and student activism—have internalized the period's fraught relations between the nation's national security infrastructure and higher education as markers of an inevitable and permanent conflict between *raison d'état* and the most essential attribute of academia, which is free and open inquiry. In *Spy Schools*, Pulitzer Prize-winning journalist Daniel Golden, himself of that generation of Americans, makes a compelling case that the Vietnam-era estrangement of higher education and national security was a historical anomaly. Golden points to post-9/11 attitudinal changes as facilitating renewed connections between colleges and U.S. intelligence agencies that may in some cases be too cozy. At the same, he documents the very real threat posed by foreign intelligence services targeting U.S. institutions, and describes higher education's inadequate vigilance in fascinating detail.



Golden, whose 2005 book, *The Price of Admission*, pierced the opaque world of hyper-selective admissions practices and amazingly documented the circumstances of Jared Kushner's admission to Harvard, is clearly fond of difficult subjects. He is also remarkably adept at digging hard enough to get to hidden facts, a talent that is on display on every page of this incredibly engaging book. Through a series of meticulously researched vignettes, Golden describes the ways in which globalization and institutional financial pressures have made U.S. colleges and universities easy targets of choice for foreign intelligence services. Like their U.S. counterparts, foreign spy agencies search for recruits, intellectual property, and national security secrets on campus, and Golden provides multiple examples of the harm these activities inflict on the nation, on the people involved, and on colleges. The section on domestic agencies' activities on college campuses is equally as riveting in its narrative, which Golden caps with a thoughtful historical overview of how the relationship between these agencies and campuses has mutated over time and what the implications of the current arrangements are for both national security and higher education.

Spy Schools carries well-deserved praise from John le Carré, who describes it as “timely and shocking.” And that is certainly saying something.

— Barmak Nassirian





HERE TO HELP

The Here to Help page on the AASCU website (www.aascu.org/HeretoHelp/) includes resources for and from our member schools in the wake of this hurricane season, including schools in Florida; Georgia; Houston, Texas; South Carolina; and the U.S. Virgin Islands. We update the site as we receive information about campus assistance opportunities and status reports from schools. Check the site out to learn how to assist schools and their students, and please contact us with any additional information that should be added to the page.

Upcoming Meetings

December 5-6
Opportunities for All Meeting
 San Diego, Calif.

December 6-8
AACC/AASCU/APLU/CASE Higher Education Government Relations Conference
 San Diego, Calif.

February 8-10
Academic Affairs Winter Meeting
 San Antonio, Texas

February 19-22
Grants Resource Center Conference on Funding Competitiveness
 Washington, D.C.

February 21-23
AASCU/NAFSA Institute for Senior International Officers
 Washington, D.C.

AASCU Announces 2018 Board of Directors

Mildred García, president of California State University, Fullerton, assumed the chair of the AASCU Board of Directors during AASCU's Annual Meeting. García became chair-elect in 2016 and has served on the AASCU Board of Directors and as a Millennium Leadership Institute mentor.

Dana Hoyt, president of Sam Houston State University in Texas, is chair-elect of the board and will serve as chair in 2019. Hoyt has served on the AASCU Board of Directors and on the Committee on Policies and Purposes.

The following presidents and chancellors will serve on the AASCU Board of Directors in 2018:

Past Chair: **Deborah F. Stanley**, State University of New York College at Oswego

Secretary-Treasurer: **George E. Ross**, Central Michigan University

At-large: **Rita Cheng**, Northern Arizona University

Newly Elected: **Juliette Bell**, University of Maryland Eastern Shore; **M. Christopher Brown, II**, Kentucky State University; **Cynthia Teniente-Matson**, Texas A&M, San Antonio; **Ramon Torrecilha**, Westfield State University (Mass.)

Continuing Their Terms: **Denise A. Battles**, State University of New York at Geneseo; **Joseph Bertolino**, Southern Connecticut State University; **Rita Cheng**, Northern Arizona University; **Dianne F. Harrison**, California State University, Northridge; **Sandra J. Jordan**, University of South Carolina Aiken; **Emile C. Netzhammer, III**, Washington State University Vancouver; **Scott R. Olson**, Winona State University, Minnesota; **Nasser H. Paydar**, Indiana University-Purdue University Indianapolis; **Jack Thomas**, Western Illinois University; **Charles L. Welch, II**, Arkansas State University System; **Karen Whitney**, Pennsylvania State System of Higher Education

New Newsletter Communicates the AASCU Advantage

AASCU recently introduced a new newsletter—*AASCU Advantage*—to better inform members of the work AASCU is doing on their behalf. Our newsletter @aascu will now be known as *Credit Hour*, and solely focus on the outstanding news and accomplishments from our member institutions. This will help us provide you with more meaningful and detailed news from our organization while continuing to showcase great work from our member schools.

