

APLU

Annual Report

2025





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PHOTO COURTESY OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

I. Fostering a Strong Community of Public & Land-Grant University Leaders

APLU Welcomes President Waded Cruzado

Waded Cruzado began her tenure as President of the Association of Public and Land-grant Universities (APLU) on July 1, 2025. Cruzado had long been deeply engaged with APLU, including as Chair of the Board of Directors in 2021. Since enrolling as a first-generation college student at the University of Puerto Rico at Mayagüez, she has spent her entire time as a student, faculty member, and administrator at APLU member institutions.

Prior to coming to APLU, Cruzado served as President of Montana State University for 15 years and led transformative growth at the institution, which set records in enrollment, retention, academic excellence, research, and fundraising during her tenure.

Cruzado brought to APLU her well known passion for enhancing the public's understanding to the importance of the Morrill Act of 1862, which created the public, land-grant university system for the benefit of all Americans. She is a passionate champion of the land-grant university's tripartite mission of education, research, and outreach to communities,



A FIRST FOR APLU LEADERSHIP

2025 marked the first time in APLU's 138-year history, its President, Board Chair, and Chair-Elect were all women. During a special session at the APLU Annual Meeting titled *2026: Women in Leadership: Pathway to the Presidency*, Waded Cruzado, APLU President; Joan Ferrini-Mundy, President of the University of Maine and Chair of the APLU Board of Directors; and Joan Gabel, Chancellor of the University of Pittsburgh and Chair-Elect of the APLU Board of Directors had a candid discussion about their respective professional journeys. Moderated by Jennifer R. Keup, APLU Vice President of Urban Initiatives and Executive Director of the Coalition of Urban Serving Universities, the conversation offered insights for cultivating the next generation of women presidents in public higher education.

as well as the crucial role public higher education plays in the development of individuals, the prosperity of the nation, and the vitality of democracy. At APLU, she is working to support

public and land-grant universities in their collective work in these areas and to help effectively advocate in Washington for these institutions and the students they serve.

From the President

Dear Friends:

I am pleased to present the Association of Public and Land-grant Universities' 2025 Annual Report.

In the face of an unprecedented array of challenges throughout 2025, public and land-grant universities have risen to the moment to deliver extraordinary positive impacts on their campuses, in their communities, and throughout the country and continent.

APLU has deeply engaged our membership to help them deliver on their mission despite fierce headwinds so they can continue to drive student success; foster research and innovation to meet societal needs; and deepen community, economic, and international engagement to benefit all. In addition to fostering a vibrant community for leaders of public research and land-grant universities, APLU made progress in 2025 on many issues, including to:

- ▶ Halt unlawful cuts to lifesaving and groundbreaking National Institutes of Health, National Science Foundation, U.S. Department of Energy, and U.S. Department of Defense research undertaken at APLU member institutions.
- ▶ Effectively advocate with Congress to protect funding for research and stave off the most draconian proposed cuts, including the outright elimination of some research funding streams.
- ▶ Successfully block proposed cuts to Pell Grants, protecting the integrity of the vital program.
- ▶ Work in partnership with key lawmakers to improve the new higher education accountability component of the One Big Beautiful Bill Act and provide member institutions with key analytical tools to understand the impact.
- ▶ Secure \$1.125 billion in new funds for agriculture research, supporting improvements in laboratories and research farms across the country.
- ▶ Co-lead the Joint Association Group to develop and advocate for the adoption of an alternative legislative model that would appropriately recognize and reimburse costs incurred during research.
- ▶ Deepen U.S., Mexican, and Canadian higher education collaboration around research, economic development, and community engagement.
- ▶ Celebrate the 15th Anniversary of its partnership with the Coalition of Urban Serving Universities with continued support and impact for our urban members, including expanding the number of members advancing student success through the Student Experience Project and Urban Adult Learner Institute.
- ▶ Help scale the use of highly effective technologies, like courseware



in introductory chemistry and statistics courses on APLU member campuses.

APLU looks forward to building on this critical progress in 2026. The year ahead will no doubt present an array of new opportunities and challenges for the public and land-grant universities, with shifting public policy, a rapidly changing technological landscape, and questions as to how institutions can best serve their students and communities.

APLU members deliver extraordinary positive impact through their work. But working together through APLU, public and land-grant universities are able to harness the collective wisdom, impact, and advocacy of our institutions to unparalleled effect – for the good of our community and the public at large.

Sincerely,

Waded Cruzado
APLU President

Council/Commission Activities

APLU's councils, commissions, and boards bring senior public and land-grant university leaders together to share and learn best practices, tackle common challenges, and work together on ways to effectively address them. In 2025, APLU worked with the leadership of these various groups to host an array of in-person and virtual events, work on various reports and guides for the APLU membership, and much more.

Below are some of the year's highlights from APLU's councils and commissions:

Councils

COUNCIL OF PRESIDENTS (COP)

The Council of Presidents is composed of the presidents and chancellors of member universities and systems.

► APLU's Council of Presidents had two in-person meetings exclusively for university presidents and chancellors to collaborate on pressing issues. At its summer meeting APLU welcomed representatives from the White House and federal agencies and discussed new Facilities and Administration models.

APLU COUNCILS

Council of Presidents

Council of 1890s University Presidents

Council of Presidents' & Chancellors' Spouses/Partners

Council on Academic Affairs

Council on Research

Council on Governmental Affairs

Council on Strategic Communications

Council on Legal Affairs

Council on Student Affairs

- The presidents/ chancellors-only sessions at the APLU Annual Meeting featured these discussions on federal policy; discussion on how public university leaders can stay unified on messages; and strategies for regaining public trust and confidence in public higher education.
- The Council of 1890s University Presidents C1890P celebrated major milestones in 2025 and strengthened engagement across the council. Key accomplishments include implementing a name change designed to better reflect the council's identity, updating by-laws to enhance governance, and transitioning to new leadership.
- Council members also collaborated closely with the 1890 Universities Foundation to commemorate the 135th anniversary of the Morrill Act of 1890, reinforcing its historic mission and visibility. Monthly virtual meetings also provided



PHOTOS COURTESY OF (LEFT TO RIGHT) UNIVERSITY OF WYOMING, EAST CAROLINA UNIVERSITY, NORTH CAROLINA A&T STATE UNIVERSITY



valuable opportunities to advance shared priorities and foster stronger relationships, resulting in increased participation, more active involvement and strengthened forward-looking topic development and prioritization.

COUNCIL OF PRESIDENTS' & CHANCELLORS' SPOUSES/ PARTNERS (CPCSP)

The Council of Presidents & Chancellors' Spouses/Partners (CPCSP) facilitates exchanges among the spouses and partners of public and land-grant university presidents and chancellors. As this key university role has evolved over time, the council seeks to promote best practices and provide an opportunity for informational exchanges.

► The CPCSP continued to build on the strong foundation established in 2024. The group's executive committee met during the Council of Presidents' Summer Meeting in Washington, DC to shape the council's program track for the APLU Annual Meeting. Guided by a commitment to providing meaningful, timely content, the committee designed sessions that reflect the opportunities and challenges facing

university spouses and partners today.

- At the APLU Annual Meeting, the CPCSP discussed the evolving role of artificial intelligence in society and in personal and professional contexts and had a separate conversation to address personal security for university leaders and their families. Together, these programs show the council's dedication to fostering community and shared learning among its members.

COUNCIL ON ACADEMIC AFFAIRS (CAA)

The Council on Academic Affairs (CAA) is composed of the chief academic officers and provides a forum for discussion of trends in public higher education; funding patterns and budget strategies; teaching and learning innovations; faculty roles and rewards; academic programs, planning, and advising; research and publication; and service and engagement with other sectors.

► The CAA convened its summer meeting in Boise. It was preceded by a half-day session for new provosts to allow them to share early experiences and talk through realities of stepping into the role. The new provost session gained in popularity,

particularly as APLU staff assessed that almost one third of APLU member provosts have been in their position less than two years.

- CAA held several virtual conversations throughout the year, drawing on expert APLU staff and other council and commission leaders on a broad array of issues, including the impacts of federal policy, navigating federal funding shifts, implementing AI solutions at smaller institutions, and navigating international issues.
- CAA's AI Taskforce provided programming at meetings and is considering how to engage with other councils and commissions to track AI across campuses.
- The Committee on Faculty Affairs, a subgroup of CAA, continues to grow engagement with APLU faculty affairs leaders, hosting four virtual huddles and the Annual Faculty Affairs Retreat.

COUNCIL ON GOVERNMENTAL AFFAIRS (CGA)

The Council on Governmental Affairs (CGA) includes the university officials who serve as the principal points of contact between their institutions and their congressional delegations and

federal agencies. The CGA is a network of university government relations professionals who advocate for public and land-grant universities on federal funding and policy issues.

- ▶ APLU's CGA held two in-person meetings in Washington, D.C., offering members engagement with policymakers, strategy conversations, and professional development programming.
- ▶ CGA and the APLU Council on Research held a joint summer meeting co-hosted by The University of North Carolina at Chapel Hill and North Carolina A&T State University. The meeting marked the first time an 1890 land-grant institution hosted the CGA. The collaborative meeting invited cross-functional policy and regulatory conversations on research funding, security, and facilitated discussions on how government relations professionals and senior research officers can work together to address challenges.
 - ▶ The meeting also provided a pre-meeting for state government relations professionals to connect with each other to share approaches on common challenges and opportunities across the states. Participants shared perspectives on state issues and discussed the interplay between state and federal policy.
- ▶ During months without in-person meetings, the CGA convened virtually and hosted numerous ad hoc calls for issue area teams and taskforces of the council.
- ▶ The CGA continues to emphasize professional development of its members through a robust

taskforce that led sessions on the Impoundment Control Act, best practices for hosting congressional delegations on campus, and utilizing AI in government relations.

COUNCIL ON RESEARCH (COR)

The Council on Research (COR) provides an opportunity for vice presidents/chancellors for research and selected associates to share information and advice on common issues and university practices, as well as to develop understanding and strategy in response to government policies and regulations affecting research and innovation.

- ▶ COR hosted 24 online Peer Conversations, providing members with an informal, peer-driven space to discuss the evolving federal research landscape. These unscripted sessions have become a cornerstone of community engagement, offering a place for members to share strategies, troubleshoot common challenges, and exchange tools and resources. Collectively, these conversations have drawn more than 2,000 participants.
- ▶ The 2025 APLU COR/CGA Joint Summer Meeting, held in Chapel Hill and Greensboro in North Carolina, set a record with 176

COR attendees. The meeting also included a pre-meeting workshop for new and aspiring vice presidents for research.

- ▶ APLU welcomed Cohort 8 of the COR Research Leader Fellowship Program, bringing total alumni to over 50 research administration leaders.



PHOTOS COURTESY OF (TOP TO BOTTOM) UNIVERSITY OF NEVADA, RENO, UNIVERSITY OF MISSOURI-COLUMBIA, UNIVERSITY OF FLORIDA



- ▶ APLU's Office of Research Policy remains deeply committed to creating opportunities for research leaders in COR to share their expertise and contribute to APLU's federal research policy positions. In 2025, APLU convened a series of targeted COR focus groups to gather member input on federal policy developments, including artificial intelligence, public access policies, changes to foreign subawards, changes to policies related to biosafety standards, and other emerging issues shaping the national research environment.
- ▶ APLU completed a 2025 survey examining the roles and responsibilities of senior research officers at research universities, building on a related 2017 COR survey. The survey provides key insights into the demographics, skills, professional development, and turnover factors of senior research officers, directly informing the development of future leadership tools and professional development programs. Findings have been widely shared with COR members and other partners. APLU Office of Research Policy staff are working on additional distribution of the findings through publications and presentations to

partner associations and federal agencies, further showcasing APLU's expertise in advancing research leadership development.

COUNCIL ON STRATEGIC COMMUNICATIONS (CSC)

The Council on Strategic Communications (CSC) provides a forum for strengthening the work of senior campus leaders in strategic communications and marketing. The council works to highlight, elevate, and develop best practices around communicating the value of public and land-grant universities to key constituencies.

- ▶ The CSC continued to flourish in 2025, highlighted by a very successful summer meeting in Indianapolis. The meeting featured a conversation with university leaders at APLU member institutions in Indiana; as well as discussions on the future of inter-collegiate athletics featuring the NCAA, managing state and federal government requests and expectations; professional development opportunities; and much more.
- ▶ The CSC released the third playbook in a three-part series on active shooters. The playbook is part of a growing collection that the CSC

developed to provide high-level guidance on topics facing strategic communications leaders on campus.

ON THE WEB: APLU CSC Playbooks

- ▶ The CSC also held several virtual events, including one on the active shooter playbook, and others that were open forums on issues facing our campus communicators.

COUNCIL ON STUDENT AFFAIRS (CSA)

The Council on Student Affairs (CSA) is composed of the senior student affairs officers at member institutions. The CSA provides forums for the discussion and dissemination of information on issues related to the student experience, including co-curricular opportunities; personal and professional growth; learning, progress, and completion; mental and physical health and wellness; and fundamental needs such as housing, financial aid, transportation, and food.

- ▶ CSA held three in-person meetings this year (New Orleans, Minneapolis, and Philadelphia) and six virtual huddles focused on shifting federal landscapes and the impacts on campus.



CSC Playbook Series: Active Shooter—Prepare, Respond, & Recover

This series is comprised of three parts:
Part 1: Prepare — Building for an Effective Response
Part 2: Respond — Meeting the Immediate Information Needs of Your Community
Part 3: Recover — Providing the Emotional, Humanitarian, and Strategic Support Necessary to Move Forward

- ▶ CSA launched its Fellows Program to expand engagement and develop a pipeline of emerging leaders in student affairs. The inaugural six fellows participated in virtual huddles and a half-day professional development workshop.
- ▶ Programming for CSA emphasized free speech, scaling student-centric interventions, and shifting legal landscapes. CSA also examined applications of artificial intelligence in student conduct, student activities, and organizational efficiencies.
- ▶ CSA also contributed significantly to APLU's emerging Student Success Framework, leveraging many of its members who serve as the senior student success officer for their campus. Their work, combined with that of the APLU staff, led to the development of a pre-workshop at the APLU Annual Meeting.

APLU LAUNCHES COUNCIL ON LEGAL AFFAIRS

APLU's Board of Directors approved and launched a Council on Legal Affairs (CLA) at the association's Annual Meeting in November. The CLA, which is comprised of the senior-most legal affairs officers of member institutions, will provide chief legal officers, typically the general counsel, a forum for learning and sharing with others in the same role.

The establishment of the Council on Legal Affairs formalizes and expands an ad hoc General Counsel's Advisory Group that provided invaluable support to the association in recent years.

Commissions

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

COMMISSION ON ECONOMIC AND COMMUNITY ENGAGEMENT (CECE)

The Commission on Economic and Community Engagement (CECE) convenes chief economic and community engagement officers from APLU member universities and university systems as well as presidents and chancellors, senior research officers, provosts, extension leaders, communications leaders, government affairs officers, and other administrators who maintain responsibility for planning, executing, or communicating their institution's work in economic development and/or community engagement.

- ▶ For the 25th anniversary of the Kellogg Report on The Engaged Institution, CECE developed a companion report *Public Purpose, Renewed: Future-Leading Engagement in Higher Education* that reviews the original report's charge, members' successes and challenges, and provides updates to support how universities engage their communities in the 21st century.

ON THE WEB: [Public Purpose Renewed Report](#)

- ▶ CECE's Summer meeting, held jointly with the Commission on International Initiatives (CII) in New York City, included sessions with individuals from Google, the

APLU COMMISSIONS

Commission on Economic & Community Engagement (CECE)

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

Commission on Information, Measurement, and Analysis (CIMA)

Commission on International Initiatives (CII)

Coalition of Urban Serving Universities (USU)

National Governors' Association, the Business-Higher Education Forum, the Mexican Ministry of Public Education, and the New York State Assembly.



PHOTOS COURTESY OF (TOP TO BOTTOM) TEMPLE UNIVERSITY AND EAST TENNESSEE STATE UNIVERSITY

- The CECE Executive Committee formed a working group to update three toolkits within its Economic Engagement Framework, which is a set of tools to help universities plan, implement, assess, and advance economic engagement efforts.

COMMISSION ON FOOD, ENVIRONMENT AND RENEWABLE RESOURCES (CFERR)

The Commission on Food, Environment, and Renewable Resources (CFERR) focuses on broad cross-cutting issues related to agriculture, food and fiber, forestry, human sciences, natural resources, oceans and atmosphere, and veterinary medicine in the functional areas of research, extension, and teaching.

- The University of Missouri hosted the CFERR summer leadership meeting CFERR seeks to formulate and implement integrated programs in high-priority areas of national concern, as well as to forge partnerships with government agencies whose mission areas are congruent with the commission's activities.
- CFERR hosted a webinar in support of APLU's North American Zone of Knowledge entitled, *Positioned for Impact: Aligning Institutional Strengths to Advance Food, Nutrition,*

and Human Health. Participants explored how public and land-grant universities are leveraging their interdisciplinary strengths to address health challenges through research, education, and Extension with commentary from university leaders on innovative strategies, emerging opportunities, and the expanding role of these institutions in this space.

COMMISSION ON INFORMATION, MEASUREMENT AND ANALYSIS (CIMA)

The Commission on Information, Measurement, and Analysis (CIMA) creates space for university leaders to come together to create communities of practice around effective and efficient use of data to guide campus planning and decision making. CIMA provides opportunities for cross-functional discussions on how to more systematically create and improve the data infrastructure and the strategic analysis capacity on campuses.

- In April, CIMA hosted a webinar on transfer student success, highlighting how emerging technologies can help institutions identify course equivalencies and give students clearer insight into how their credits apply toward degree pathways.

- CIMA collaborated with CAA and COR to reflect on the Carnegie Classifications changes. The Carnegie Classification developers shared how the new research classifications were received by the higher ed community and spent time describing their methodology for the new Carnegie student access and earnings classification.

- CIMA's Data Policy Advisory Committee grew from 25 to 35 members this year and contributed to government affairs on issues related to the One Big Beautiful Bill, IPEDS admissions data, and other initiatives.

COMMISSION ON INTERNATIONAL INITIATIVES (CII)

The Commission on International Initiatives (CII) develops and implements a comprehensive international affairs agenda for senior leadership at public and land-grant universities to facilitate a seamless integration of international dimensions into the learning, discovery and engagement missions of APLU institutions. The CII fosters the development of globally competent students, internationally engaged faculty, and institutions capable of addressing global challenges.

- CII convened senior international officers to its summer meeting held at Cornell University's campus on Roosevelt Island in New York City. Held in conjunction with CECE, participants explored the intersection of global and economic and community engagement. Workshops were held on topics of regional economic development in Mexico, United Nations Sustainable Development Goals for local communities, and



PHOTOS COURTESY OF (LEFT TO RIGHT) UNIVERSITY OF MISSOURI-COLUMBIA AND INDIANA UNIVERSITY

included a session with former U.S. ambassadors.

- ▶ CII worked collaboratively with the CGA on a variety of issues, including student visa revocations, proposed changes to duration of status for international student visas, H-1B work visas, and general advocacy in support of the international talent pipeline. CII and CGA also hosted a joint webinar to understand the impacts on universities from State Department policies.
- ▶ CII led two delegation visits with APLU's president to Mexico City to engage with key stakeholders in government, business, and higher education. In March, this included meetings with the Governor of the State of Yucatan and, in October, participation from five APLU member universities (The University of Tennessee, Knoxville, The University of Texas at San Antonio, University of Massachusetts Amherst, University of Florida, and Oklahoma State University). Meetings were held with the Secretary of Education, the Secretary of Agriculture, the three Mexican chambers of commerce, Asociación Nacional de Universidades e Instituciones de Educación Superior (ANUIES), and the University of Guadalajara.



universities, thereby improving urban life and America's competitiveness in the global economy.

- ▶ Throughout 2025, USU celebrated its 20th anniversary and the 15th anniversary of its partnership with APLU. USU published an organizational history; hosted a fireside chat session on its history at the USU Summer Meeting; collected video and photo content from member institutions to celebrate the anniversary; hosted a blog series highlighting the reflections of USU member presidents and chancellors on the significance and impact of USU; and held an anniversary reception at the APLU Annual Meeting.
- ▶ In July, USU launched a strategic plan to embrace the complexity of urban contexts while mobilizing USU's distinctive assets as a network to address the most urgent social and economic challenges of our time. The plan charts a course for USU to lead, connect, and influence with purpose over the next three years.

- ▶ USU established an Advisory Council, which brings together a diverse group of mission-aligned partners that are deeply invested in the health, sustainability, and economic vitality of urban areas, where USU member institutions serve as anchor institutions. The initial cohort of the Advisory Council includes six organizations representing city leadership and basic needs. The Advisory Council met regularly and presented on panels at the USU Summer Meeting and the APLU Annual Meeting.
- ▶ USU continues to engage its members via its webinar series, which included six offerings in 2025 drawing more than 400 registrants. Further, USU relaunched its blog on LinkedIn featuring key resources and themes for urban-serving research universities and disseminates a monthly newsletter to leaders from USU and USU member institutions, partners, and affiliates. Finally, USU hosts bi-monthly virtual meetings for its member presidents and chancellors to share resources and discuss issues of key importance to leaders of urban-serving research universities.

COALITION FOR URBAN SERVING UNIVERSITIES (USU)

The Coalition of Urban Serving Universities (USU) is a network of public urban research universities that represents every region of the U.S. University presidents created the coalition to leverage the intellectual capital and economic power of urban

ON THE WEB: [USU Anniversary video](#)

APLU Annual Meeting

The 2025 APLU Annual Meeting, held November 9–11 at the Philadelphia Marriott Downtown, brought together senior public and land-grant university leaders for three days of substantive discussions, collaborative workshops, and strategic networking focused on advancing the education, research, and engagement mission of their institutions.

The meeting convened leaders at a pivotal moment for public higher education, as universities navigate

unprecedented challenges and opportunities. Attendees shared innovative strategies, explored new collaborations, and reinforced higher education's vital role in serving the public good.

With nearly 100 sessions across the three days, the Annual Meeting offered a robust and wide-ranging program that delivered practical insights and inspired leadership across the sector. Session topics included:

- ▶ Reaffirming and demonstrating the public value of a college education
- ▶ Advancing public impact research to meet state and national needs

- ▶ Addressing enrollment shifts through innovative strategies
- ▶ Aligning academic programs with future workforce needs
- ▶ Navigating the rapidly changing state and federal policy landscape
- ▶ Expanding global engagement amid evolving student visa policies
- ▶ Strengthening cybersecurity to safeguard research and institutional operations
- ▶ Modernizing infrastructure to support long-term growth and innovation



The 2025 APLU Annual Meeting opened with a timely conversation on how public and land-grant universities can rise to the moment during a period of rapid change and competing and oftentimes unprecedented demands. APLU President Waded Cruzado moderated a conversation with two highly respected university presidents who recently retired from their roles after many years of distinguished service: Michael V. Drake, University of California; and Kent Fuchs, University of Florida.

*Margot Lee Shetterly, the author of *Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race*, delivered the Keynote Address at the APLU Annual Meeting.*

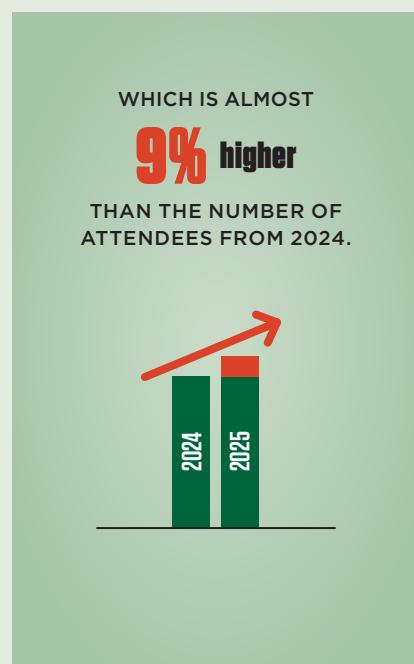


In a fireside chat, NCAA President Charlie Baker and Brian Sandoval, President of the University of Nevada Reno, discussed the policy and governance challenges driving changes to intercollegiate athletics and share thoughts about what lies ahead for universities and their student-athletes.

At the closing session of the Annual Meeting, renowned constitutional scholar and Dean of the University of California, Berkeley School of Law, Erwin Chemerinsky, provided an overview of some of the most pressing constitutional issues shaping our democracy and affecting higher education. His remarks were followed by a conversation moderated by Joan Gabel, Chancellor of the University of Pittsburgh. Chemerinsky drew on decades of scholarship and legal insight to examine recent judicial decisions and developments.



2025 APLU IN-PERSON MEETINGS



APLU Awards

APLU's institutional awards are designed to highlight institutional achievements in community engagement; student success; internationalization; innovation and economic prosperity; and public impact research. In addition, the Peter McPherson Lifetime Achievement Award goes to an individual whose career has been dedicated to the service and leadership of public and land-grant universities. In 2025, the award winners were announced during a special breakfast at the 2025 APLU Annual Meeting.

ON THE WEB: www.aplu.org/awards

C. PETER MAGRATH COMMUNITY ENGAGEMENT SCHOLARSHIP AWARD



Oregon State University (OSU) won the 2025 C. Peter Magrath Community Engagement Scholarship Award.

When Oregon's largest commercial fishery was threatened by a rise in whale entanglements, an interdisciplinary team of OSU researchers partnered with the Oregon Department of Fish and Wildlife, commercial fishing industry members, and other

community stakeholders to better understand and address the challenges facing both industry and marine mammals. OSU convened a working group of subject matter experts, industry, and environmental organizations to develop a shared understanding of the issues, identify key knowledge gaps, and leverage community connections to address the problem. Together, they designed a plan to better understand and predict whale distribution in Oregon waters, assess overlap between fishing gear and whales to pinpoint times and areas of increased entanglement risk, and share co-created knowledge with commercial fishermen and marine resource managers to help mitigate further entanglements.

EXCELLENCE IN STUDENT SUCCESS AWARD



The University of Texas at San Antonio earned the inaugural 2025 Excellence in Student Success Award for its comprehensive, data-driven approach to supporting students through an integrated ecosystem that advances learning innovation, financial access, and career readiness.

Anchored by a hub-and-spoke model, the university's Ruby Team—a



cross-divisional leadership group—aligns efforts across Student Success, Academic Innovation, Strategic Enrollment, Institutional Research, and other units to deliver holistic, student-centered support. Real-time data dashboards and predictive analytics enable faculty and staff to identify barriers and implement targeted interventions, while the Classroom to Career (C2C) Initiative has expanded experiential learning by 85 percent and contributed to a 22 percent increase in degrees awarded to participating students.

The Bold Promise program has provided more than 5,000 high-achieving, low-income students the opportunity to attend UT San Antonio tuition-free, removing significant financial barriers, and the university's focus on evidence-based pedagogy is transforming high-impact courses, strengthening student belonging, and reducing DFW rates across key classes.

Launched in 2025, the Excellence in Student Success award replaced the Degree Completion Award (DCA) as the preeminent APLU institutional award on student success.

INTERNATIONAL IMPACT AWARD



Virginia Tech earned the 2025 International Impact Award for its extensive global teaching, learning, and engagement efforts. The university has embedded international opportunities across the institution through initiatives like the Global Teaching Scholars program, a place-based, immersive faculty development program that builds high-impact international experiences, integrates local contexts and global challenges into study abroad and on-campus instruction, and has supported more than 65 faculty collaborating with peers in Switzerland, Ecuador, and beyond.

These efforts have led to new Collaborative Online International Learning modules, co-taught international courses, and faculty-led study abroad programs. To expand access for STEM students who often face hurdles to global learning, Virginia Tech's Steger Center for International Scholarship in Switzerland launched a monthlong summer study abroad program, enabling students to complete general education coursework without delaying graduation.

INNOVATION AND ECONOMIC PROSPERITY (IEP) AWARDS



APLU's Innovation and Economic Prosperity (IEP) Universities program is the leading certification process recognizing higher education institutions that have demonstrated a sustainable and institutional-level commitment to "economic engagement" or the ways in which universities advance 1) talent and workforce development 2) innovation, entrepreneurship and tech-based economic development and 3) place development via public service, community engagement, outreach and extension. Universities that have earned APLU's IEP University designation qualify for the IEP awards competition.

The 2025 IEP University Award winners were:

- ▶ The University of Tennessee, Knoxville won the IEP Economic Engagement Connections Award, the top-prize in the awards competition, recognizing overall excellence and leveraging across all three award categories.
- ▶ The University of California, Los Angeles won the IEP Talent Award, recognizing exemplary initiatives

in education and workforce development.

- ▶ The University of Georgia won the IEP Place Award, recognizing exemplary initiatives resulting in social, cultural, or community development.
- ▶ The University of Maryland won the IEP Innovation Award, recognizing exemplary initiatives spurring innovation, entrepreneurship, and technology-based economic development.

PUBLIC IMPACT RESEARCH AWARD



Kennesaw State University received the 2025 Public Impact Research Award for its work supporting the behavioral health of service members and first responders. The university's Center for the Advancement of Military and Emergency Services Research (AMES), founded in 2021, addresses urgent mental health needs through data-informed tools, proactive strategies, and resilience training.

In just four years, AMES has expanded its reach to nine states and Puerto Rico, partnering with more than 40 governmental and nonprofit organizations. Its

programs have demonstrated measurable impact, including up to a 46% reduction in suicidality among participating police agencies. By translating research into practical interventions, AMES is improving the wellbeing of service members and first responders across the country.



PETER MCPHERSON LIFETIME ACHIEVEMENT AWARD



APLU honored Brit Kirwan with the 2025 Peter McPherson Lifetime Achievement Award for his decades of leadership in public higher education. As President of the University

of Maryland and The Ohio State University, and Chancellor of the University System of Maryland, he strengthened academic reputations, expanded research and industry partnerships, and championed community engagement.

Kirwan prioritized using data to remove barriers to student success and foster educational opportunity. He also contributed to national initiatives, including the Transforming Post-Secondary Education in Mathematics Initiative and the Kellogg Commission's report on the future of land-grant and state colleges. His leadership has left a lasting impact on the institutions he served and the broader landscape of public higher education.



PHOTO COURTESY OF GEORGE MASON UNIVERSITY

II. APLU as a Plaintiff

Unprecedented Executive Branch action called for an unprecedented APLU response. In the association's history, which traces back to the 1880s, APLU never engaged as a plaintiff, let alone against the federal government. Yet, as four federal research agencies took succeeding action in different ways but all with the end goal of capping indirect costs on research grants at 15 percent, the need for APLU to protect its members was clear.

Partnering with the Association of American Universities (AAU) and the American Council on Education (ACE), APLU joined in four lawsuits against federal agencies (National Institutes of Health, Department of Energy, National Science Foundation, and Department of Defense) to successfully block the administration's F&A agency-level actions. As of late 2025, each lawsuit has provided the requested relief to member institutions while agency

actions were blocked. As of December 2025, the administration withdrew its appeal in the NSF case, while the NIH, DOE, and DOD cases are pending further action in the First Circuit.

As the cases proceeded, APLU helped lead a multifaceted strategy on indirect costs, engaging Capitol Hill, the White House, partner organizations, and member institutions.





PHOTO COURTESY OF EAST CAROLINA UNIVERSITY

III. Federal Policy

APLU is the voice of public and land-grant universities in Washington, working collectively to advance and defend members' interests on Capitol Hill and with the administration.

APLU prioritized building positive relationships with new policymakers to compromise where possible to prevent the worst harms, while staunchly defending that on which it could not compromise. In a year with unprecedented challenges, the association engaged in advocacy on a range of efforts, including:

1. Improving the One Big Beautiful Bill by mitigating some of the legislation's most significant threats and securing key funding and policy wins;
2. Building policymaker support for a legislative effort to complement the association's other actions on facilities and administrative (F&A) costs reform;
3. Cultivating congressional champions to stymie proposed cuts to research programs and student aid;
4. Engaging Trump administration officials and Capitol Hill on

critical education, immigration, and research policy issues.

Building Relationships with a New Trump Administration

Quickly following the 2024 election, the association engaged the Trump Transition Team, making recommendations for appointees and endorsing nominees ahead of Senate confirmations where the association found alignment. APLU's endorsement of the White House Office of Science and Technology Policy Director, rooted in a relationship formed during the first Trump administration, was featured in *The New York Times* and laid the groundwork for continued collaboration.

APLU also endorsed other key officials, including in the Department of Energy and U.S. Department of Agriculture. The association regularly engages with the administration to offer constructive technical feedback on policy and regulatory issues and in attempts to chart a more productive

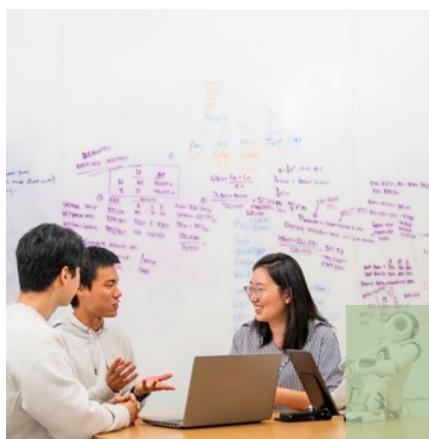
and positive relationship between the executive branch and public research universities.

APLU met regularly with senior politically appointed leaders within the White House and federal agencies in furtherance of member priorities.

Federal Funding for Higher Education and Research

Annual Appropriations Process:

Funding dynamics in 2025 were challenging and in some cases highly unusual, including the role of DOGE, grant cancellations, freezes, rescissions, a budget request that would slash



PHOTOS COURTESY OF (LEFT TO RIGHT) PURDUE UNIVERSITY, VIRGINIA TECH, UNIVERSITY OF CALIFORNIA, DAVIS



research and student aid, and a government shutdown.

The President's Budget Request (PBR) proposed steep cuts to several major APLU priority accounts and called for the complete elimination of others. In response, the association mobilized its membership and worked with Congress to protect federal investments in scientific research and student aid, resulting in House and Senate markups that preserve much of this critical funding. As of late December 2025, Congress has not completed the Fiscal Year 2026 process, but individual appropriations bills have been released indicating

a direction in contrast to draconian proposed cuts in the PBR.

APLU activated congressional supporters through a coordinated strategy, which included:

- ▶ Sending 36 congressional dear colleague letters in support of APLU priority accounts;
- ▶ Sending a letter urging the House to reverse course on proposed cuts to NSF and NASA, and partnering with AAU on a joint letter in support of NSF;
- ▶ Shaping a community letter opposing a proposed \$1,685 cut to the Pell Grant and another on opposing cuts to additional student aid programs;
- ▶ Engaging in support of EPA Science and Technology and the Department of Energy.

Notably, APLU's priority accounts facing complete elimination in the President's Budget Request (EPA and NOAA Offices of Research, NASA Space Grant, and the National Endowment for the Humanities) were preserved in House and Senate

markups. All remaining student aid programs poised for elimination and U.S. Department of Education's (ED's) Title VI International Education are protected in the Senate bill.

The association also responded to the Trump administration's actions to cut already-appropriated FY25 dollars through rescissions and grant cancellations:

- ▶ **Rescissions:** The Trump administration moved early to cut foreign aid and eliminate the U.S. Agency for International Development (USAID), which housed the Feed the Future Innovation Labs, an international agricultural research partnerships grant program and APLU priority. The association supported universities during the initial wave of USAID grant cancellations and later worked with member institutions, circulating three letters to Congress to successfully protect the Labs from the rescissions package. In a rare exception, the Labs are explicitly excluded from the rescissions package enacted by Congress and signed into law.

SELECT APLU APPROPRIATIONS PRIORITY ACCOUNTS (DOLLARS IN MILLIONS)

	FY25	PBR	HOUSE MARKUP	SENATE MARKUP
National Institutes of Health (NIH)	\$48,581	\$27,000	\$46,900	\$48,701
Pell Grant Maximum Award	\$7,395	\$5,710	\$7,395	\$7,395
Department of Defense Science and Technology	\$18,861	\$18,010	\$19,288	\$19,079
National Science Foundation (NSF)	\$9,060	\$3,900	\$7,000	\$9,000
Department of Energy (Office of Science)	\$8,240	\$7,092	\$8,400	\$8,250
NIFA, Agriculture and Food Research Initiative (AFRI)	\$445*	\$405	\$445	\$445

Performance of additional priority accounts can be found on APLU's website.

*Final numbers enacted for 2026

- ▶ During the longest shutdown in our nation's history, APLU provided critical support to member institutions, including guidance from each relevant federal agency on a website to provide an essential resource to members. The association also provided a number of its councils and commissions the opportunity to convene to discuss impacts and best practices for managing the challenges. APLU also released a statement and engaged the media to explain the harms of a shutdown to the mission of public and land-grant universities.

One Big Beautiful Bill Act (OBBB)

Leveraging the collective strength of the public and land-grant university community, APLU played a key role in protecting members from some of the most harmful provisions proposed for a reconciliation bill that ultimately became the One Big Beautiful Bill Act.

- ▶ **Accountability:** APLU's work over some years to successfully block passage of a convoluted risk-sharing regime that would choose "winner and loser" institutions at the federal level positioned the association to once again block efforts to pass the legislation through reconciliation. APLU ultimately helped negotiate a less-than-ideal, but also less harmful approach in the Senate, staving off some extremely problematic program-level accountability provisions. Throughout the legislative process, APLU provided recommendations to Senate staff to improve the legislation and mobilized its membership in advocacy. To help institutions better understand impacts to their degree



programs, APLU quickly created a searchable program-level data dashboard to identify programs that were at risk to fail the bill's various earnings measures. Many APLU members used this evidence to shape their advocacy.

As a result of many hours of intense work from APLU and its members, the enacted measure discarded the flawed House approach and adopted two of APLU's recommended refinements to:

- 1) Base accountability metrics on degree completers rather than all enrolled students; and
- 2) Calculate metrics at the time of degree completion rather than based on time of enrollment.

- ▶ **Tax:** APLU's advocacy helped prevent proposed tax provisions that would have extended the endowment tax to public universities, taxed graduate student stipends, increased municipal bond costs, cut critical tax benefits for students, and eliminated nonprofit status for teaching hospitals. The association also secured a win by making employer tuition assistance benefits permanent, a longstanding APLU priority. Many of the deleterious proposals were initially included in



a House Budget Committee menu of options.

▶ **Federal Student Aid and Loans:**

The OBBB significantly changed the federal student aid and loan landscape, especially for graduate borrowers. APLU's advocacy prevented several harmful provisions from the House's original proposal from being included in the final measure, such as the:

- > Elimination of Pell Grant eligibility for students enrolled less than half time,
- > Reduction of Pell Grants for students taking less than 15 credits per semester,
- > Elimination of subsidized student loans for undergraduates.



► **Research Facilities Act (RFA):**

The biggest agriculture policy win was to secure \$1.125 billion in new mandatory funds for agricultural research infrastructure. Details can be found below in the section of this report on agricultural policy.

Moving forward, APLU is supporting members and engaging with federal agencies on implementation of these and other OBBB-related measures.

Research Policy

APLU continues to actively engage with the administration and federal agencies on research policy issues, including responding to agency policy proposals related to artificial intelligence regulations and research, reducing regulatory

burden, data access, publishing cost, research security and other topics.

APLU was pleased to contribute legislative ideas to enhance research productivity and fast-track discoveries through a bipartisan request for information from Senator Mike Rounds (R-ND) and Senator Mark Heinrich (D-NM) on their American Science Acceleration Project. APLU emphasized the following four principles:

- Maintaining and growing bipartisan support for research funding
- Investing in research infrastructure at universities and national labs
- Promoting consistency and coordination of AI initiatives across the federal research agencies
- Streamlining research regulations and reducing administrative burdens on institutions and researchers

The APLU Office of Research Policy team also played a key role in engaging directly with the association's members and acting as liaisons to other research community partners. Members of the Research Policy team gave over 20 research policy presentations to groups, including the Virginia House of Delegates, National Academies,

American Society for Engineering Education, University of Alaska Board of Regents, University of Nebraska-Lincoln Research and Innovation Convening, and many others.

F&A Advocacy

APLU and partner associations formed a Joint Associations Group (JAG) in April 2025 to develop a legislative alternative to the administration's proposed cuts to facilities and administrative (F&A) costs. As cases in which APLU is a co-plaintiff against four federal agencies moved through the courts, the JAG tapped Kelvin Droege, former Director of the White House Office of Science and Technology Policy, to lead a subject matter expert group. The alternative F&A model that JAG developed, called Financial Accountability in Research (FAIR), is gaining congressional support, due in part to APLU's advocacy and mobilization of the association's members who are equipped with a suite of resources to further the effort. The JAG's solution is designed to be more transparent, efficient, and reduce confusion about how research funding is allocated.

APLU assisted in recruiting subject matter experts to contribute to the FAIR model's development, gathered additional feedback through a series of town halls, and held focused discussions with multiple APLU constituencies including CGA, COR, and CAA. The association regularly meets with key congressional policymakers to promote the FAIR model and has successfully placed language to block the implementation of a 15 percent rate cap in multiple Fiscal Year 2026 appropriations bills that fund university-based research and the Fiscal Year 2026

Senate National Defense Authorization Act (NDAA). APLU also regularly engaged the White House Office of Management and Budget (OMB) to provide feedback as it works through its own rewrite of F&A policies. Although Congress has not yet completed work on these bills as of late 2025, APLU continues advocacy for enactment of the FAIR model. APLU also awaits the release of OMB's proposal.

National Defense Authorization Act

The National Defense Authorization Act continued its 64-year streak of congressional passage and President Trump signed it into law in December. APLU was successful in blocking the inclusion of the SAFE Research Act, an overly restrictive provision that would have prohibited all university research collaborations with certain countries. In addition to sending Armed Services leadership an opposition letter to the SAFE Research Act, APLU also sent a broader FY26 conference priorities letter jointly with AAU. Through engagement with member institutions, community partners, and key congressional offices, APLU was also successful in blocking implementation of all provisions of concern raised in the conference letter, including unenforceable

post-employment restrictions and misguided civil rights enforcement of campus protests.

U.S. Department of Education Policy

Civil Rights Action: As the U.S. Department of Education (ED) released a surprise Friday-evening Dear Colleague Letter with its expansive interpretation of the Supreme Court's decision in *Students for Fair Admission*, APLU conveyed the concerns of public and land-grant universities, noting the immense compliance challenges the agency's actions presented.

Comment Letter on IES Reorganization

Reorganization: APLU participated in a roundtable meeting with ED on the future of the Institute of Education Sciences and submitted comments with five broad principles for reimagining the agency, including prioritizing collaboration, balancing timely data release while maintaining statistical rigor, increasing access of funded research, promoting innovation, and ensuring appropriate staffing levels. The comment further responds to four "specific areas of interest" within the RFI and provides concrete policies ED can adopt within each interest to further the work of IES.

Comment Letter on Expansive and Overly Broad ED Data Request on Race and Admissions:

In its comments, APLU provided five recommendations to ease data privacy concerns, enhance data quality, strengthen the comparability of data, enhance transparency, and increase quality and validity of data collected. APLU is in contact with senior administration officials on the association's concerns and recommendations.

Feedback Requests to HELP Committee

Committee: In response to requests from the Senate HELP Committee, APLU provided feedback to an RFI on "Increasing College Cost and Value Transparency for Students and Families" and technical feedback on legislation to require greater supports and data reporting on outcomes of students with disabilities.



PHOTOS COURTESY OF NORTH CAROLINA A&T STATE UNIVERSITY (TOP); EAST TENNESSEE STATE UNIVERSITY (BOTTOM LEFT); GEORGE MASON UNIVERSITY (BOTTOM RIGHT)

Postsecondary Student Success

Grants (PSSG): APLU members have won a majority of ED PSSG competitive grants over the three cohorts since 2022. PSSG recipients addressed a range of topics and initiatives at APLU institutions, including financial assistance and coaching, advising strategies, career navigation and social mobility, and transfer student support. In the final year of a grant from Arnold Ventures to support PSSG activity, APLU and USU showcased members' successful approaches to student completion via social media posts, panels at the 2025 USU Summer Meeting and APLU Annual Meeting, and communications to members.

Agricultural Policy

Research Facilities Act (RFA): In a multi-year effort led by APLU's Board on Agriculture Assembly, the association secured \$1.125 billion in new funds for infrastructure at agricultural research campuses—a historic investment that will support improvements in laboratories and research farms across the country. In 2012, APLU's Board on Agriculture Assembly and member institutions put a bold vision into action to increase federal capacity support for agricultural research

infrastructure. The RFA initiative started with the funding of a 2021 [study](#) documenting the scope of under-investment in infrastructure for the sector and grew into a [coalition](#) of 340 organizational supporters, ultimately resulting in RFA's passage in the One Big Beautiful Bill Act. The association will work with the U.S. Department of Agriculture on the implementation of this critical program and its resulting competitive funding opportunities. Funds are to be awarded between FY26 and FY34.

Understanding How Federal Capacity Funding Supports the FANR Research and Engagement Landscape

Landscape: In response to stagnant and declining federal funding, APLU conducted a survey of more than 80 1862, 1890, and 1994 land-grant institutions that receive USDA Capacity Funding to understand: 1) how institutions currently utilize these federal funds; 2) what programs and projects they might increase if they receive more funding; and 3) what programs and projects are at risk if funds are cut. The response rate was 100 percent from colleges of agriculture, life sciences and natural resources that receive capacity funding through the National Institute of Food and Agriculture (NIFA). A

second survey will be carried out to focus on the country's return on investment from these funds.

Advancing Artificial Intelligence Education Through 4-H Youth

Programs: In response to an Executive Order entitled, Advancing Artificial Intelligence Education for American Youth, which directed the U.S. Secretary of Agriculture to "take steps to prioritize research, extension, and education on the use of AI in formal and non-formal education through 4-H and the Cooperative Extension System," APLU's Cooperative Extension System office worked with Extension leaders from across the nation to provide programmatic examples about member engagement in Artificial Intelligence. Information APLU provided helped guide USDA policy action.



PHOTOS COURTESY OF UNIVERSITY OF FLORIDA (TOP); KENTUCKY STATE UNIVERSITY (BOTTOM LEFT); INDIANA UNIVERSITY INDIANAPOLIS (BOTTOM RIGHT)

Immigration Policy

Early in spring 2025, the State Department revoked many student visas and terminated DHS records that allowed students to remain in-status. During a time of widespread confusion, members turned to APLU for information and advocacy. The association:

- ▶ Engaged senior State Department officials on the importance of international students;
- ▶ Met with key members of congressional committees to outline impacts;
- ▶ Engaged with national media to raise awareness of the issue;
- ▶ Engaged in advocacy coalitions with industry partners;
- ▶ Had its Council on Governmental Affairs (CGA) and Commission on International Initiatives (CII) convene 147 attendees for an open forum to discuss best practices;
- ▶ Joined 15 associations in seeking a briefing on the policy and future planned actions.

In the fall, APLU also submitted comments to the U.S. Department of Homeland Security (DHS) on two proposed rules, defending the value of international students and scholars. Both letters argued the proposed visa changes would weaken the nation's ability to attract top global talent:

- ▶ **Limiting Duration of Status for F and J Visas:** APLU submitted comments on the DHS proposed duration of status rule, which would restrict the amount of time that international students can stay in the United States, among other provisions. Additionally, APLU helped



shape coalition comments submitted by others in the higher education community, as well as industry.

▶ **Weighted Selection Process for H-1B Visas:**

for H-1B Visas: The association also submitted comments on the DHS weighted H-1B lottery rule, which would prioritize visa petitions for higher-paid employment offers. While the rule would not apply to cap-exempt entities like public and land-grant universities, APLU's comments defended the need for an open H-1B lottery as part of a welcoming environment for international students to study in the U.S. APLU's response also stressed how the weighted system



would disfavor recent graduates and hinder APLU member institutions' ability to attract the world's best international scholars.

TRADITIONAL AND SOCIAL MEDIA OUTREACH

APLU deeply engaged the media over the past year, advancing priorities for public land-grant universities in dozens of stories, including major outlets such as The New York Times, The Wall Street Journal, The Hill, the Associated Press and other outlets.



APLU also has a strong social media presence, engaging with members, policymakers, and influential voices on X, LinkedIn, and other outlets.

APLU's PublicUValues campaign pushes to improve the narrative around affordability, student success, workforce readiness, economic and civic engagement, and public impact research. APLU also amplifies members' messaging around these topics.



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IV. Driving Student Success

Achieving University Transformation & Systemic Changes

Transforming Institutions

Conference: APLU has hosted the Transforming Institutions Conference since 2013 as a national showcase for improving STEM education, which serves as the main activity of the association's Network of STEM Education Centers, a national network of 200 STEM Education Centers at more than 160 institutions.

APLU had over 100 presentations from more than 75 institutions this year. The association partnered with Western Michigan University to host the conference.

Digital Transformation for Student Success Projects

Success Projects: In 2025, APLU had 10 grant projects to support work with members and others to more effectively leverage technology, including AI, to improve academic operations.

- ▶ **Mentorship for Academic and Personalized Student Success (MAPSS)**

With funding from ECMC Foundation, APLU supported six members building sustainable peer mentorship models for underserved student communities. APLU will continue to facilitate a community of practice and is evaluating the impact of the initiative.

- ▶ **Developing Networks to Scale Innovations in Introductory Mathematics**

With support from the Gates Foundation, APLU worked with Transforming Postsecondary Education in Mathematics (TPSE-Math) to grow a community of math educators and researchers to reform gateway mathematics. The community continues to engage teaching-focused faculty, provides professional development, and scales evidence-based teaching practices. APLU and TPSE also supported the Gates Foundation's broader student success in developing and assessing digital courseware for calculus.

APLU also received a grant from the Gates Foundation to assess whether

introductory math is the largest introductory course challenge to student success, as has been reputed. The project will extend work APLU's former project, Powered by Publics, performed to create a repository of 25 institutions willing to share DFW rates and reform efforts in introductory courses especially calculus.

- ▶ **AI Enabled Transfer and Credit Mobility**

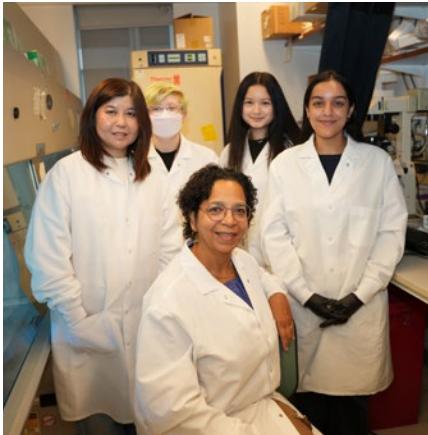
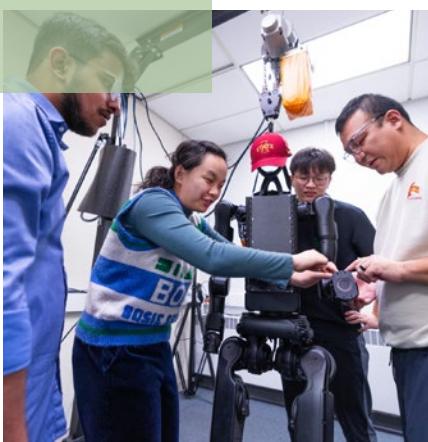
Partnering with the American Association of Community Colleges (AACC) and researchers at the University of California, Berkeley and Sova, APLU contributed to a new Articulation and Transfer Artificial Intelligence Network (ATAIN), expanding the use of tools to improve the transfer process for institutions and students.

- ▶ **Leveraging Scale in Introductory Chemistry and Statistics**

APLU continued its work with the Gates Foundation on implementing exemplar courseware. APLU worked with nine university partners who, with their faculty champions, tested the exemplar products and



PHOTOS COURTESY OF (LEFT TO RIGHT) UNIVERSITY OF CALIFORNIA, DAVIS AND UNIVERSITY OF WASHINGTON



collaboratively shared their knowledge with respective academic departments. Early research in statistics shows students were twice as likely to pass their introductory statistics course with a C or better than those students who were not using the products.

► ***Every Learner Everywhere (ELE)***

Every Learner Everywhere is a network of partner organizations with expertise in evaluating, implementing, scaling, and measuring the efficacy of education technologies, curriculum and course design strategies, teaching practices, and support services that personalize instruction for students in blended and online learning environments. As a network partner, APLU offered five professional development courses focused on better use of data for academic decision making and created new resources on AI use, scaling math reforms, and scaling use of math courseware.

ON THE WEB: www.everylearnereverywhere.org

Student Success Framework: Over the past year, APLU engaged members to develop a model that represents how student success is realized across the membership. Through ongoing discussions, focus groups, and member feedback, this framework has evolved to mirror the progress and innovations taking place. At the APLU Annual Meeting, the association gathered input to ensure the model authentically reflects members' work and achievements.

Providing Holistic Student Supports

The Student Experience Project (SEP) Institute:

The SEP Institute, funded by the Raikes Foundation, continues USU and APLU's success of supporting member institutions in establishing faculty communities of practice to improve the student experience to strengthen student success. The 2025 Institute cohort includes 16 USU and APLU member institutions that participated in an in-person kickoff event and virtual meetings to facilitate effective use of SEP resources with 922 instructors on those campuses. Since the launch of the Institute in 2023, participating institutions have engaged nearly 1,500 instructors in communities of practice and have reported both improvement in student outcomes and high instructor satisfaction with the program.

ON THE WEB: studentexperienceproject.org/institute

Graduate TAs as Change Agents for Student Experience:

With a grant from the Alfred P. Sloan Foundation, USU and APLU led the development of a Graduate Teaching Assistant Training Toolkit based on the pilot implementation of SEP's community of practice model with graduate teaching assistants at the University of New Mexico and the University of Colorado Denver. Based on the success of the pilot, the Sloan Foundation awarded USU and APLU a new grant to expand the training by developing a GTA Track for the SEP Institute. Five institutions will participate in the inaugural GTA Track at the 2026 Institute.

Urban Adult Learner Institute

(UALI): USU successfully transitioned the Urban Adult Learner Institute (UALI) from a grant deliverable to a self-sustaining USU member benefit. UALI is a four-module, online professional development certification program designed for higher education faculty and professionals to equip them with the knowledge and tools to better understand and support adult learners, particularly at urban-serving institutions. Since its inception, UALI has engaged approximately 150 individuals at 30 universities nationwide, issued roughly 70 digital badges to participants, and launched synchronous learning cohorts. Further, USU has leveraged partnerships with APLU, the National Association of Student Personnel Administrators,

and the Association of Undergraduate Education at Research Universities to expand UALI's reach and impact.

ON THE WEB: aplu.org/uali

Preparing Students for the Workforce & Post-Collegiate Success

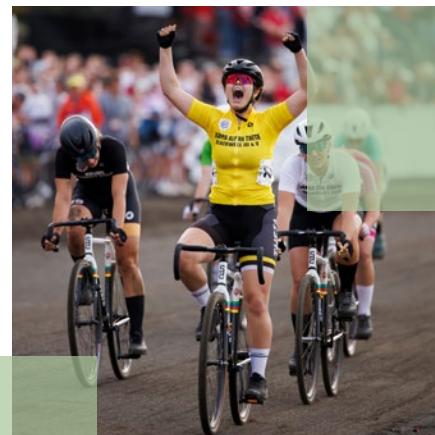
Accelerating Career Innovations

Project: APLU and the American Association of State Colleges and Universities (AASCU) launched a network to modernize career services at eight member institutions. The network met with advisors at APLU and Strada Education Foundation. The National Association of System Heads

(NASH) will join next year. The project will end at a convening in Indianapolis, August 2026.

Recruiting More Students into Food, Agriculture, and Natural Resources Fields

APLU helped grow 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 their master's and Ph.D. programs. In its third year, APLU saw 48 institutions participate with more than 2,600 students.



PHOTOS COURTESY OF (TOP LEFT TO RIGHT) NORTH CAROLINA A&T STATE UNIVERSITY AND INDIANA UNIVERSITY; (BOTTOM LEFT TO RIGHT) UNIVERSITY OF SOUTH FLORIDA, THE UNIVERSITY OF NEW MEXICO, THE UNIVERSITY OF TEXAS AT SAN ANTONIO



PHOTO COURTESY OF VIRGINIA COMMONWEALTH UNIVERSITY

V. Fostering Public Impact Research & Innovation

Public Impact Research: In 2025, APLU closed out its Burroughs Wellcome Fund grant that enabled important advances for Public Impact Research (PIR):

- ▶ The Modernizing Scholarship for the Public Good Action Framework was finalized and broadly disseminated. This peer-reviewed, professionally designed framework has been downloaded more than 1,300 times and features over 50 institutional actions, 11 case studies, and contributions from more than 30 experts.

ON THE WEB: www.aplu.org/modernizing-scholarship

- ▶ APLU convened the Fostering the Public Impact Research Ecosystem Workshop with The Pew Charitable Trusts in 2024, which brought together stakeholders from eight sectors and resulted in a comprehensive workshop report.
- ▶ A nationwide dissemination and engagement campaign reached institutional leaders across 15 venues, strengthening partnerships with Pew, the National Academies, and other organizations.

The Modernizing Scholarship for the Public Good project is central to the NSF Supporting Public Impact Research through Institutional Transformation (SPIRIT) project. Launched in 2024, SPIRIT is a multi-year collaborative initiative with five APLU member institutions. National collaborators include

- ▶ The Pew Charitable Trusts,
- ▶ Advancing Research Impacts in Society (led by the University of Missouri),
- ▶ Promotion and Tenure in Innovation and Entrepreneurship (led by Oregon State University), and
- ▶ Association of Research Libraries.

National Land-Grant Impacts

Database: The National Land-Grant Impacts Database (NIDB) is the nation's most extensive repository of the land-grant system's collective impacts statements in agricultural research, education, and Extension. It serves as a comprehensive and important resource for the land-grant system to tell their stories. The NIDB Communications team consists of 25 agricultural communicators from across the land-grant system. In 2025, the team reviewed over 1,000 submitted impact statements and selected exemplary impacts to highlight in educational articles, fact sheets, and videos. APLU, U.S. Department of Agriculture National Institute of Food and Agriculture (USDA NIFA), and

others use these materials to promote the work of the land-grant university system.

ON THE WEB: [National Land-Grant Impacts Database \(NIDB\)](http://National Land-Grant Impacts Database (NIDB))

CENTRAL Conference

Proceedings Report: In 2025, Office of Research Policy staff published the conference proceedings report for the 2024 NSF funded Charting & Expanding Needed Trails to Research Administration & Leadership (CENTRAL) conference held at Alabama A&M University.

The report includes informational briefings for presidents and senior human resources officials on effectively selecting and collaborating with their senior research officers. In September 2025, the APLU Office of Research convened a half-day in-person focus group of APLU member Vice Presidents of Research, NSF representatives, publishers, the National Academies, and other organizations to share the report and discuss further dissemination.



PHOTO COURTESY OF MIAMI UNIVERSITY



PHOTO COURTESY OF RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

VI. Deepening Community and Economic Engagement Locally & Globally

Partnering as Economic Engines for Success

Innovation and Economic Prosperity (IEP) Universities

Program Growth and Expansion:

APLU completed the 12th year of its Innovation and Economic Prosperity University (IEP) designation and awards program with six new university designees and four more award winners. 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, 103 universities have earned the designation, with an additional 17 institutions pursuing it. Seven

non-APLU members received the designation through a partnership with the University Economic Development Association.

ON THE WEB: aplu.org/iep

Elevating Engaged Research & Community Partnerships

Extension Collaboration on Immunization Teaching and Engagement:

The Extension Collaboration on Immunization Teaching and Engagement (EXCITE) is a nationwide initiative led by U.S. Cooperative Extension to provide adult immunization education. EXCITE is made possible through an interagency agreement between the USDA-NIFA and the Centers for Disease Control and Prevention (CDC). It includes

a cooperative agreement with the Extension Foundation and the APLU Extension Committee on Organization and Policy Health Program Action Team. To date, the program is directly responsible for:

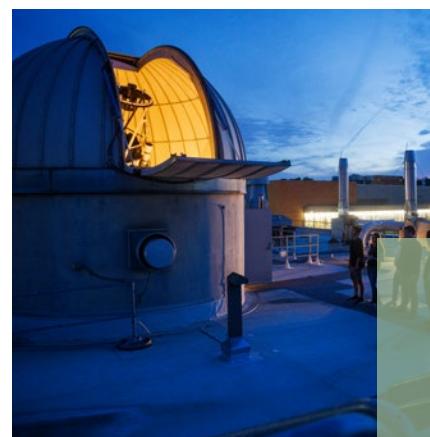
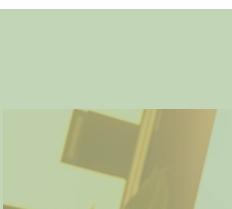
- ▶ Reaching more than 51.6 million individuals, many of whom are hard to reach rural residents.
- ▶ Conducting nearly 200,000 engagement activities.
- ▶ Organizing more than 1,200 vaccination clinics.
- ▶ Providing more than 50,000 vaccinations.

Growing Together: Conversations with CEOs:

The APLU Office of Food, Agriculture and Natural Resources launched an interview series entitled *“Growing Together: Conversations with CEOs,”* which showcases presidents and CEOs of national agricultural associations, commodity groups, and



PHOTOS COURTESY OF (LEFT TO RIGHT) THE UNIVERSITY OF TENNESSEE, KNOXVILLE AND KENTUCKY STATE UNIVERSITY



other organizations and explores their powerful synergies with land-grant universities. This series examines how organizations strengthened their impact in partnerships with Colleges of Agriculture and Natural Resources' research, education, and Cooperative Extension and highlight emerging opportunities to leverage collaboration, drive innovation, and serve all Americans.

ON THE WEB: agisamerica.org/growing-together-conversations-with-ceos/

APLU's Board on Health and Human Sciences (BHHS) Regional Engagement Strategy: APLU's BHHS launched a strategy establishing four regional networks (Northeast, South, North Central, and West) to

strengthen collaboration among public and land-grant universities. The strategy has resulted in a 20 percent increase in BHHS membership and direct engagement with over 100 senior administrators overseeing health and human sciences programs across the APLU system.

Two new professional networks—the *Associate Deans of Research Network* and the *Associate Deans of Academic Affairs Network*—emerged under BHHS in 2025, providing the only national forum for professional development, peer exchange, and leadership support for administrators within Colleges of Human Sciences. All APLU members are invited to participate in the networks, which convene monthly to share strategies, address common challenges, and strengthen institutional capacity.

International Engagement

Outreach Abroad: APLU remains active in representing North American public and land-grant universities to international organizations and associations abroad. In 2025, APLU hosted senior higher education delegations from Japan, Italy, and Indonesia. The visits were designed to help foreign

Ministries of Higher Education better understand the U.S. higher education system and how to engage with public universities.

Strengthening the North American Zone of Knowledge:

APLU continues to push for a stronger North American Zone of Knowledge and develop partnerships specifically in Mexico. In 2025, APLU made two visits to Mexico to continue dialogue with key government, business, and higher education stakeholders around strengthening North America's Zone of Knowledge. This included visits by both former and current APLU leadership to demonstrate APLU's commitment to North America.

The Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA):

This group was established in 1998 with APLU as a founding partner creating a consortium of individual universities to address the global challenges facing agriculture, food and natural resources systems and to be a catalyst for sharing the adoption of best practices among members. Doug Steele, Vice President for Food, Agriculture and Natural Resources was recently elected president and will serve in that role for 2026–2028.

VII. Governance and Membership

2026 Board of Directors

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Vacant

CFERR-BOARD ON AGRICULTURE ASSEMBLY

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Alexander Cartwright

President, University of Central Florida

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Jonathan Pruitt

Executive Vice Chancellor for Business Administration, The University of Texas System



Outgoing APLU Chair of the Board of Directors Joan Ferrini-Mundy President of the University of Maine passes the gavel to incoming Board of Directors Chair Joan Gabel Chancellor of the University of Pittsburgh at the 2025 APLU Annual Meeting.

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Senior Associate, Research Policy

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Vice President, Urban Initiatives & Executive Director, Coalition of Urban Serving Universities

Samantha Levine

Director, Coalition of Urban Serving Universities

Jimmy McClellan

Director, Coalition of Urban Serving Universities

Alex Blumenthal

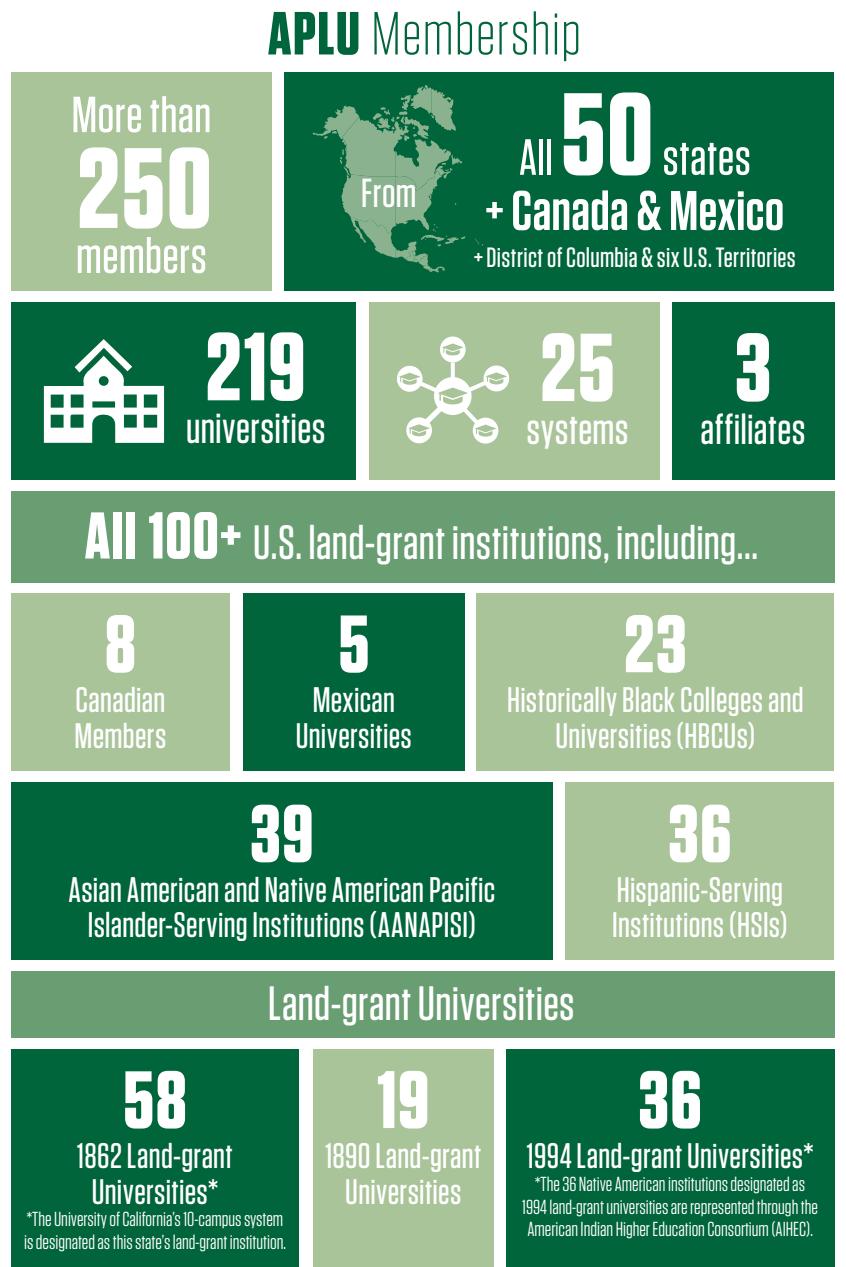
Associate, Coalition of Urban Serving Universities

APLU Members

APLU's 255 members span across all 50 states, the District of Columbia, six U.S. territories, Canada, and Mexico.

The association's membership includes 227 universities, of which 78 are U.S. land-grant institutions, 25 university systems, and three affiliates. Twenty-three historically black colleges and universities (HBCUs) 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. Members also include 40 Asian American and Native American Pacific Islander-Serving Institutions and 46 Hispanic-Serving Institutions.



Member Universities by Jurisdiction

United States

ALABAMA

Alabama A&M University ^{1,2}

Auburn University ¹

Tuskegee University ^{1,2}

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 ¹

AMERICAN SAMOA

American Samoa Community College ^{1,4}

ARIZONA

Arizona State University ³

Northern Arizona University ³

University of Arizona ^{1,3}

ARKANSAS

Arkansas State University

University of Arkansas ¹

University of Arkansas at Pine Bluff ^{1,2}

CALIFORNIA

California Polytechnic State University, San Luis Obispo ^{3,4}

California State University, San Bernardino ³

California State University, Fresno ^{3,4}

California State University, Northridge ³

California State University, Sacramento ^{3,4}

San Diego State University ^{3,4}

San Jose State University ^{3,4}

University of California, Berkeley ^{1,4}

University of California, Davis ^{1,3,4}

University of California, Irvine ^{1,3,4}

University of California, Los Angeles ^{1,3,4}

University of California, Merced ^{1,3,4}

University of California, Riverside ^{1,3,4}

University of California, San Diego ^{1,3,4}

University of California, Santa Barbara ^{1,3,4}

University of California, Santa Cruz ^{1,3,4}

COLORADO

Colorado School of Mines

Colorado State University ¹

University of Colorado at Boulder

University of Colorado Colorado Springs

University of Colorado Denver ^{3,4}

CONNECTICUT

University of Connecticut ^{1,3,4}

DELAWARE

Delaware State University^{1,2}
University of Delaware¹

DISTRICT OF COLUMBIA

University of the District of Columbia^{1,2}

FEDERATED STATES OF MICRONESIA

College of Micronesia^{1,4}

FLORIDA

Florida A&M University^{1,2}
Florida Atlantic University³
Florida International University³
Florida State University
University of Central Florida³
University of Florida¹
University of North Florida
University of South Florida

GEORGIA

Augusta University
Fort Valley State University^{1,2}
Georgia Institute of Technology
Georgia Southern University
Georgia State University
Kennesaw State University
University of Georgia¹

GUAM

University of Guam^{1,4}

HAWAII

University of Hawai'i at Manoa^{1,4}

IDAHO

Boise State University
Idaho State University
University of Idaho¹

ILLINOIS

Illinois State University
Northern Illinois University³
Southern Illinois University
at Carbondale
University of Illinois Chicago^{3,4}
University of Illinois
Urbana-Champaign¹

INDIANA

Ball State University
Indiana University
Indiana University Indianapolis
Purdue University¹

IOWA

Iowa State University¹
University of Iowa

KANSAS

Kansas State University¹
University of Kansas
Wichita State University

KENTUCKY

Kentucky State University^{1,2}
University of Kentucky¹
University of Louisville

LOUISIANA

Louisiana State University and
Agricultural & Mechanical College¹
Louisiana Tech University
Southern University and A&M
College, Baton Rouge^{1,2}
University of Louisiana at Lafayette
University of New Orleans

MAINE

The University of Maine¹

MARYLAND

Morgan State University²
United States Naval Academy
University of Maryland,
Baltimore County⁴
University of Maryland, College Park¹
University of Maryland Eastern Shore^{1,2}
University of Maryland Global Campus

MASSACHUSETTS

Massachusetts Institute of Technology¹
University of Massachusetts Amherst¹
University of Massachusetts Boston⁴
University of Massachusetts Dartmouth
University of Massachusetts Lowell

MICHIGAN

Central Michigan University
Michigan State University¹
Michigan Technological University
Oakland University
University of Michigan
University of Michigan-Dearborn
Wayne State University⁴
Western Michigan University

MINNESOTA

University of Minnesota^{1,4}
University of Minnesota Duluth

MISSISSIPPI

Alcorn State University^{1,2}
Jackson State University²
Mississippi State University¹
The University of Mississippi
The University of Southern Mississippi

MISSOURI

Lincoln University^{1,2}
Missouri University of Science
and Technology
University of Missouri-Columbia¹
University of Missouri-Kansas City

MONTANA

Montana State University¹
University of Montana

MEMBERSHIP GROWTH

**APLU was pleased to welcome
eight new members in 2025:**

- ▶ Appalachian State University
- ▶ Arkansas State University
- ▶ California State University, San Bernardino
- ▶ CUNY Hunter College
- ▶ East Texas A&M University
- ▶ Sam Houston State University
- ▶ University of Colorado Colorado Springs
- ▶ University of Michigan-Dearborn

NEBRASKA

University of Nebraska-Lincoln¹
University of Nebraska Omaha

NEVADA

University of Nevada, Las Vegas^{3,4}
University of Nevada, Reno^{1,3}

NEW HAMPSHIRE

University of New Hampshire¹

NEW JERSEY

Montclair State University³
New Jersey Institute of Technology^{3,4}
Rutgers, The State University
of New Jersey¹
Rutgers University-Camden⁴
Rutgers University-Newark^{3,4}

NEW MEXICO

New Mexico State University^{1,3}
The University of New Mexico³

NEW YORK

Binghamton University, SUNY
Cornell University¹
Hunter College, The City
University of New York^{3,4}
Stony Brook University, SUNY
SUNY Polytechnic Institute
University at Albany, SUNY
University at Buffalo, SUNY

NORTH CAROLINA

Appalachian State University
East Carolina University
North Carolina A&T State University^{1,2}
North Carolina State University¹

The University of North Carolina at Chapel Hill
The University of North Carolina at Charlotte
The University of North Carolina at Greensboro
The University of North Carolina Wilmington

NORTH DAKOTA

North Dakota State University¹
The University of North Dakota

NORTHERN MARIANA ISLANDS

Northern Marianas College^{1,4}

OHIO

Bowling Green State University
Central State University^{1,2}
Cleveland State University
Kent State University
Miami University
Ohio University
The Ohio State University¹
The University of Akron
The University of Toledo
University of Cincinnati
Wright State University

OKLAHOMA

Langston University^{1,2}
Oklahoma State University¹
University of Oklahoma

OREGON

Oregon State University¹
Portland State University³
University of Oregon

PENNSYLVANIA

The Pennsylvania State University¹
Temple University
University of Pittsburgh

PUERTO RICO

University of Puerto Rico Mayagüez^{1,3}

RHODE ISLAND

The University of Rhode Island¹

SOUTH CAROLINA

Clemson University¹
South Carolina State University^{1,2}
University of South Carolina

SOUTH DAKOTA

South Dakota Mines
South Dakota State University¹
University of South Dakota

TENNESSEE

East Tennessee State University
Middle Tennessee State University
Tennessee State University^{1,2}
The University of Memphis
The University of Tennessee, Knoxville¹

TEXAS

East Texas A&M University³
Prairie View A&M University^{1,2}
Sam Houston State University³
Tarleton State University
Texas A&M University^{1,3,4}
Texas State University³
Texas Tech University³
University of Houston^{3,4}
University of North Texas³
The University of Texas at Arlington^{3,4}
The University of Texas at Austin
The University of Texas at Dallas
The University of Texas at El Paso³
The University of Texas at Tyler
The University of Texas at San Antonio³
The University of Texas Rio
Grande Valley³

UTAH

The University of Utah
Utah State University¹

VERMONT

University of Vermont¹

VIRGIN ISLANDS

University of the Virgin Islands^{1,2}

VIRGINIA

George Mason University⁴
James Madison University
Old Dominion University
University of Virginia
Virginia Commonwealth University⁴
Virginia Polytechnic Institute & State University (Virginia Tech)^{1,4}
Virginia State University^{1,2}
William & Mary

WASHINGTON

University of Washington
Washington State University¹

WEST VIRGINIA

Marshall University
West Virginia State University^{1,2}
West Virginia University¹

WISCONSIN

University of Wisconsin-Madison¹
University of Wisconsin-Milwaukee

WYOMING

University of Wyoming¹

Canada

Dalhousie University
University of Alberta
The University of British Columbia
University of Calgary
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

University Systems

Colorado State University System
North Dakota University System
Southern Illinois University System
Southern University System
State University System of Florida
Texas A&M University System
Texas Tech University System
The California State University
The City University of New York
The State University of New York
The University of Texas System
University of Alabama System
University of Alaska System
University of California¹
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 of Wisconsin System
University System of Georgia
University System of Maryland

Related Higher Education Organizations

American Indian Higher Education Consortium
Association of Canadian Faculties of Agriculture and Veterinary Medicine
Connecticut Agricultural Experiment Station¹

¹ Land-grant institution as designated by the state legislature.

^{1*} The University of California's 10-campus system is designated as the state's land-grant institution.

² Historically Black College or University

³ Hispanic-Serving Institution

⁴ Asian-American and Native American Pacific Islander-Serving Institutions

Finance Funders and Projects

In addition to APLU's membership dues, 15 funders currently support APLU's work with a combined contribution of approximately \$13.2 million over the life of 26 different grants and contracts.

Arnold Ventures, LLC

- ▶ Promoting Federal Investment in Student Success

Alfred P. Sloan Foundation

- ▶ Graduate TAs for STEM classroom environments
- ▶ Graduate TAs as Change Agents for Equitable Student Experience

American Association of Community Colleges

- ▶ Transfer and Articulation Infrastructure Network (ATAIN)

Gates Foundation

- ▶ Developing Networks to Scale Innovation in Math

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

ECMC

- ▶ Mentorship for Academic and Personalized Student Success

Michael & Susan Dell Foundation

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

National Science Foundation

- ▶ ADVANCE Partnership: Supporting Public Impact Research through Institutional Transformation (SPIRIT)
- ▶ NSF Eddie Bernice Johnson INCLUDES Aspire Alliance: The National Alliance for Inclusive and Diverse STEM Faculty
- ▶ The Status Reports on Computer and Information Sciences

Raikes Foundation

- ▶ Student Experience Project
- ▶ Scaling Student Experience Project Practices and Supporting Systemic Change
- ▶ General Operating Support

Rochester Institute of Technology/National Science Foundation

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

Strada Foundation

- ▶ Accelerating Career Innovations Network
- ▶ Partnership with AASCU and APLU member institutions to improve student success.
- ▶ Building Network Improvement Community to promote improvement.

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

- ▶ Every Learner Everywhere: Network improvement investment
- ▶ Every Learner Everywhere: APLU EMBER Resource
- ▶ Every Learner Everywhere: Improving Student Access and Success in Gateway Courses
- ▶ Every Learner Everywhere: Building An Academic Data Culture



PHOTO COURTESY OF UNIVERSITY OF CALIFORNIA, IRVINE

About APLU

The Association of Public and Land-grant Universities (APLU) is a membership organization that fosters a community of university leaders collectively working to advance the mission of public research universities. The association's membership consists of more than 250 public research universities, land-grant institutions, state university systems, and affiliated organizations spanning across all 50 states, the District of Columbia, six U.S. territories, Canada, and Mexico.

The association and its members collectively focus on increasing student success and workforce readiness; promoting pathbreaking scientific research; and bolstering economic and community engagement. Drawing on the powerful collective action of its members, APLU's advocacy arm helps shape federal policy that maximizes the positive impact of public and land-grant universities.

APLU undertakes an 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. The APLU council structure

enables university leaders with comparable titles, working in similar positions, to come together to address critical issues and expand their knowledge base within their professional area of expertise. The association's commission structure enables individuals, regardless of position and from multiple disciplines across

the universities, to come together to address critical issues and expand their knowledge base in areas of common interest regardless of position.

Founded in 1887, APLU is North America's oldest higher education association with member institutions in Canada, Mexico, and the United States.

APLU AT-A-GLANCE

ANNUALLY . . .

APLU's 255 member institutions

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



ENROLL



**5.4 million
undergraduates**



**AND 1.5 million
graduate students**

AWARD



**1.5 million
degrees**

EMPLOY

**1.4 million
faculty and staff**



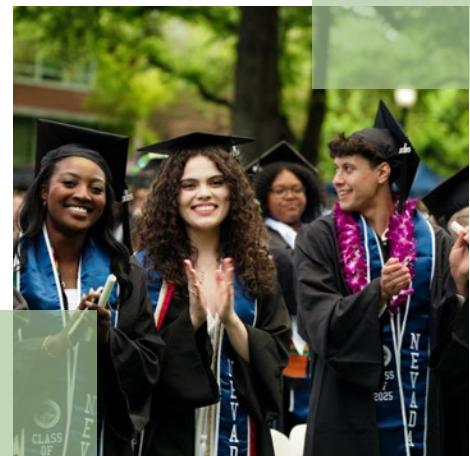
AND CONDUCT



**\$73 billion
in university-based research.**



ASSOCIATION OF
PUBLIC &
LAND-GRANT
UNIVERSITIES



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