



**APLU**  
**ANNUAL REPORT**  
2023





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FRONT COVER PHOTOS COURTESY OF IOWA STATE UNIVERSITY (TOP ROW); TEXAS TECH UNIVERSITY (SECOND ROW LEFT); UNIVERSITY OF NEVADA, RENO (SECOND ROW RIGHT); THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL (THIRD ROW); UNIVERSITY OF WISCONSIN-MILWAUKEE (FOURTH ROW); UNIVERSITY OF CALIFORNIA, DAVIS (FIFTH ROW); UNIVERSITY AT BUFFALO, SUNY (SIXTH ROW LEFT); TARLETON STATE UNIVERSITY (SIXTH ROW RIGHT); WEST VIRGINIA UNIVERSITY (BOTTOM ROW)

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PHOTO COURTESY OF CLEMSON UNIVERSITY

# From the President

## Dear Friends:

I am pleased to share the Association of Public and Land-grant Universities' 2023 Annual Report.

The past year has presented an array of challenges and opportunities for the public research university community. As a membership organization, APLU's role is working with our membership to magnify the positive impact of our institutions in: driving equitable student success; fostering research and innovation to meet societal needs; and deepening community, economic, and international engagement to benefit all.

APLU's convening role is at the heart of achieving these aims. In 2023, nearly 3,500 individuals attended APLU's in-person convenings such as council and commission meetings and the APLU Annual Meeting. Countless more attended virtual convenings giving institutions access to senior government officials and subject matter experts on topics such as artificial intelligence and free speech and activism on campus.

As you'll read on the following pages, APLU made progress in 2023 on many issues, including to:

- ▶ Help block proposed cuts to federal research and higher education funding that would have dramatically impacted students, researchers, and institutions.

- ▶ Elevate the need to fulfill promised investments in federal research that lawmakers targeted in the CHIPS and Science Act and advocate for continued growth to the maximum Pell Grant award.
- ▶ Make the case for robust investments in critical land-grant agricultural programs as lawmakers draft a reauthorization of the Farm Bill.
- ▶ Lead the Aspire Alliance, advancing its work to cultivate a more diverse and inclusive STEM faculty—strengthening the sustainability of institutional and network efforts in the final year of the initiative.
- ▶ Complete the Student Engagement in Mathematics through an Institutional Network for Active Learning initiative, which engaged 120 math faculty at 26 institutions to enhance inclusive student learning through active learning strategies in large-enrollment classes.
- ▶ Develop and publish an *Action Framework for Modernizing Scholarship for the Public Good*, outlining concrete actions public research universities can take in eight key areas to support publicly engaged, equity-oriented, and publicly impactful scholars and scholarship.



The entire APLU team looks forward to building on the amazing work already underway at APLU while creating new ways for APLU to deliver value for our members. Although 2023 was an extremely busy year, we know the year ahead promises a host of new challenges and opportunities, including an AI revolution reshaping the education and research landscape, a looming presidential election, and continued global conflict that will undoubtedly draw greater policymaker scrutiny to higher education.

I am confident the public university community will collectively rise to the challenges ahead. Every APLU member is a powerful force dedicated to changing and improving lives. Together—learning, sharing, innovating, and advocating through APLU—our public and land-grant universities are an unstoppable force for good.

Sincerely,

**Mark P. Becker**



PHOTO COURTESY OF UNIVERSITY OF GEORGIA

# I. Federal Policy

APLU continued strong advocacy in partnership with member institutions to further and defend priorities of public research universities.

One major area of concern was the U.S. Supreme Court decision on race-conscious admissions. APLU actively supported member institutions, emphasizing values and diversity commitments to policymakers, and navigated the decision's implications within institutional policies.

APLU continued routine but important advocacy work for federal funding in the annual appropriations process, securing increased funding in FY23 for scientific research and student aid, while also preparing for and working within the more challenging FY24 environment.

In addition, APLU seized opportunities presented by recent legislative acts, such as the CHIPS and Science Act, the Inflation Reduction Act, and the Bipartisan Infrastructure Law. The association engaged with federal agencies to connect public research universities with funding opportunities, ensuring member institutions could access resources for initiatives like clean energy tax credits and broadband support. APLU also played a crucial role in science and research policy discussions, particularly on research security given continued policymaker interest. Additionally, APLU navigated complex higher education policy landscapes, addressing issues like third-party servicers,

free inquiry, gainful employment regulations, and the U.S. Department of Education's (ED) proposed Low Financial Value Program List. The association also advocated for accessible education benefits for student veterans and continued leadership on agriculture policy, particularly in the reauthorization of the Farm Bill.

## SCOTUS: Race-Conscious Admissions

APLU actively engaged in the U.S. Supreme Court's pivotal decision on race-conscious admissions, supporting member institutions and defending public university values. The decision, while expected, overturned precedent and significantly altered the landscape for considering race in admissions to promote campus diversity.

In response, APLU reinforced public universities' dedication to diversity, acknowledging the new limitations. The association facilitated member discussions through its councils and commissions to prepare for necessary changes in institutional policy and practice. Additionally, APLU engaged the Biden administration and Capitol Hill, responding to their outreach and addressing their interest in how public universities would navigate their mission post-decision.

## Federal Funding for Higher Education and Research

A central pillar of APLU's advocacy remains funding for public research university priorities in the annual appropriations process, encompassing nearly 50 funding lines across seven bills. In the FY23 appropriations package passed at the end of 2022, APLU achieved significant investments in priority accounts, including an 8 percent increase for NSF, a 5.5 percent increase for NIH, and a \$500 boost to the maximum Pell Grant award.

With these successes, APLU prepared for a more challenging FY24 funding environment amid spending fatigue among many lawmakers and a divided Congress. Some of the funding bills reflect such challenges, the House appropriations measures propose



PHOTO COURTESY OF THE UNIVERSITY OF HOUSTON

cuts, such as a \$2.8 billion reduction for NIH, elimination of Federal Work Study and Supplemental Education Opportunity Grants, and a 14 percent cut in overall USDA funding. APLU is actively collaborating with member institutions to counter these proposed cuts, sending a letter opposing cuts in the USDA appropriations bill and contributing to efforts that successfully defeated the bill on the House floor. Similarly, APLU opposed the funding bill that includes such drastic cuts to NIH and student aid, and the legislation remains stalled.

APLU continued its leadership in advocacy coalitions, urging Congress to fulfill the CHIPS and Science Act, emphasizing the importance of a #DoublePell pathway, and safeguarding campus-based aid programs.

**FUNDING OPPORTUNITIES AND POLICY FIXES:** While funding for FY24 remains a challenge, 2023 was a year of opportunity following passage of the CHIPS and Science Act, the Inflation Reduction Act, and the Bipartisan Infrastructure Law.

APLU actively engaged with federal agencies, facilitating connections between public research universities and funding opportunities arising from recent legislative acts. Notable efforts included organizing a webinar featuring National Institute for Standards and Technology Director Laurie Locascio and hosting the Senior Advisor to the Secretary of Commerce on CHIPS Implementation at the Council on Governmental Affairs Spring Meeting. Additionally, APLU linked member institutions involved in state broadband plans funded by the Bipartisan Infrastructure Law with ED to explore broadband funding

opportunities for higher education. The association also spearheaded advocacy for the eligibility of all public research universities for clean energy tax credits under the Inflation Reduction Act, successfully prompting the Department of Treasury to clarify eligibility of all public institutions, including those designated as political subdivisions, agencies, or instrumentalities of their state, in its proposed rule.

## Science and Research Issues

**RESEARCH SECURITY:** APLU continued wide ranging engagement with Congress and the Biden administration, providing feedback as policymakers seek to combat malign foreign influence. APLU advocated for properly scoped security measures that also protect the value of open scientific and academic engagement. This year included congressional hearings, a number of bill introductions, and substantial action by the Biden administration as it moves forward with implementation of its strategy for protecting federal research and development investments as outlined in National Security Presidential Memorandum 33 (NSPM-33).

APLU's impactful initiatives in science and research included organizing a webinar with the Department of Defense's Office of Basic Research Director Bindu Nair, engaging over 175 participants to discuss DOD's new policy for risk-based security reviews of fundamental research. APLU also responded to the White House Office of Science and Technology Policy's

(OSTP) Request for Information on draft Research Security Programs Standard Requirements, aligning with NSPM-33's call for certified research security plans for institutions with over \$50 million in federal research funding. APLU's letter to OSTP emphasized the need for further clarity in definitions and processes to alleviate burdens on institutions and ensure compliance across various institution types. Collaborating with association partners, APLU analyzed the proposal and crafted an outline of key themes for institutions to use in crafting their comment letters.

Furthermore, APLU played a pivotal role in discussions around the creation of a U.S. Research Security and Integrity Information Sharing Analysis Organization, holding a roundtable discussion with NSF and representatives from multiple APLU councils and commissions. This initiative, mandated by the CHIPS and Science Act, aims to provide the academic community with clear tools and threat analysis for risk-based decisions concerning international academic,



PHOTO COURTESY OF WASHINGTON STATE UNIVERSITY



cultural, and research partnerships. APLU also responded to NSF’s formal Request for Information on this topic, contributing to the ongoing dialogue and shaping the development of policies in the academic research security landscape.

## Higher Education Policy

While Biden administration action on student debt forgiveness garnered the most public attention, APLU and its member institutions were also focused on several policies with substantial impact on public universities.

**NEW FAFSA:** Congress passed the FAFSA Simplification Act and FUTURE Act, which reduced the number of FAFSA questions and made substantial changes to the need analysis formula. The changes will make an additional 610,000 students eligible for Pell Grants for the first time, and make nearly 1.5 million more students eligible for the maximum Pell Grant. In a normal year, the FAFSA is available October 1, but ED faced significant delays in implementing the new law. APLU worked with higher education associations, college access groups, and Capitol Hill to urge U.S. Department of Education (ED) to provide a clear timeline to implement the new FAFSA as soon as possible and strengthen support for institutions to manage the workload and increase FAFSA completion. The association underscored the harm to both students and institutions of ED’s delays.

### **THIRD PARTY SERVICERS (TPS):**

In February, ED issued guidance expanding the definition of Third Party Servicers from several hundred student aid processing contracts to tens of thousands of third-party contracts. This expansion had the potential to

disrupt agreements in critical areas such as recruitment, retention, administration, mental health support, online program management, study abroad, clinical education, and instructional services. APLU addressed these concerns with ED, leading to the narrowing, delay, and eventual withdrawal of the problematic guidance; however, the issue remains on ED’s agenda for future rulemaking.

### **FREE INQUIRY AND STUDENT ORGANIZATIONS RULE:**

APLU led collaborative outreach to ED urging repeal of Trump administration-era regulations that unnecessarily involve the agency in First Amendment litigation and unnecessarily federally manages university policy relative to student organization standards.

### **GAINFUL EMPLOYMENT, FINANCIAL RESPONSIBILITY, STATE AUTHORIZATION:**

Earlier this year, ED released a proposed rule that touched on several topics of significant impact to public research universities, including transparency, accountability, and other regulatory areas. APLU provided extensive feedback on the gainful employment rule, opposing proposals that would impose unnecessary burdensome financial responsibility regulations on public higher education institutions and disrupt the State Authorization Reciprocity Agreement (SARA) for distance education. APLU achieved successes to narrow the scope of some problematic provisions, particularly the new proposal to apply financial reporting provisions to public institutions and the original proposal which would have substantially disrupted SARA.



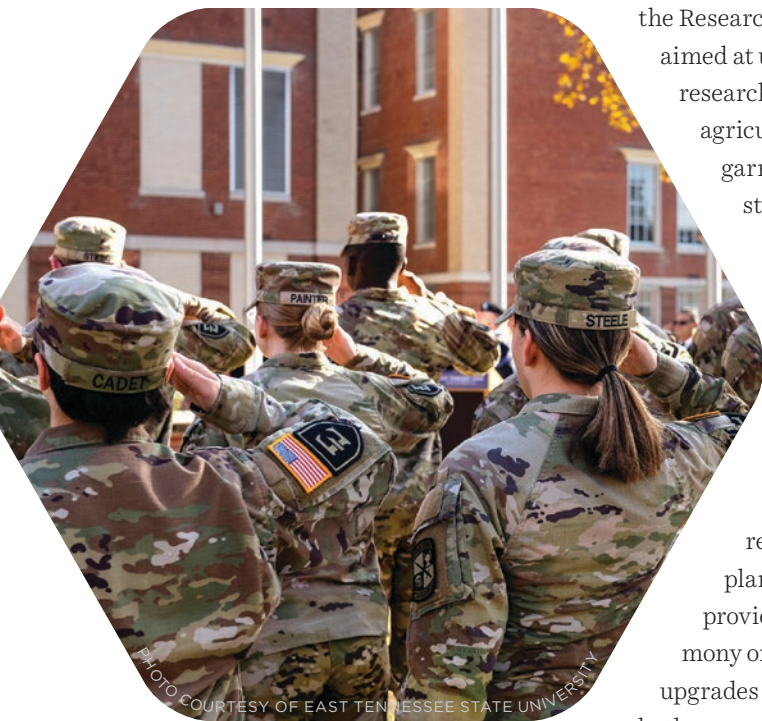
### **U.S. DEPARTMENT OF EDUCATION LOW FINANCIAL VALUE PROGRAM LIST:**

Following the release of ED’s plans to create a list of academic programs considered “low financial value,” APLU provided concerns and key recommendations for ED to consider.

## Serving Student Veterans

### **Department of Veterans Affairs (VA) Action**

APLU actively collaborated with Congressional leaders and the U.S. Department of Veterans Affairs to enhance accessibility of the GI Bill for more veterans while minimizing administrative burdens on institutions. Notably, in January, President Biden signed the Veterans Auto and Education Improvement Act of 2022 (P.L. 117-333), encompassing several APLU priorities for education benefits. The law codifies COVID-19 flexibilities for future emergencies, grants five-year approval for study abroad courses, and streamlines approval for dual-certification courses. APLU’s successful advocacy also prompted the VA to delay and provide outreach



on transitioning from the VA-ONCE system to the new Enrollment Manager system for GI Bill school certifying officials, addressing concerns about the agency’s faulty implementation of risk-based assessments, including those affecting many APLU members’ low-risk programs. Additionally, APLU facilitated the participation of a member institution in offering testimony during a pertinent House Veterans’ Affairs Committee hearing.

## Agricultural Policy

### ADVANCING AGRICULTURAL RESEARCH IN FARM BILL

**REAUTHORIZATION:** APLU’s Board on Agriculture Assembly led higher education advocacy in support of agricultural, food, forestry, and nutrition research and Extension for reauthorization of the Farm Bill, developing comprehensive priorities.

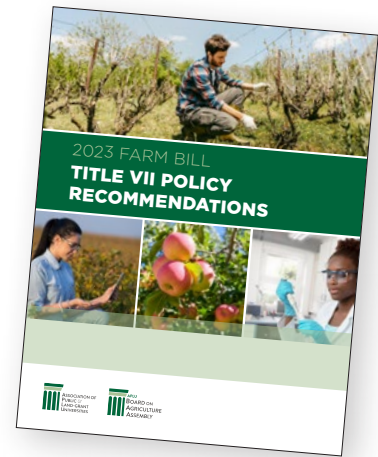
APLU spearheaded a coalition urging \$5 billion in mandatory funding for

the Research Facilities Act (RFA), aimed at upgrading agricultural research facilities at colleges of agriculture. This initiative garnered support from 340 stakeholder organizations. APLU’s citizen advocacy coalition, the Council for Agricultural Research, Extension, and Teaching (CARET), integrated the RFA request into its strategic plan, and APLU members provided impactful testimony on the merits of facilities upgrades during hearings in both congressional chambers.

Consequently, the APLU-endorsed AG RESEARCH Act in would allocate \$1 billion for the RFA in the House—similarly, a Senate version would allocate \$5 billion.

## Protecting SNAP Benefits for College Students

As the pandemic health emergency’s temporary flexibilities ended in May, so did expanded Supplemental Nutrition Assistance Program (SNAP) eligibility to many college students. APLU responded by creating a brief outlining the impact on students receiving SNAP benefits under the temporary requirements. The brief emphasizes support for the extension of these flexibilities to enable many college students to continue accessing this vital program, highlighting APLU’s commitment to advocating for policies that benefit students during changing circumstances.



## THE FOOD AND AGRICULTURE CLIMATE ALLIANCE (FACA):

FACA is a coalition with more than 80 members focused on opportunities for the food, agriculture, and forestry sectors to advance climate solutions across the supply chain. APLU staff hold positions on the CEO Advisory Committee, Agricultural Research Committee, Committee on Government Relations, and Communications Committee. Guided by APLU staff contributions, FACA developed policy recommendations for the upcoming Farm Bill, aiming to leverage the climate mitigation potential of the food, agriculture, and forestry sectors while fostering new economic opportunities. APLU staff played a pivotal role in briefing White House officials and Capitol Hill staff on FACA recommendations for the 2023 Farm Bill.

## University Business Operations

As anticipated, the U.S. Department of Labor introduced a proposed rule in August, which would impose a substantial budgetary impact on public research universities by elevating the salary threshold for the white-collar exemption to overtime pay requirements by almost 55 percent. APLU led

comments on behalf of public research universities, providing data on the potential impact, emphasizing to the Department of Labor the challenges posed by such a significant increase, particularly in the absence of a gradual phase-in.

## Supporting DREAMers

APLU remained engaged with Congress and the Executive Branch to make clear the importance of immigration and international students

to public universities, the nation's economy, and social fabric. Recent federal court decisions underscore the importance of a legislative solution for undocumented students as the Deferred Action for Childhood Arrivals (DACA) program is both limited in scope and legally in jeopardy. Given proposed increases to visa fees, APLU advocated for a fee-based immigration system that is fair to petitioners and institutions while encouraging international students and scholars to study and work at U.S. institutions.

## Enhancing U.S. University Role in International Development

APLU continued its leadership role in the intersection of higher education and international development, engaging the Biden administration and Capitol Hill, building the case for the U.S. Agency for International Development (USAID) Innovation Labs, and developing advocacy partnerships in support of common priorities.



PHOTO COURTESY OF UNIVERSITY OF UTAH



PHOTO COURTESY OF UNIVERSITY OF HAWAII AT MANOA



PHOTO COURTESY OF UNIVERSITY OF GEORGIA



PHOTO COURTESY OF SOUTH DAKOTA STATE UNIVERSITY



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PHOTO COURTESY OF UNIVERSITY OF CALIFORNIA, RIVERSIDE



PHOTO COURTESY OF UNIVERSITY OF KENTUCKY

PHOTO COURTESY OF OKLAHOMA STATE UNIVERSITY

# II. Driving Equitable Student Success

## The AI Revolution

In 2023, universities grappled with a significant AI-induced disruption, compelling them to reevaluate courses, adapt regulations, train faculty on new technologies, and address concerns related to academic honesty and research integrity.

APLU responded by organizing diverse sessions through its councils and commissions, providing member institutions with insights into AI's applications, potential, and strategies to address challenges such as bias, plagiarism, and AI hallucinations. These sessions, spanning various institutional sectors, engaged leaders from provost's offices, research offices, strategic communications, marketing, student affairs, and more.

APLU's overarching objective for 2023 was to empower senior university leaders with the knowledge and tools to develop successful strategies for implementing university-wide AI initiatives. To achieve this, the association hosted a pre-Annual Meeting workshop titled "Building AI Into Your University," complemented by a double plenary panel during the Annual Meeting, delving deeper into various AI issues.

APLU remains committed to assisting its members in navigating the evolving landscape of AI by facilitating continuous training and strategy updates, ensuring their success in effectively using AI and contributing to AI workforce development.

## Achieving University Transformation and Systemic Changes

### POWERED BY PUBLICS - SCALING STUDENT SUCCESS:

APLU's Powered by Publics initiative launched in 2018 with the aim of increasing undergraduate degree completion for low-income, minority, and first-generation students; and halving the equity gap for those students by 2025. Each of the 127 participating universities and state systems worked together in transformation clusters to investigate and solve institutional barriers to student success.

In 2023, Powered by Publics closed out the work of the transformation clusters, publishing their final deliverables to the network's online Learning Exchange. In addition, the APLU team

- ▶ Published a progress report;
- ▶ Created a guide for institutions to host student-centered equity roundtables like those led by APLU;
- ▶ Produced a limited audio series; and
- ▶ Hosted multiple webinars featuring the clusters' work.

Additionally, the 16 institutions in the Intermediaries for Scale cohort are expected to close out their engagement with advising, data literacy, and digital learning service providers at the end of 2023.

*APLU members and external collaborators came together at the 2023 Annual Meeting to examine current challenges and explore a common framework to advance faculty success.*

ON THE WEB: Learning Exchange: <https://pxp.crowdstack.io/>

Progress Report: [aplu.org/2022-PxP-Progress-Report](https://aplu.org/2022-PxP-Progress-Report)

Guide for Institutions: [aplu.org/PxP-Equity-Roundtable-Guide](https://aplu.org/PxP-Equity-Roundtable-Guide)

Audio Series: <https://soundcloud.com/powered-by-publics>



## THE NSF EDDIE BERNICE JOHNSON INCLUDES ASPIRE ALLIANCE:

Under the guidance of APLU, the Aspire Alliance secured additional funding, expanding to a \$12 million, six-year project, courtesy of a new grant from the National Science Foundation (NSF). This infusion of resources bolsters the ongoing efforts of the initiative, originally designed as a \$10 million, five-year project. Since 2019, Aspire has engaged over 150 institutions, 3,500 individuals through programming, and produced over 30 deliverables including scholarly articles, resource guides, white papers, and research papers.

The project operates through three change teams, implementing initiatives at the institutional, regional, and national levels to enhance diversity and inclusivity in STEM



faculty. The project concentrates on advancing programmatic goals while ensuring sustainability. Serving as an incubator, Aspire is in the process of integrating Regional Change initiatives into the Office of Community College Research and Leadership at the University of Illinois Urbana-Champaign. Simultaneously, National Change activities are transitioning to the Wisconsin Center for Educational Research at the University of Wisconsin-Madison, and APLU remains committed to supporting and developing the Institutional Change Network.

In 2023, the APLU-led Aspire IChange Network (ICN) enhanced the success of STEM faculty through data-driven action plans. This initiative welcomed eight new APLU members, including the University of Colorado Boulder, Fort Valley State University, University of Illinois Chicago, Kent State University, University of Maine, University of Nebraska Omaha, Washington State University, and Wayne State University, into the network's fifth cohort. Additionally, the ICN expanded its impact by collaborating on NSF ADVANCE-funded initiatives, specifically targeting engineering programs in the California State University system and established a partnership with the National Center for Women in Technology at CU Boulder. Looking ahead, the ICN is set to launch a cohort focused on faculty compensation in 2024 through the ADVANCE award led by the Rochester Institute of Technology.

ON THE WEB: [www.aspirealliance.org](http://www.aspirealliance.org)

## ADVANCING RACIAL JUSTICE AND EQUITY:

The Coalition of Urban Serving Universities' (USU) Advancing Racial Justice and Equity (ARJE) initiative works with a select group of leaders from urban-serving universities, known as Racial Justice and Equity Scholars, who launch and measure the impact of initiatives centered on advancing racial justice and equity on their campuses and in their communities.

The scholar community met several times through 2023 to

- ▶ build capacity to strengthen and measure impact;
- ▶ learn from and alongside peer scholars as they implement their initiatives; and
- ▶ co-create a roadmap for urban university equity-based initiatives, policies, and structures.

The ARJE Scholars were situated at three USU universities: Portland State University; The University of Texas at Arlington; and The University of Toledo. As a final step of their engagement, scholars showcased results and disseminated resources at an ARJE session at the 2023 USU Summer Meeting.

ON THE WEB: [www.usucoalition.org/arje](http://www.usucoalition.org/arje)

## GUIDE TO ACCESS U.S. DEPARTMENT OF EDUCATION'S POSTSECONDARY STUDENT SUCCESS GRANT:

APLU continued to advocate for federal funding to support student success and completion initiatives on its member campuses.

Following the announcement of the \$45 million Postsecondary Student Success



### Women in Leadership: Pathways to the Presidency

Aspire sponsored the Women in Leadership: Pathways to the Presidency session at the 2023 Annual Meeting, creating space for women university leaders to connect and share leadership strategies.

Grant (PSSG) program—a new student success grant program through the U.S. Department of Education’s Fund for the Improvement of Postsecondary Education (FIPSE)—APLU and the Coalition of Urban Serving Universities (with support from Arnold Ventures) supported eligible member institutions in applying by providing an informational webinar, two technical assistance workshops, and a guide to evidence-based student success programs.

**ON THE WEB:** [aplu.org/Equity-Based-SS-Interventions-Guide](https://aplu.org/Equity-Based-SS-Interventions-Guide)

### SENIOR STUDENT AFFAIRS OFFICER PORTFOLIO

**INVENTORY:** APLU launched a survey of senior student affairs officers to have a better understanding of the roles and responsibilities of student affairs offices at member universities. This survey asked each senior student affairs officer to provide publicly available information, including operating budget, full-time employees, and to catalog the offices, departments, and functional areas that report to them. More than half of APLU’s members responded to the survey. The data was made available to APLU members at the APLU Annual Meeting for benchmarking, connecting colleagues, and other aggregate analyses.

### THE ROLE OF STUDENT AFFAIRS PROFESSIONALS IN STUDENT SUCCESS:

In September, APLU’s Council on Student Affairs (CSA) launched a series of dialogues to discuss how to improve understanding of the impact student affairs professionals have on student success efforts at member institutions. The participants co-authored a summative brief released at the APLU Annual Meeting.

## Reimagining Teaching to Maximize Student Learning

### SUPPORTING DIGITAL TRANSFORMATION WITH EVERY LEARNER EVERYWHERE:

As one of the primary service providers for the Every Learner Everywhere network—an initiative of the Bill & Melinda Gates Foundation focused on improving student outcomes—APLU developed a set of four distinct service courses, set to be delivered to colleges, universities, and state systems in 2024 and 2025. Service courses are available in flexible learning environments, collaborative course redesign with adaptive courseware, and data literacy. These services are now available to institutions outside of the Bill & Melinda Gates post-secondary ecosystem.

**ON THE WEB:** [www.everylearnereverywhere.org](http://www.everylearnereverywhere.org)

### EXEMPLAR INTRODUCTION WITH STATISTICS

**COURSEWARE:** APLU provided four member institutions personalized support to scale adaptive courseware in introductory statistics courses through site visits and cross-institutional virtual convenings. These engagements brought together faculty, department chairs, and administrators to consider course redesign efforts and pedagogical practices for enhancing student success. A summary on faculty experiences will be shared with the full APLU membership in early 2024.

### STUDENT ENGAGEMENT IN MATHEMATICS THROUGH AN INSTITUTIONAL NETWORK FOR ACTIVE LEARNING (SEMINAL):

The NSF-funded project *Student Engagement in Mathematics through an*



*Institutional Network for Active Learning (SEMINAL)*, a \$3.7 million, seven-year project involving more than 120 math faculty at 26 institutions across the United States, was completed in in 2023. SEMINAL focused on how to effectively enhance inclusive student learning by transforming mathematics instruction away from lecture-based approaches to active learning strategies in large-enrollment, entry-level mathematics courses.

Extensive findings have been disseminated in *Transformational Change Efforts: Student Engagement in Mathematics through an Institutional Network for Active Learning*, a book published by the CBMS; *Infusing Active Learning in Precalculus and Calculus* – a special triple volume of the journal PRIMUS in 2021; and in over 90 book chapters, journal articles, conference proceedings, presentations, and workshops.

### IMPROVING STEM STUDENT SUCCESS:

APLU hosted the national Transforming Institutions Conference with over 200 faculty, administrators, and center directors on innovations in

improving undergraduate STEM education. Additionally, APLU submitted a proposal to NSF on student data analytics and has a forthcoming report on *Eight Equity Indicators for STEM Student Success*, co-authored with members of the National Academies *Roundtable on Systemic Change in Undergraduate STEM Education*.

### TRAINING COLLEGES OF AGRICULTURE AND NATURAL RESOURCES STAFF TO IMPROVE SUPPORT FOR STUDENT SUCCESS:

APLU's Board on Agriculture Assembly's Academic Programs Section held a two-day workshop to train staff leading academic programs within colleges of agriculture and natural resources. The event provided professional development to staff that support student recruitment, advising, career services, and retention efforts. More than 40 APLU member institutions participated.

## Providing Holistic Student Supports

### THE STUDENT EXPERIENCE PROJECT (SEP) INSTITUTE:

Following the conclusion of the Student Experience Project (SEP) grant in 2022, USU and APLU have continued to support member institutions to improve student sense of belonging and academic outcomes. The SEP reports and resources continue to inform participating institutions, USU membership, and the field at large.

In 2023, USU piloted the SEP Institute, a year-long learning cohort for institutions looking to engage faculty to improve student experience in the classroom. With support from the Raikes Foundation, 14 USU



member institutions participated in the pilot cohort, which began with an in-person kickoff event at The University of Texas at San Antonio. Following the event, USU facilitated monthly virtual meetings and provided access to SEP technical assistance and resources.

USU secured a three-year, \$840,000 grant from the Raikes Foundation to continue offering the SEP Institute to USU members and to expand participation to other APLU members.

ON THE WEB:  
[studentexperienceproject.org/](https://studentexperienceproject.org/)



### GRADUATE TEACHING ASSISTANTS AS CHANGE AGENTS FOR EQUITABLE STUDENT EXPERIENCE:

With a grant from the Alfred P. Sloan Foundation, USU began collaborating with the University of New Mexico, the University of Colorado Denver, and the non-profit organization Equity Accelerator to train graduate teaching

assistants (GTAs) to use SEP classroom practices, partner with faculty to support GTA success in the classroom, and pursue improvements to department culture and policy to improve student experiences.

A collaborative team, comprising graduate students, faculty, and teaching experts, designed and conducted a training program for more than 40 biology GTAs in Fall 2023. The training focused on implementing evidence-based teaching practices such as wise feedback and social belonging statements, fostering an inclusive learning environment. Institutions are conducting pre/post surveys to gauge the shift in GTAs' mindsets regarding student abilities and their comfort with inclusive teaching practices. Looking ahead, GTAs will collaborate with faculty and department leaders on improvement projects aimed at enhancing student belonging and equitable success. Institutions are exploring opportunities to expand participation in this training in the future.

### PARTNERSHIPS FOR ADULT LEARNER SUCCESS (PALS):

USU's Partnerships for Adult Learner Success (PALS) is a three-year grant funded by the Lumina Foundation aimed at innovating and building more inclusive, agile, and comprehensive student success pathways and supports for adult learners of color. In 2023, the eight participating institutions gathered to continue developing their equity plans and designing programs to scale and sustain beyond the life of the grant.

In 2023, USU began disseminating key findings from PALS to member institutions through the Urban Adult Learner Institute (UALI), which aims



to build a foundational knowledge about the academic and co-curricular experiences of adult learners at colleges and universities across the country. UALI uses engaging learning opportunities to share knowledge and allows participants to apply the information directly to their campuses to make an immediate impact on adult learners' experiences. There are roughly 100 individuals participating in UALI across more than 40 institutions.

**ON THE WEB:**  
[www.usucoalition.org/uali](http://www.usucoalition.org/uali)

## Preparing Students for the Workforce and Post-Collegiate Success

### COLLABORATIVE OPPORTUNITY

**GRANT:** This multi-year project, funded by the Michael & Susan Dell Foundation, continued to support and scale emerging innovative campus-community partnerships that transform institutional practices, programs, policies, and culture to transferability to the workforce. The project has a particular

focus on students who are low-income, first time in college, and transfers.

Institutions in the first two cohorts were grounded in specific themes: *Disrupting Structures for 21st Century Skills* (University of Alabama-Birmingham and Virginia Commonwealth University) and *Prototyping a 21st-Century Curriculum* (Cal State LA, University of Memphis, and the University of New Orleans) and completed their work on the project.

Cohort three is focused on *Charting 21st Century Pathways* and includes Florida International University; San Jose State University; University of California, Riverside; The University of Texas at Arlington; and The University of Texas at El Paso. The fourth cohort is an open category and engages the University at Albany; University of Cincinnati; The University of Texas at San Antonio; and University of Washington Tacoma.

### RURAL WORKFORCE

**ENGAGEMENT:** In early 2023, APLU released FORWARD, a report and curriculum aimed at growing Cooperative Extension's capacity to help build career pathways for low-income rural students. Funded by Ascendium, FORWARD offers tools for identifying workforce assets and needs, developing partnerships, and recruiting and supporting rural learners towards economic mobility.

**ON THE WEB:** [aplu.org/APLU-Careers-Report](http://aplu.org/APLU-Careers-Report)

**FILLING EMPLOYMENT NEEDS AT USDA:** Through a five-year cooperative agreement with USDA Natural Resources Conservation Service, the APLU Board

on Agriculture Assembly's Academic Programs Section (APS) supplied the agency with a data dashboard for internal talent recruiters to use as they seek to fill thousands of vacancies during the next few years. APS is also worked to establish an online education portal that will provide the agency with a one-stop location for programs that fit the agency's workforce educational needs. APS is encouraging interested institutions to develop career guides to help students navigate the federal employment system.

### RECRUITING GRADUATE STUDENTS FOR COLLEGES OF AGRICULTURE:

APS, in partnership with agInnovation, established AgNGINE, a database for colleges of agriculture and natural resources of juniors, seniors, and masters' students interested in going to graduate school. Students can opt-in to submitting their names and interests into this national database and institutions whose students submit names can then have access to the entered data to recruit students into graduate-level programs. APS piloted this project with 33 institutions in 2023 and will expand to 86 institutions in 2024.

**ON THE WEB:**  
<https://ag-ngine.cals.ufl.edu/>

## Using Data to Improve Student Success

**VSA ANALYTICS:** VSA Analytics, which APLU developed in collaboration with the American Association of State Colleges and Universities, gives subscribers access to more than 25 interactive key performance metrics derived from a national dataset containing 400 variables from roughly 4,400 institutions. The data

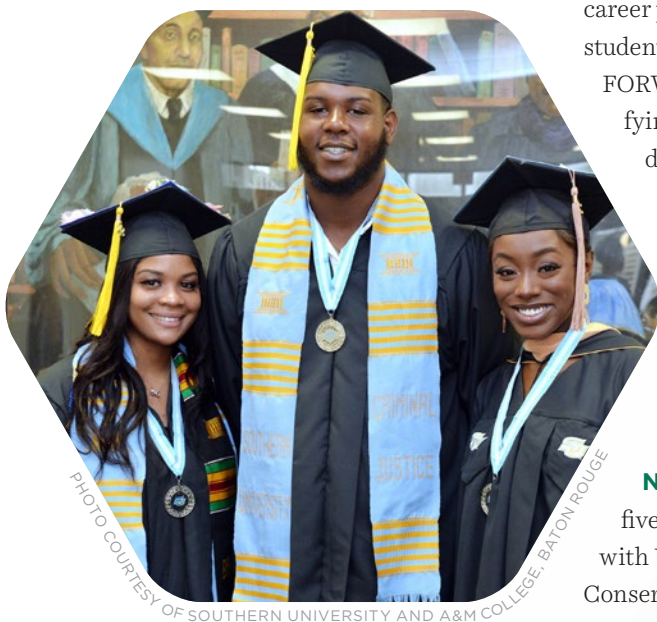


PHOTO COURTESY OF SOUTHERN UNIVERSITY AND A&M COLLEGE, BATON ROUGE

include median earnings by program, student debt by program, degrees by program, enrollment, cost of attendance, retention, graduation rates, R&D expenditures, financial aid, admissions, student-faculty ratio, and more. It allows Institutions to create custom peer groups to benchmark their progress.

In 2023, APLU restructured the VSA Analytics dataset to increase accuracy and efficiency when updating the data. Subscribers can now request and receive the underlying dataset with greater ease. VSA Analytics also added a new feature that allows users to look at valuable information on targeted populations for enrollment management. VSA Analytics also released a new Student Achievement Measure report that shows six-year outcomes for students who enter college as associate or certificate-seekers.

**ON THE WEB:** [www.vsaanalytics.org/](http://www.vsaanalytics.org/)

**STUDENT ACHIEVEMENT**

**MEASURE (SAM):** APLU oversees the Student Achievement Measure (SAM), which provides information about student outcomes for all students. SAM works with the National Student Clearinghouse to track students who transfer out and complete a degree at another institution. In 2023, APLU integrated SAM into the Gates Foundation’s Postsecondary Data Partnership (PDP). The National Student Clearinghouse uses data from the PDP to create the SAM submission for institutions that participate in both initiatives, reducing the reporting burden on institutions.

**ON THE WEB:** [studentachievementmeasure.org](http://studentachievementmeasure.org)

**CORE DATA METRICS:** APLU collected a fourth year of data through the Powered by Public’s Core Data Metrics, which includes trends in enrollment, retention, degrees, and 6-year outcomes disaggregated by gender, race/ethnicity,

Pell recipients, and student status. Preliminary findings show that while degrees and six-year outcomes have not increased through the pandemic, they also did not decline, and equity gaps for marginalized populations have held steady. All the data, including preliminary data for the 2023 collection, are available to subscribers of APLU’s interactive platform VSA Analytics.

**DATA LITERACY:** APLU, working with the Association for Institutional Research, with funding from Ascendium, led two cohorts through the Data Literacy Institute (DLI) – a 24-week program to improve data literacy on campuses. More than 130 people from member institutions with interest in learning how to improve their data culture, including data infrastructure, data governance, and data literacy took part in the program.

APLU also offered a 12-week version of the DLI to five institutions from the Gates Foundation-funded program Intermediaries for Scale initiative.



PHOTO COURTESY OF NORTHERN ILLINOIS UNIVERSITY



Home | SAM Data | About | Resources | Sign Up

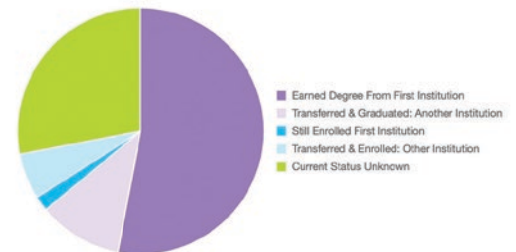
The Student Achievement Measure is supported by six sponsoring associations, working together to provide a more complete, accurate picture of student progress and completion as students move across institutions and state boundaries.

**Northern Illinois University**

Located in one of the most dynamic regions of the country, NIU is a comprehensive teaching and research institution with a diverse student body of more than 16,000 offering approximately 70 fields of study for undergraduate students in the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts.

**Fall 2016 First-time Full-time Cohort**

6-year outcomes for undergraduate bachelor’s-seeking students as of 2022



# III. Fostering Research and Innovation

## **APLU HOSTS CIVIC SCIENCE FELLOW FOR MODERNIZING SCHOLARSHIP INITIATIVE:**

APLU's Modernizing Scholarship for the Public Good has outlined eight areas for strategic action that universities can take to support publicly engaged (PE) and publicly impactful research (PIR) to benefit society. The project held a national meeting in August with more than 30 institutional leaders and experts to review the *Action Framework for Modernizing Scholarship for the Public Good*, which was released at the APLU Annual Meeting.

The Framework provides evidence-based approaches for leaders to engage constituencies across campus to incentivize, recognize, and promote publicly engaged scholarship. Each strategic action is categorized by role and responsibility or university unit to provide individuals and units concrete steps they can take to advance publicly engaged and publicly impactful research at their institution.

This Framework is based upon work supported by APLU and its Office of Food, Agriculture, and Natural Resources (FANR), the University of Michigan's Office of the Vice President for Communications, the Rita Allen Foundation, the Kavli Foundation, and the Burroughs Wellcome Fund as part of the Civic Science Fellows program, and the National Science Foundation.

**ON THE WEB:** [aplu.org/modernizingscholarship](https://aplu.org/modernizingscholarship)

**PUBLIC ACCESS:** APLU continued its leadership in public access

to research with membership on the National Academies *Roundtable on Aligning Incentives for Open Scholarship*, engagement with HELIOS, participation in the U.S. Research Data Summit and NIST's Research Data Framework, advisory board memberships on the U.S. Research Advisory Council and Realities of Academic Data Sharing, and responses to Requests for Information on Public Access Plans for NIH, NASA, and NIST. APLU is actively monitoring and staying abreast of the movement for open access to scholarship.

## **PATHWAYS FOR THE NEXT GENERATION OF SENIOR RESEARCH OFFICERS:**

APLU was awarded a grant by NSF's new Growing Research Access for Nationally Transformative Equity and Diversity (GRANTED) program. The grant will support APLU's Council on Research's (COR) conference at Alabama A&M University in 2024 to map the career paths of senior research officers to better understand opportunities and barriers for training and diversifying the next generation of senior leaders.

## **COUNCIL ON RESEARCH LEADER FELLOWS PROGRAM:**

The COR Research Leader Fellows program selected its sixth cohort to continue the mission of training the next generation of senior research leaders. Each fellow learns about new aspects of research administration to prepare them for future leadership. Numerous former COR fellows are now



PHOTO COURTESY OF VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY (VIRGINIA TECH)

serving as senior officers at member institutions.

**ON THE WEB:** [aplu.org/COR-6th-Cohort](https://aplu.org/COR-6th-Cohort)

## **PARTNERING WITH USDA TO PROMOTE TRANSDISCIPLINARY RESEARCH:**

APLU joined in the USDA's National Agricultural Library and National Institute of Food and Agriculture national effort to promote the value of transdisciplinary research to address challenges such as climate change, land degradation, biodiversity loss and many other topics environmental scientists work on, which are not "solvable" with traditional scientific approaches. APLU staff participated on panel discussions on the role of public and land-grant universities in promoting transdisciplinary research, updating language and metrics in promotion and tenure documents to include transdisciplinary activities, and developing

a common set of language that supports transdisciplinary approaches.

### LAND-GRANT IMPACTS

**WEBSITE:** APLU assumed management of the National Impact Database, which is the nation's most extensive

repository of the land-grant system's collective impacts statements in research, education, and Extension. It serves as a comprehensive and important resource for the land-grant system to tell their stories. APLU continues to

improve and raise the visibility of the database.

**ON THE WEB:** [landgrantimpacts.org](http://landgrantimpacts.org)



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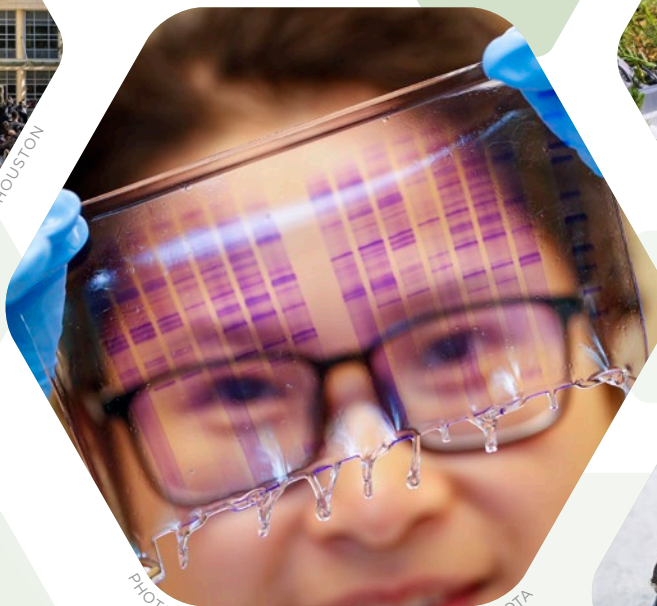


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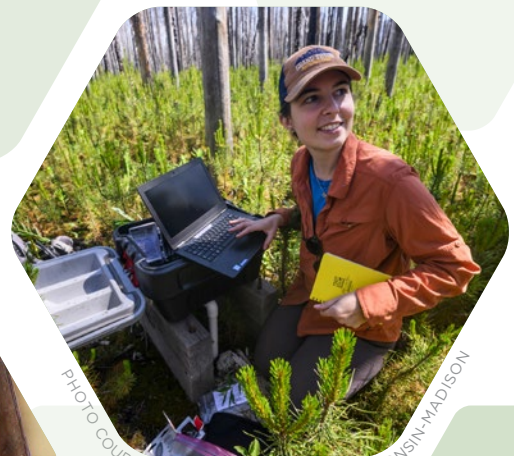


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# IV. Deepening Community and Economic Engagement Locally and Globally

## Partnering as Economic Engines for Success

### INNOVATION AND ECONOMIC PROSPERITY (IEP) UNIVERSITIES PROGRAM:

APLU completed the 10th year of its Innovation and Economic Prosperity University (IEP) designation and awards program with 11 new university designees and four more award winners (see page## for more on the IEP Awards). The IEP designation program helps universities better know, measure, tell, and enhance their economic and community development impact while recognizing institutions that have demonstrated a substantive, sustainable, and institution-wide commitment to and strategy for regional economic engagement, growth, and economic opportunity.

To date, 91 universities have earned the designation with an additional 19 institutions pursuing it. Seven non-APLU members received the designation through a partnership with the University Economic Development Association. Support from non-member participants is being used to increase staffing for the program and enhance program offerings for IEP candidate institutions and the designees.

ON THE WEB: [aplu.org/IEP](http://aplu.org/IEP)

### THE HIGHER EDUCATION IN ENTREPRENEURIAL ECOSYSTEMS TOOLKIT:

APLU began collaborating with the University of Wisconsin-Oshkosh and Venn Collaborative on an 18-month, Ewing Marion Kauffman Foundation-funded project to identify, collect, and share practices that will support and increase colleges and universities' ability to help their communities thrive by building equitable entrepreneurial ecosystems. The result of this work will be a freely available, open-source digital toolkit for stakeholders and practitioners at higher education institutions nationwide, which will be accessible through APLU's



PHOTO COURTESY OF MISSISSIPPI STATE UNIVERSITY

website. An interactive workshop and demo was held during the Annual Meeting.

### UNIVERSITY ENGAGEMENT WITH SMALL AND MEDIUM-SIZED MANUFACTURERS:

APLU completed the third and final year of the National Institutes of Standards and Technology-funded grant Leveraging Universities to Advance Manufacturing Innovation Through the MEP National Network. APLU released a report, toolkit, and guide on how members universities can develop and scale partnerships with small and medium sized manufacturers. Collaborators included Innovation



PHOTO COURTESY OF UNIVERSITY OF KENTUCKY

Associates and Venn Collaborative and members Northern Illinois University, Ohio University, and the University of Louisville.

ON THE WEB: [www.aplu.org/ManufacturingPartnerships](http://www.aplu.org/ManufacturingPartnerships)

## Elevating Engaged Research and Community Partnerships

**ADDRESSING POVERTY AND HUNGER:** APLU's Board on Health and Human Sciences (BHHS) pursued opportunities to connect public and land-grant universities and position BHHS members as experts working at the intersections of agriculture, food, nutrition, and health.

APLU, along with other national thought leaders from public health organizations, academic institutions, and private industry, engaged directly with the White House on multiple occasions regarding the administration's poverty and hunger strategy. The association ways its member institutions could contribute to the administration's efforts through their research and engagement efforts across the country.

## International Engagement

**SUPPORTING INTERNATIONAL RESEARCH COLLABORATION:** In early August, APLU collaborated with the U.S. Department of State to send a delegation of senior research officers from APLU member institutions to Namibia and South Africa to explore

collaborative research partnerships. The delegation included U.S. government officials from USAID, State, and the National Science Foundation.

**OUTREACH ABROAD:** APLU's Office of International, Community, and Economic Engagement represented North American research universities at the Conference of the Americas on International Education on the state of international education at a plenary of over 1,000 attendees from across Latin America.

Additionally, APLU regularly meets with foreign embassies to seek opportunities for higher education research collaboration. In 2023, APLU met with the embassies of Cuba, Mexico, and Indonesia.



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PHOTO COURTESY OF UNIVERSITY OF MINNESOTA



PHOTO COURTESY OF THE UNIVERSITY OF TEXAS AT SAN ANTONIO

# V. APLU Leadership and Organizational Infrastructure

## Diversity, Equity, and Inclusion

**APLU AND COUNCIL/ COMMISSION COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION:** Throughout the year APLU councils and commissions wove aspects of APLU’s DEI values throughout their programming. A few examples include:

- ▶ APLU’s Council on Governmental Affairs invited the new Chief Diversity Officer from NIH to speak at their March convening.
- ▶ APLU’s Council on Research (COR) supports a working group on safe and inclusive research environments.
- ▶ COR and APLU’s Council on Diversity, Equity, and Inclusion are partnering to continue strengthening the collaborations between Offices of Research and Diversity.
- ▶ APLU increased its engagement and support for the Hispanic Serving Research Universities Alliance this past year, including providing space and resources to the HSRU during the 2023 COR summer meeting and the APLU Annual Meeting.

*APLU’s Annual Meeting featured a session moderated by James Morre from the National Science Foundation (NSF) and featured a panel of senior diversity officers and senior research officers who shared examples from their institutions where diversity, equity, and inclusion intersect with cutting-edge research initiatives.*

## ENGAGING WITH THE PAST TO EMBRACE THE FUTURE - SUPPORTING INDIGENOUS STUDENTS AT PUBLIC AND LAND-GRANT INSTITUTIONS:

APLU received a conference grant from the Alfred P. Sloan Foundation to support a workshop that acknowledges the history and scope of Indigenous land dispossession and shares how land-grant and public universities are supporting Native and Indigenous students.

- ▶ The workshop at the 2022 Annual Meeting engaged over 60 participants in a three-hour meeting featuring Native leaders from APLU member institutions, engaged discussions, and networking.

The community building from the workshop launched a

website dedicated to showcasing campus initiatives supporting Native American and Indigenous students. Beyond the website, engaging with Indigenous voices continued through focused sessions at four APLU summer meetings impacting six of APLU’s councils and commissions and an annual progress report. APLU launched a call for proposals to provide



*HSRU Chair, Heather Wilson, president of the University of Texas at El Paso, shares about the national imperative of Hispanic Serving Institutions in support of increasing the number of Latino PhDs.*



funding to two institutions to initiate new or support existing Indigenous student programs.

- ▶ APLU launched a call for proposals to provide funding to two institutions to initiate new or support existing Indigenous student programs.

**APLU'S CELEBRATION SERIES:**

Continuing a series launched in 2020, APLU organized and hosted a webinar for Black History Month and piloted a "Presidents on Presidents" interview for Women's History Month. These activities are designed to celebrate the nationally recognized month

themes by bringing together leaders from APLU member institutions and partner groups who are connected to these months personally as well as professionally.



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## Office of Finance

### Finance Funders and Projects

In addition to APLU's membership dues, 19 funders currently support APLU's work with a combined contribution of \$21.77 million over the life of 33 different grants and contracts.

#### Alfred P. Sloan Foundation

- Engaging with the Past to Embrace the Future: Supporting Indigenous Students at Public and Land-grant Institutions
- Graduate TAs as Change Agents for Equitable Student Experience

#### American Association of Community Colleges

- Equity Transfer Initiative

#### Arnold Ventures, LLC

- Promoting Federal Investment in Student Success

#### Ascendium Education Group, Inc.

- Facilitating Career Pathways for Rural Students: Cooperative Extension as a Community Connector
- Data Literacy Institute

#### Bill & Melinda Gates Foundation

- Intermediaries for Scale (Powered by Publics)
- Technical Assistance for the Intermediaries for Scale Cohort
- General Operations Support for the Center for Public University Transformation
- Higher Education Equity Network

#### Burroughs Welcome Fund

- Civics Science Fellow

#### California State University, Fresno/ National Science Foundation

- Kindling Inter-University Networks for Diverse (KIND) Engineering Faculty Advancement

#### Colorado State University, Boulder/ National Science Foundation

- NCWIT ADVANCE: Advancing Gender Equity in Computing and Engineering Academic Professions through Multi-Organizational Collaboration

#### Kavli Foundation

- Civic Science Fellow

#### Lumen Learning

- Lumen Learning Statistics Courseware

#### Lumina Foundation for Education

- Partnerships for Adult Learner Success

#### Michael & Susan Dell Foundation

- Collaborative Opportunity Grant (COG): Seeding Innovation to Deliver 21st Century Skills

#### National Institute of Standards and Technology: Manufacturing Extension Partnership Centers

- Leveraging Universities to Advance Manufacturing Innovation through the MEP Network

#### National Science Foundation

- The Status Reports on Computer and Information Sciences
- NSF Eddie Bernice Johnson INCLUDES Aspire Alliance: The National Alliance for Inclusive and Diverse STEM Faculty
- MODULES: Mathematics of Doing, Understanding, Learning and Educating for Secondary Schools

- SEMINAL: Student Engagement In Mathematics through an Institutional Network for Active Learning

- CERAC: Attaining Excellence in Secondary Mathematics Clinical Experiences with a Lens on Equity

#### Raikes Foundation

- Student Experience Project
- Increasing Adoption of SEP Approach to Equitable College Classrooms

#### Rita Allen Foundation

- Civic Science Fellow

#### Rochester Institute of Technology/ National Science Foundation

- Let's Talk Money: Building Community Understanding of the Institutional Compensation System

#### University of Wisconsin – Oshkosh

- Higher Education Entrepreneurial Ecosystems Toolkit Project

#### United States Department of Agriculture (Natural Resources Conservation Service)

- Outreach and Recruitment to Colleges and Universities

#### WICHE Cooperative for Educational Technologies/Bill & Melinda Gates Foundation

- Intermediaries for Scale-APLU Cohort: Digital Learning Services
- Intermediaries for Scale-AASCU Cohort: Digital Learning Services
- Every Learner Everywhere: Create Digital Learning Assessment
- Every Learner Everywhere: Create Service Standards
- Every Learner Everywhere Refresh Grant Activities

## APLU Meetings and Events

The 136th consecutive APLU Annual Meeting was held in-person from November 12–14 in Seattle with the theme of *Impact for Innovation*. More than 1,450 attendees came together for leadership development, networking, and other sessions.

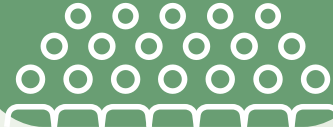
Presidents, provosts, research vice presidents, deans, and other senior public university leaders spent three days discussing challenges and opportunities facing their institutions and sharing their successes. Plenary sessions focused on artificial intelligence; federal policy for higher ed; an address from U.S. Secretary of Agriculture Tom Vilsack; and a keynote from Boeing President and CEO David Calhoun.

The meeting sessions also explored critical issues such as institutional strategies on student success, research, community engagement and workforce development; addressing antisemitism and Islamophobia on campus; creating a sense of belonging for all students; modernizing scholarship; university partnerships with the U.S. Department of Agriculture; professional development for women in leadership roles; and research integrity and security. As always, the program was designed to ensure collaboration and give attendees practical strategies they can use on their own campuses.

**24** in-person meetings hosted by APLU Councils, Commissions and Projects

More than **3,300** attendees at in-person APLU meetings

More than **1,450** at the APLU Annual Meeting



*Attendees at the APLU Annual Meeting participate in a workshop on Women in Leadership: Pathways to the Presidency.*



*David Calhoun, President and CEO of Boeing delivers the Annual Meeting Keynote Address.*



*The first day of the APLU Annual Meeting was highlighted with an opening session addressing the challenges and opportunities of artificial intelligence, that included industry and university leaders.*



## APLU Awards

### Community Engagement Scholarship Awards

APLU celebrated the 16th years of both the regional W.K. Kellogg Foundation Award and the grand prize C. Peter Magrath Award., which recognize outstanding community engagement work at public universities.

The University of Pittsburgh won the Magrath Award for its Pittsburgh Study program. As the nation's largest longitudinal research program investigating children thriving in a fully community-partnered approach, the University of Pittsburgh, UPMC Children's Hospital of Pittsburgh, and multiple community partners launched the Pittsburgh Study in 2018 to address the racial discriminatory barriers to thriving among children and adolescents across Allegheny County.

North Carolina State University, The Ohio State University, and Texas A&M University each won regional awards, which were announced at the 2023 APLU Annual Meeting.

**ON THE WEB:** [www.aplu.org/magrathawards](http://www.aplu.org/magrathawards)



*The University of Pittsburgh was awarded the C. Peter Magrath Engagement Award at the Annual Meeting.*

### Innovation & Economic Prosperity Awards

Innovation & Economic Prosperity Designation awards go to APLU member institutions that demonstrate excellence and leadership in planning, implementing, and evaluating programs and initiatives that support regional economic development and engagement.

The 2023 winners were:

- ▶ University of Alabama at Birmingham won the IEP Innovation award recognizing exemplary initiatives spurring innovation, entrepreneurship, and technology-based economic development;
- ▶ Kansas State University won the IEP Place award, for exemplary initiatives resulting in social, cultural, or community development;
- ▶ Virginia Commonwealth University won the IEP Talent award, recognizing exemplary initiatives in education and workforce development;
- ▶ Iowa State University won the IEP Economic Engagement Connections



*Kansas State University accepts the IEP Connections Award at the APLU Annual Meeting.*

Award, the top-prize in the awards competition, recognizing overall excellence across all three other award categories.

**ON THE WEB:** [aplu.org/iep](http://aplu.org/iep)

### Degree Completion Award

Since 2013, APLU's Degree Completion Award has identified, highlighted, and rewarded innovative public university efforts that are successfully improving the retention and graduation of students.

In 2023, Boise State University was honored for its work in identifying early academic success as the best predictor for first-year retention. Boise State's Math Learning Center implemented several innovations that nearly doubled pass rates in early math classes and contributed to increased retention and graduation over the next decade and a half. During the same period, Boise State's retention and graduation rates increased substantially.

Other institutions named finalists for the award are Florida International University; Kent State University; and the University of California, San



*Boise State University was honored with the Degree Completion Award at the APLU Annual Meeting.*

Diego. Each finalist was showcased in a session at the APLU Annual Meeting.

**ON THE WEB:** [aplu.org/DCAward](http://aplu.org/DCAward)

### International Impact Awards

APLU recognized three universities for their extraordinary global learning, research, and engagement efforts at its 2023 Annual Meeting. The awards recognize results in three categories across the institution:

#### University of Kentucky

The University of Kentucky won the APLU International Impact Award for Global Engagement, which recognizes a high degree of global engagement on their campus, in their community, and/or with international partners. The University of Kentucky's inter-professional Shoulder to Shoulder Global (STSG) global health program delivers healthcare to underserved populations in Santo Domingo, Ecuador. Over the past 16 years STSG has provided over 100,000 medical visits and 25,000 dental consultations for more than 23,000 patients, while also providing inter-professional experiential learning for 1,300 students, faculty, staff, and community members. STSG partners with other U.S. universities and organizations and with Ecuadorean universities and community groups.

#### University of South Florida

The University of South Florida (USF) was awarded the APLU International Impact Award for Global Teaching and Learning, which recognizes innovative and impactful efforts to increase global learning on campus and with partners. USF is committed to making global education accessible to all students throughout their academic careers. The "Global Classroom Initiative," a university-wide endeavor, has significantly increased students and faculty participation in global learning. USF's approach prioritizes inclusivity and accessibility by the university's diverse student population.

#### The University of Texas at San Antonio

The University of Texas at San Antonio won the APLU International Impact Award for Global Research, which recognizes innovative and impactful efforts to advance global research on campus and with partners. ConTex—a critical UT System initiative with Mexico's National Council of Humanities, Sciences, and Technologies, and hosted at UTSA—has led to increased bina-tional scholarship, strengthened the pipeline for research-related careers, increased the success of doctoral students and postdoc-toral fellows, and supported faculty as they achieved national and international research recognitions.

**ON THE WEB:** [aplu.org/InternationalImpact](http://aplu.org/InternationalImpact)

*Representatives from the University of Kentucky, University of South Florida, and University of Texas San Antonio accept International Impact Awards at the APLU Annual Meeting.*

### Peter McPherson Lifetime Achievement Award

Nancy Zimpher was honored with the inaugural Peter McPherson Lifetime Achievement Award at the 2023 APLU Annual Meeting. The APLU award recognizes an individual whose career has been dedicated to the service and leadership of public and land-grant universities.

Zimpher's contributions to higher education are exemplary and span over four decades. Her unwavering commitment to advancing public higher education and her relentless pursuit of excellence have transformed countless institutions and left an indelible mark on the field. Dr. Zimpher's visionary leadership, coupled with her ability to inspire and empower others, has not only raised the profile of public universities but has also redefined the landscape of education.

Throughout her illustrious career, Zimpher has held several high-ranking



*Nancy Zimpher, Interim Executive Director of the National Association of System Heads, accepts the inaugural Peter McPherson Lifetime Achievement Award.*

positions, including her role as Chancellor of the University of Wisconsin-Milwaukee, President of the University of Cincinnati, and Chancellor of the State University of New York. During her tenure, she spearheaded transformative initiatives

that propelled SUNY to new heights of success and influence. Her leadership was instrumental in forging strong partnerships with various stakeholders, including policymakers, community leaders, and industry partners, fostering innovation and economic growth in

the region. Under her guidance, SUNY experienced unprecedented growth in enrollment, increased research funding, and enhanced academic programs that addressed the needs of a diverse student body.

**APLU's commission structure** enables senior leaders with different responsibilities or roles across universities to come together to address critical issues and expand their knowledge-base in areas of common interest regardless of position.

**Commission on Economic & Community Engagement (CECE)**

**Commission Information, Measurement, and Analysis (CIMA)**

**Commission on Food, Environment, and Renewable Resources (CFERR)**

**Commission on International Initiatives (CII)**

**Coalition of Urban Serving Universities (USU)**



**APLU's councils** enable senior public university leaders working in similar positions to come together to address critical issues and expand their knowledge-base within their professional area of expertise.

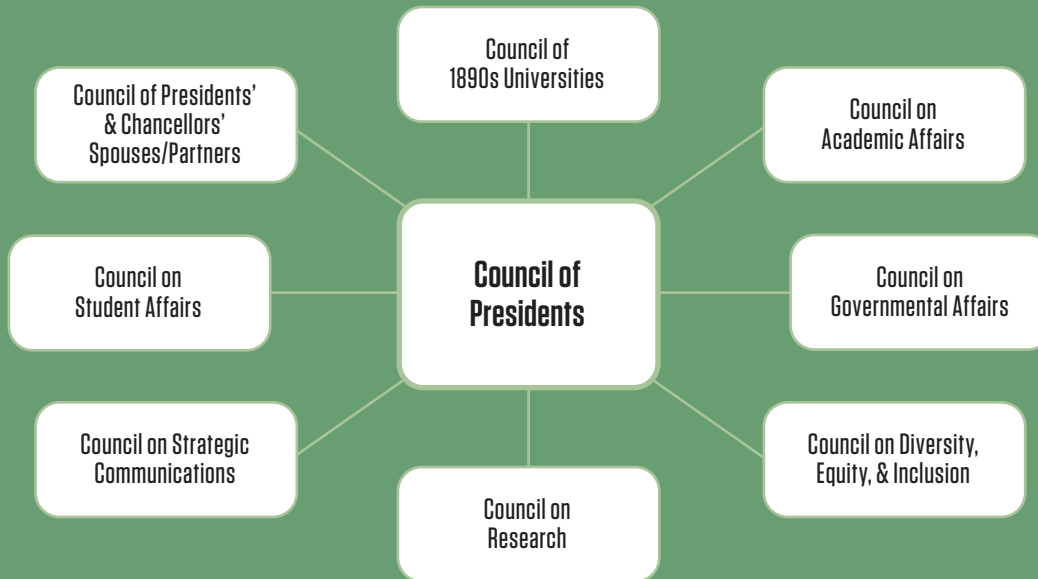


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Chancellor, University of Colorado Denver

#### COMMISSION ON ECONOMIC & COMMUNITY ENGAGEMENT

##### **Maurie McInnis**

President, Stony Brook University

#### COMMISSION ON ECONOMIC & COMMUNITY ENGAGEMENT

##### **Sharon Paynter**

Assistant Vice Chancellor for Community Engagement, East Carolina University

#### COMMISSION ON FOOD, ENVIRONMENT, & RENEWABLE RESOURCES

##### **Mun Choi**

President, University of Missouri

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##### **J. Ernest Minton**

Dean, College of Agriculture and Director, K-State Research and Extension, Kansas State University

#### COMMISSION ON INFORMATION, MEASUREMENT, & ANALYSIS

##### **Lisa Freeman**

President, Northern Illinois University

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Executive Vice Chancellor for Business Administration, University of Texas System

#### COMMISSION ON INTERNATIONAL INITIATIVES

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President, University of Texas at San Antonio

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President, San Diego State University

##### **Darryll Pines**

President, University of Maryland

##### **Brian Sandoval**

President, University of Nevada, Reno

##### **Garnett Stokes**

President, University of New Mexico

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President, Louisiana State University

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President, Boise State University

## Offices and Staff

(January 2024)

### Office of the President and Administration

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**Jean R. Middleton, CMP**, Senior Vice President and Chief of Staff

**Michelle Szechenyi**, Vice President, Human Resources

**Robin Parent, Ph.D.**, Associate Vice President, Diversity, Equity, and Inclusion and STEM Education

**Sarah Bolon**, Executive Assistant

**Amanda Tropiano**, Manager, Events

**Lexus Bivins**, Associate, Historically Black Colleges and Universities Affairs

**Jody Goldenberg**, Associate, Human Resources

**Claire Shu**, Associate, Events

### Office of Academic Affairs

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**Bao Le**, Assistant Vice President, Data and Policy Analysis

**Denise Nadasen, DM**, Assistant Vice President, Institutional Data and Analytics

**Levi Shanks**, Assistant Vice President, Academic and Student Affairs

**Sarah Bartlome**, Senior Associate, Academic Affairs

**Katie Boyle**, Associate, Data and Policy Analysis

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**Karen Vignare, Ph.D.**, Vice President, Digital Transformation for Student Success and Executive Director, Personalized Learning Consortium

**Megan Tesene, Ph.D.**, Assistant Vice President, Digital Transformation for Student Success and Personalized Learning Consortium

**Julia Chadwick**, Associate Director, Digital Transformation for Student Success

**Riccardo Purita**, Manager, Digital Transformation for Student Success

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**Marsha Ogburn**, Manager, Payroll

**Ken Lloyd**, Associate, Finance

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**Wendy Fink**, Executive Director, Academic Programs Section and Associate Vice President, Food, Agriculture, and Natural Resources

**Bill Hoffman, Ed.D.**, Executive Director, Cooperative Extension System and Extension Committee on Organization and Policy

**Andrea Putman**, Assistant Vice President, Communications and Partnerships, Food, Agriculture, and Natural Resources and External Partnerships

**Kelly Dalton, Ph.D., RDN**, Executive Director, Board on Health and Human Sciences and Director, Food, Agriculture, and Natural Resources

**Caron Gala**, Director, Agriculture and International Development, Governmental Affairs

**Sandy Ruble**, Assistant Director, Cooperative Extension System and Extension Committee on Organization and Policy

**Suzette Robinson**, Special Assistant to the Vice President of Food, Agriculture, and Natural Resources

**Flannery Bethel**, Senior Associate, Food, Agriculture, and Natural Resources

**Kim Scotto**, Senior Associate, Food, Agriculture, and Natural Resources

**Susan Thomas**, Associate, Food, Agriculture and Natural Resources

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**Debbie Altenburg**, Vice President, Research Policy and Advocacy

**Caron Gala**, Director, Agriculture and International Development, Governmental Affairs

**Jonathan Elkin**, Director, Governmental Affairs

**MacGregor Obergfell**, Associate Director, Governmental Affairs

**Ashley Amian**, Senior Associate, Governmental Affairs

**Rachel Storey**, Associate, Public Affairs and Governmental Affairs

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**Denis Garcia**, Manager, Information Technology

### Office of International, Community, and Economic Engagement

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**Alvaro Muñoz, J.D.**, Director, International, Community, and Economic Engagement

**Jordan Merker**, Assistant Director, International, Community, and Economic Engagement

**Milan Ephraim**, Program Manager, International, Community and Economic Engagement



**Caydan Henslee**, Senior Associate, International, Community, and Economic Engagement

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**Kacy Redd, Ph.D.**, Associate Vice President, Research and STEM Education

**Kevin Cooke, Ph.D.**, Director, Research Policy

**Abigael Eshete**, Associate, Research Policy

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**Jessica Bennett, Ph.D.**, Assistant Vice President, STEM Education

**Levi Shanks, Ph.D.**, Assistant Vice President, Academic and Student Affairs

**Rifa Ariella**, Senior Associate, STEM Education

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**Samantha Levine**, Director, Coalition of Urban Serving Universities

**Jimmy McClellan**, Associate Director, Coalition of Urban Serving Universities

**Julia Boyer**, Senior Associate, Coalition of Urban Serving Universities

### Center for Public University Transformation

**Gregory Thornton**, Associate Director, Center for Public University Transformation

**Alcione Frederick**, Assistant Director, Center for Public University Transformation



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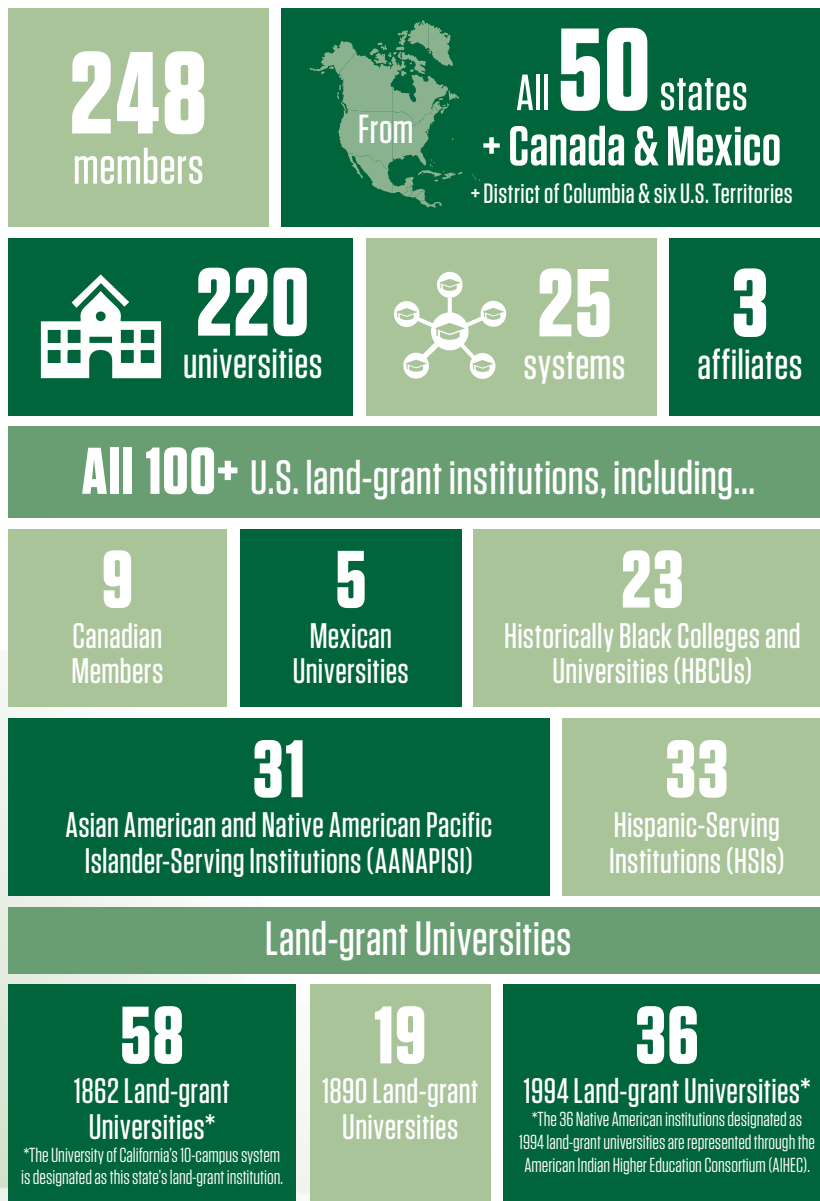
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## APLU Members

The Association of Public and Land-grant Universities (APLU) is a research, policy, and advocacy organization dedicated to strengthening and advancing the work of public universities. APLU's 248 members span across all 50 states, the District of Columbia, six U.S. territories, Canada, and Mexico.

The association's membership includes 25 university systems, 224 universities, and several affiliates. Twenty-three historically black colleges and universities are members, of which 21 are land-grant institutions (19 under the 1890 Morrill Act, two under the 1862 Morrill Act). The 36 Native American institutions designated as 1994 land-grant universities are represented through the American Indian Higher Education Consortium. There are 36 Hispanic-Serving Institutions and 38 Asian-American and Native American Pacific Islander-Serving Institutions (AANAPISI).

## APLU Membership



## University Systems

Colorado State University System  
 North Dakota University System  
 Southern Illinois University System  
 Southern University System<sup>2</sup>  
 State University System of Florida  
 Texas A&M University System  
 Texas Tech University System  
 The California State University System  
 The City University of New York System  
 The State University of New York System  
 The University of Texas System  
 Universities of Wisconsin  
 University of Alabama System  
 University of Alaska System  
 University of California<sup>1\*</sup>  
 University of Colorado System  
 University of Hawai'i System  
 University of Illinois System  
 University of Massachusetts System  
 University of Missouri System  
 University of Nebraska System  
 University of North Carolina System  
 University of Tennessee System  
 University System of Georgia  
 University System of Maryland

## Member Universities by Jurisdiction

### Canada

Dalhousie University  
 University of Alberta  
 The University of British Columbia  
 University of Calgary  
 University of Guelph  
 University of Saskatchewan  
 Western University  
 Queen's University

### Mexico

Instituto Politécnico Nacional  
 Universidad Autónoma de Nuevo León  
 Universidad de Guadalajara  
 Universidad Nacional Autónoma de México  
 Universidad Veracruzana

### United States

#### ALABAMA

Alabama A&M University<sup>1,2</sup>  
 Auburn University<sup>1</sup>  
 Tuskegee University<sup>1,2</sup>  
 The University of Alabama  
 The University of Alabama at Birmingham  
 The University of Alabama in Huntsville  
 University of South Alabama

**ALASKA**

University of Alaska Fairbanks<sup>1</sup>

**AMERICAN SAMOA**

American Samoa Community College<sup>1,4</sup>

**ARIZONA**

Arizona State University<sup>3</sup>  
Northern Arizona University<sup>3</sup>  
University of Arizona<sup>1,3</sup>

**ARKANSAS**

University of Arkansas<sup>1</sup>  
University of Arkansas at Pine Bluff<sup>1,2</sup>

**CALIFORNIA**

California Polytechnic State  
University, San Luis Obispo<sup>4</sup>  
California State University, Fresno<sup>3,4</sup>  
California State University, Northridge<sup>3</sup>  
California State University,  
Sacramento<sup>3,4</sup>  
San Diego State University<sup>3,4</sup>  
San Jose State University<sup>3,4</sup>  
University of California, Berkeley<sup>1\*,4</sup>  
University of California, Davis<sup>1\*,4</sup>  
University of California, Irvine<sup>1\*,3,4</sup>  
University of California, Los Angeles<sup>1\*</sup>  
University of California, Merced<sup>1\*,3,4</sup>  
University of California, Riverside<sup>1\*,3,4</sup>  
University of California, San Diego<sup>1\*,4</sup>  
University of California,  
Santa Barbara<sup>1\*,3,4</sup>  
University of California, Santa Cruz<sup>1\*,3,4</sup>

**COLORADO**

Colorado School of Mines  
Colorado State University<sup>1</sup>  
University of Colorado at Boulder  
University of Colorado Denver<sup>4</sup>

**CONNECTICUT**

University of Connecticut<sup>1</sup>

**DELAWARE**

Delaware State University<sup>1,2</sup>  
University of Delaware<sup>1</sup>

**DISTRICT OF COLUMBIA**

University of the District of Columbia<sup>1,2</sup>

**FEDERATED STATES OF MICRONESIA**

College of Micronesia – FSM<sup>4</sup>

**FLORIDA**

Florida A&M University<sup>1,2</sup>  
Florida Atlantic University<sup>3</sup>  
Florida International University<sup>3</sup>  
Florida State University  
University of Central Florida<sup>3</sup>  
University of Florida<sup>1</sup>  
University of North Florida  
University of South Florida

**GEORGIA**

Augusta University  
Fort Valley State University<sup>1,2</sup>  
Georgia Institute of Technology  
Georgia Southern University  
Georgia State University<sup>4</sup>  
Kennesaw State University  
University of Georgia<sup>1</sup>

**GUAM**

University of Guam<sup>1</sup>

**HAWAI'I**

University of Hawai'i at Manoa<sup>1,4</sup>

**IDAHO**

Boise State University  
University of Idaho<sup>1</sup>

**ILLINOIS**

Illinois State University  
Northern Illinois University  
Southern Illinois University  
at Carbondale  
University of Illinois Chicago<sup>3,4</sup>  
University of Illinois at  
Urbana-Champaign<sup>1</sup>

**INDIANA**

Ball State University  
Indiana University  
Indiana University-Purdue  
University Indianapolis  
Purdue University<sup>1</sup>

**IOWA**

Iowa State University<sup>1</sup>  
University of Iowa

**KANSAS**

Kansas State University<sup>1</sup>  
University of Kansas  
Wichita State University

**KENTUCKY**

Kentucky State University<sup>1,2</sup>  
University of Kentucky<sup>1</sup>  
University of Louisville

**LOUISIANA**

Louisiana State University<sup>1</sup>  
Louisiana Tech University  
Southern University and A&M  
College, Baton Rouge<sup>1,2</sup>  
University of Louisiana at Lafayette  
University of New Orleans

**MAINE**

The University of Maine<sup>1</sup>

**MARYLAND**

Morgan State University<sup>2</sup>  
United States Naval Academy

University of Maryland,  
Baltimore County<sup>4</sup>  
University of Maryland<sup>1</sup>  
University of Maryland Eastern Shore<sup>1,2</sup>  
University of Maryland Global Campus

**MASSACHUSETTS**

Massachusetts Institute of Technology<sup>1</sup>  
University of Massachusetts Amherst<sup>1</sup>  
University of Massachusetts Boston<sup>4</sup>  
University of Massachusetts Dartmouth  
University of Massachusetts Lowell<sup>4</sup>

**MICHIGAN**

Central Michigan University  
Michigan State University<sup>1</sup>  
Michigan Technological University  
Oakland University  
University of Michigan  
Wayne State University<sup>4</sup>  
Western Michigan University

**MINNESOTA**

University of Minnesota<sup>1</sup>  
University of Minnesota Duluth

**MISSISSIPPI**

Alcorn State University<sup>1,2</sup>  
Jackson State University<sup>2</sup>  
Mississippi State University<sup>1</sup>  
The University of Mississippi  
The University of Southern Mississippi

**MISSOURI**

Lincoln University<sup>1,2</sup>  
Missouri University of Science  
and Technology  
University of Missouri-Columbia<sup>1</sup>  
University of Missouri-Kansas City

**MONTANA**

Montana State University<sup>1</sup>  
University of Montana

**NEBRASKA**

University of Nebraska-Lincoln<sup>1</sup>  
University of Nebraska Omaha

**NEVADA**

University of Nevada, Las Vegas<sup>3,4</sup>  
University of Nevada, Reno<sup>1</sup>

**NEW HAMPSHIRE**

University of New Hampshire<sup>1</sup>

**NEW JERSEY**

Montclair State University<sup>3</sup>  
New Jersey Institute of Technology<sup>4</sup>  
Rowan University  
Rutgers, The State University  
of New Jersey<sup>1</sup>  
Rutgers University-Camden<sup>4</sup>  
Rutgers University-Newark<sup>3,4</sup>

## NEW MEXICO

New Mexico State University<sup>1,3</sup>  
The University of New Mexico<sup>3</sup>

## NEW YORK

Binghamton University, SUNY  
Cornell University<sup>1</sup>  
Stony Brook University, SUNY  
SUNY Polytechnic Institute  
University at Albany, SUNY  
University at Buffalo, SUNY

## NORTH CAROLINA

East Carolina University  
North Carolina A&T State University<sup>1,2</sup>  
North Carolina State University<sup>1</sup>  
The University of North  
Carolina at Chapel Hill  
The University of North  
Carolina at Charlotte  
University of North Carolina  
at Greensboro  
University of North Carolina  
at Wilmington

## NORTH DAKOTA

North Dakota State University<sup>1</sup>  
The University of North Dakota

## NORTHERN MARIANA ISLANDS

Northern Marianas College<sup>4</sup>

## OHIO

Bowling Green State University  
Central State University<sup>1,2</sup>  
Cleveland State University  
Kent State University  
Miami University  
Ohio University  
The Ohio State University<sup>1</sup>  
The University of Akron  
The University of Toledo  
University of Cincinnati  
Wright State University

## OKLAHOMA

Langston University<sup>1,2</sup>  
Oklahoma State University<sup>1</sup>  
The University of Oklahoma

## OREGON

Oregon State University<sup>1</sup>  
Portland State University<sup>4</sup>  
University of Oregon

## PENNSYLVANIA

The Pennsylvania State University<sup>1</sup>  
Temple University  
University of Pittsburgh

## PUERTO RICO

University of Puerto Rico Mayaguez<sup>1,3</sup>

## RHODE ISLAND

The University of Rhode Island<sup>1</sup>

## SOUTH CAROLINA

Clemson University<sup>1</sup>  
South Carolina State University<sup>1,2</sup>  
University of South Carolina

## SOUTH DAKOTA

South Dakota Mines  
South Dakota State University<sup>1</sup>  
University of South Dakota

## TENNESSEE

East Tennessee State University  
Middle Tennessee State University  
Tennessee State University<sup>1,2</sup>  
The University of Memphis  
The University of Tennessee, Knoxville<sup>1</sup>

## TEXAS

Prairie View A&M University<sup>1,2</sup>  
Tarleton State University  
Texas A&M University<sup>1,4</sup>  
Texas State University<sup>3</sup>  
Texas Tech University<sup>3</sup>  
The University of Houston<sup>3,4</sup>  
The University of North Texas<sup>3</sup>  
The University of Texas at Arlington<sup>3,4</sup>  
The University of Texas at Austin<sup>3,4</sup>  
The University of Texas at Dallas  
The University of Texas at El Paso<sup>3</sup>  
The University of Texas at Tyler  
The University of Texas at San Antonio<sup>3</sup>  
The University of Texas Rio  
Grande Valley<sup>3</sup>

## UTAH

The University of Utah  
Utah State University<sup>1</sup>

## VERMONT

The University of Vermont<sup>1</sup>

## VIRGIN ISLANDS

University of the Virgin Islands<sup>1,2</sup>

## VIRGINIA

William & Mary  
George Mason University<sup>4</sup>  
James Madison University  
Old Dominion University  
University of Virginia  
Virginia Commonwealth University<sup>4</sup>  
Virginia Polytechnic Institute & State  
University (Virginia Tech)<sup>1,4</sup>  
Virginia State University<sup>1,2</sup>

## WASHINGTON

University of Washington  
Washington State University<sup>1</sup>

## WEST VIRGINIA

Marshall University  
West Virginia State University<sup>1,2</sup>  
West Virginia University<sup>1</sup>

## WISCONSIN

University of Wisconsin-Madison<sup>1</sup>  
University of Wisconsin-Milwaukee

## WYOMING

University of Wyoming<sup>1</sup>

## Related Higher Education Organizations

American Indian Higher Education  
Consortium (AIHEC)  
Association of Canadian Faculties  
of Agriculture and Veterinary  
Medicine (ACFAVM)  
Connecticut Agricultural  
Experiment Station<sup>1</sup>

*Membership listing as of January 2024*

<sup>1</sup> Land-grant institution as designated by the state legislature.

<sup>1\*</sup> The University of California's 10-campus system is designated as the state's land-grant institution.

<sup>2</sup> Historically Black College or University

<sup>3</sup> Hispanic-Serving Institution

<sup>4</sup> Asian-American and Native American Pacific Islander-Serving Institutions





## About APLU

The Association of Public and Land-grant Universities (APLU) is a research, policy, and advocacy organization dedicated to strengthening and advancing the work of public universities in the U.S., Canada, and Mexico.

With a membership of 248 public research universities, land-grant institutions, state university systems, and affiliated organizations, APLU's agenda is built on the three pillars:

- Driving Equitable Student Success;
- Fostering Research & Innovation to Meet Societal Needs; and
- Deepening Community & Economic Engagement to Benefit All

The association's work is furthered by an active and effective advocacy arm that works with Congress and the administration as well as the media to advance federal policies that strengthen public universities and benefit the students they serve.

APLU undertakes a wide array of projects and initiatives along with its members and provides a forum for public higher education leaders to work collaboratively and better meet the challenges and opportunities facing public universities. Rallying the talents, knowledge and expertise among its member institutions is critical to the association's mission.

Founded in 1887, APLU is North America's oldest higher education association. APLU's membership includes 220 campuses, (79 U.S. land-grant institutions), 25 university systems, 1 land-grant affiliate and 2 affiliate members. Twenty-three members are historically black colleges and universities (HBCUs), of which 21 are

land-grant institutions (19 under the 1890 Morrill Act, 2 under the 1862 Morrill Act).

Nine Canadian institutions (including one related higher education organization) and five Mexican universities are members of APLU.

## APLU AT-A-GLANCE

ANNUALLY . . .

APLU's **248** member institutions

LOCATED IN ALL 50 STATES, THE DISTRICT OF COLUMBIA,  
6 U.S. TERRITORIES, CANADA, AND MEXICO



ENROLL



**5.4 million**  
undergraduates



AND **1.4 million**  
graduate students

AWARD



**1.5 million**  
degrees

EMPLOY

**1.3 million**  
faculty and staff



AND CONDUCT



**\$51 billion**  
in university-based research.



ASSOCIATION OF  
PUBLIC &  
LAND-GRANT  
UNIVERSITIES



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