





Promoting **ACADEMIC FREEDOM, ACADEMIC EXCELLENCE**, and **ACCOUNTABILITY** at America's colleges and universities.

The American Council of Trustees and Alumni is an independent, nonprofit organization committed to academic freedom, academic excellence, and accountability at America's colleges and universities. Founded in 1995, ACTA is the only national organization dedicated to working with alumni, donors, trustees, and education leaders across the United States to support liberal arts education, uphold high academic standards, safeguard the free exchange of ideas on campus, and ensure that the next generation receives an intellectually rich, high-quality education at an affordable price. Our network consists of alumni and trustees from nearly 1,300 colleges and universities, including over 23,000 current board members. Our quarterly newsletter, *Inside Academe*, reaches over 13,000 readers.

# from the President

2019 was a year of achievement, breakthrough, and progress, and I take this opportunity to thank ACTA's gifted and devoted staff and our dedicated supporters, whose encouragement and generosity move us forward. ACTA's work has taken on a new urgency, and we feel privileged to serve at this crucial juncture.

For years, ACTA warned of a looming crisis in higher education, and with it, a crisis for our nation. It is writ large in runaway college costs, civic ignorance, a skills deficit that frustrates employers, and the breakdown in the discourse that is the lifeblood of a free society. But from its inception, ACTA has been more than a warning bell in the night: Its core mission has been the constructive change that leads colleges and universities and, most importantly, our nation forward to new standards of achievement and excellence.

This annual report shares accomplishments from the past year and provides a glimpse of what is underway in 2020, which marks ACTA's 25<sup>th</sup> anniversary. In each of ACTA's traditional "Three A's," our campaigns have won victories, with more to come.

While campuses from Berkeley to Yale disgrace their birthright of intellectual diversity and the free exchange of ideas, ACTA's multi-pronged campaign is reclaiming lost ground. We have worked successfully this past year with campus leadership to adopt the Chicago Principles on Freedom of Expression, asserting their commitment to the freedom that is at the core of human progress. We are proud that a member of ACTA's own Board of Directors signaled a new path in philanthropy by making his gift to his alma mater conditional upon the adoption of the Chicago Principles. And while we work at the top levels of leadership, we also work to change student culture, co-sponsoring debates on campus, demonstrating that students can and will show the ability to explore even the most sensitive political and social controversies without the shout-downs, canceling, and violence that the nation has too often seen.

Our collaborations and partnerships have taken our message to new places and magnified its impact. Our work with the University of Maryland School of Public Health to raise trustee awareness and combat the plague of binge drinking and campus substance abuse brought us into partnership with the Drug Enforcement Administration, Mothers Against Drunk Driving, and the White House Office of National Drug Control Policy. ➤



[I am] grateful to Dr. Poliakoff and his colleagues for the great work they do to make American liberal education truly liberal and truly an expression of the best of the Western tradition.

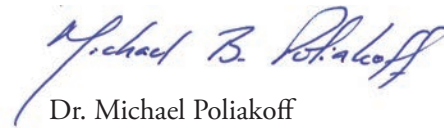
—The Honorable José A. Cabranes, *The Present Danger at Our Leading Universities: What is to be Done?*, remarks given at ATHENA Roundtable 2019

Our outreach to high school counselors through our brand-new proprietary database takes the message of the importance of a sound core curriculum to 51,000 counselors, who pass it on to tens of thousands of students and parents. Our roundtables with the Heritage Foundation bring key policymakers together to refine strategies to overhaul the current, stifling system of accreditation. It is with pride that I recall how ACTA, in the past year, took the lead with religious institutions threatened by a new regulation that would have impinged upon their religious liberty.

We have appeared before state legislatures to bring our message forward. As I write this letter, a United States congressman is preparing to use our HowCollegesSpendMoney.com data—with ACTA's guidance—for a report to Congress on administrative bloat in higher education. ACTA's counsel was crucial in South Dakota, where the legislature passed and the governor signed the nation's first intellectual diversity bill. Our work in Florida helped change

understanding of the urgency of having all students complete a course on the history and government of the United States. It is now state law, and over 300,000 students will benefit from this important breakthrough in college-level civic education.

What I see in my colleagues and in our bold programs is the energy that has been the glory of American enterprise. I hope that you will enjoy reading about our work in 2019 and continue to share with us your inspiration, encouragement, and support in our common mission to vouchsafe the highest standards of excellence at America's colleges and universities.



Dr. Michael Poliakoff  
President

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**GoACTA.org**

AcademicRenewal.org

HowCollegesSpendMoney.com

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# IMPACT: ACTA *by the Numbers* 2019

To date, **93** schools have examined their spending patterns due to ACTA's **Project on Administrative Costs** and **HowCollegesSpendMoney.com**.

ACTA counseled nearly **100** colleges and universities serving more than **1,000,000** undergraduates.

**171** trustees and presidents at **142** institutions sought advice regarding their grade in **What Will They Learn?**<sup>®</sup>

ACTA made over **920** earned media appearances in **48** states and the United Kingdom.

**13** new institutions—including **3** state systems—implemented the **Chicago Principles on Freedom of Expression**, bringing the total to **71**.

Over **53,000** viewers read President Michael Poliakoff's first 10 columns on **Forbes** online.

ACTA's **Higher Ed Now** podcast downloads grew by **77%**, topping more than **21,000**. Views of ACTA's website **GoACTA.org** rose **68%**.

ACTA introduced **What Will They Learn?**<sup>®</sup> to over **30,000** high school counselors across the country.

To date, ACTA's **Fund for Academic Renewal** initiative has helped donors target higher education gifts totaling over **\$30 million**.

ACTA's **Oases of Excellence** initiative has grown to **72** outstanding programs across the country.

# ACTA's THREE "A's"

## ACADEMIC FREEDOM

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Help institutions preserve and foster a campus culture that champions intellectual diversity, open inquiry, and the free expression of ideas.

## ACADEMIC EXCELLENCE

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Work with colleges and universities to promote high academic standards and rigorous liberal arts curricula that prepare students for the challenges of career and informed citizenship.

## ACCOUNTABILITY

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Empower trustees and higher education leaders to advance accountability at colleges and universities through increased engagement on issues of quality and cost.



# Academic Freedom

## Transforming Campus Culture

The right to free speech is enshrined in the First Amendment of our Constitution, an ideal reflected in the American academy's longstanding commitment to principles of academic freedom and the free exchange of ideas that constitute its very lifeblood. We all have a stake in the cultivation of a free and open marketplace of ideas on college campuses: The pursuit of truth drives the advancement of learning and helps to elevate the public discourse. Today, a powerful spirit of dissatisfaction with the campus climate is brewing in reaction to increasingly frequent efforts to suppress free speech on American campuses. If we allow restrictive speech policies to proliferate, and the campus climate to deteriorate further, a generation of students will graduate without learning the norms of civil dialogue—with great detriment to our republican system.

In 2019, ACTA empowered students hungry for dialogue with opportunities to engage in robust debate; brought the courageous faculty standing up for academic freedom to the public eye; and advised state lawmakers as they enacted legislation to restore the principle of free expression as the guiding light of our institutions of higher education.

### For the Nation Promoting Bills on Free Expression

By delivering expert testimony, ACTA had a direct impact on decision-making at many institutions in

2019. Among the most notable statewide initiatives, ACTA provided counsel on South Dakota Bill HB 1087 and Michigan House Bills 4435 and 4436. Both the South Dakota House Government Operations and Audit Committee and the Michigan House Oversight Committee requested that ACTA's Vice President of Trustee & Government Affairs Armand Alacbay provide testimony. These landmark bills envisioned that all state institutions would establish, maintain, and enforce policies protecting free expression on campus, with South Dakota's bill going one step further to require universities to report publicly their efforts to protect intellectual



diversity. The language of these bills furthers the intent of the Chicago Principles on Freedom of Expression that ACTA so strongly supports as the gold standard for an institutional commitment to the free exchange of ideas and the eradication of policies that chill free speech and debate.

Lawmakers in South Dakota shared ACTA's vision. They adopted the law and thus preserved the role of all the public universities in their states as bastions for academic freedom and unfettered public discourse. This is an enormous victory for ACTA and our steadfast mission to uphold free and open discourse on campus. We were honored to have played such an active role in critical pieces of higher education legislation that encourage colleges

and universities truly to dedicate themselves to the academic enrichment, exploration, and intellectual growth of their students.

## For the Faculty

### Honoring Heroes of Intellectual Freedom

Although stories of overwhelming ideological bias among university faculty and administrators make headlines, the professors and college presidents who stand up for free speech are not often brought into the spotlight. This year, through our new Heroes of Intellectual Freedom initiative, ACTA celebrated the courageous university personnel who refused to toe the line of speech codes and safe spaces. The stand that these leaders make

matters. They show students how to engage in robust dialogue with civility but without fear, and they demonstrate to the public that our universities are not lost to the loud, anti-intellectual pressure groups that seek to make their viewpoints the only ones available on campus.

Our inaugural Heroes of Intellectual Freedom include Luana Maroja, an associate professor of biology who implored her administration to adopt the Chicago Principles on Freedom of Expression in the face of egregious assaults on free speech at Williams College; Melvin Oliver, president of Pitzer College who vetoed a dangerous proposal to end Pitzer's study abroad program in Israel; Martha Pollack, the president of Cornell

## ACTA Provides Expert Testimony to State Houses on Free Speech Bills



Armand Alacbay testifies before the South Dakota Board of Regents in June 2019 on how to implement a new state law mandating protections for intellectual diversity at public universities. Mr. Alacbay also testified in Michigan on a similar bill regarding free speech.

## Argus Leader.

PART OF THE USA TODAY NETWORK

### Regents grapple with how to implement intellectual diversity

By: JONATHAN ELLIS, June 26, 2019

Armand Alacbay, a vice president with The American Council of Trustees and Alumni, said the board could get a baseline by collecting metrics through an outside polling firm, including an idea of whether students are self-censoring their opinions because of fears of reprisal. "This conversation," he said, "is long overdue in higher education."



ACTA partnered with Better Angels and UC–Berkeley’s student chapter of BridgeUSA to hold a parliamentary-style debate, modeling respectful dialogue around a challenging and divisive issue. ACTA held a similar event at Christopher Newport University, and several more are planned for 2020.

Isaac Huang, who leads Berkeley’s BridgeUSA chapter, remarked: “I think all of us are concerned with the same problem across the country, which is toxic polarization and people screaming disagreements at each other. But these debates enable constructive discourse, allowing us to gain mutual respect and come to solutions.”

University who is not afraid to invite heterodox speakers to campus and has promoted a culture of intellectual debate on the Cornell campus; and Brown University President Christina Paxson, who issued an eloquent statement defending academic freedom when students urged the university to divest from companies in Israel.

Our fifth hero is Samuel Abrams, professor of politics at Sarah Lawrence College. There has perhaps been no other faculty leader in 2019 who has done more to expose the political homogeneity among college administrators and to defend intellectual diversity. His numerous articles on the growing ideological imbalance within college leadership, including a widely-read *New York Times* editorial “Think Professors Are Liberal? Try School Administrators,” generated backlash at Sarah Lawrence, with students vandalizing his property and calling for his dismissal. But Professor Abrams did not back down, nor retaliate, for the sake of modeling civility to students and upholding the free exchange of ideas. In his remarks at our ATHENA Roundtable, he explained the impact of ACTA’s help, saying, “I’m deeply grateful for ACTA and ACTA’s support. When you have a mob chasing you down, threatening your family, and saying horrendous things to you, you don’t take it that seriously because you know that you have a much larger group of people outside the academy saying, “This is so important, we back you, keep going.”

When we talk about restoring civility, respect for free expression, and robust dialogue on American

college campuses, these are the leaders who, with ACTA’s help, will get the job done. We are honored to have given them a platform and assisted them in upholding academic freedom for generations of students to come.

## For the Students Satisfying a Hunger for Genuine Dialogue

In 2019, ACTA partnered with the Independent Women’s Forum to conduct a national survey of over 2,100 college students to understand better the current campus climate. We found that students self-censor in alarming numbers. Seventy-five percent of respondents answered that they stop themselves from expressing their opinions on sensitive political topics to avoid offending other students at least “occasionally” (20% do so “often”). When asked if “pressure to conform to political correctness can negatively affect the development of close interpersonal relationships on my campus,” over 48% of students agreed. For self-identified Republican students, the outlook was much bleaker, with 74% agreeing.

Free and open debate is the lifeblood of any university worthy of the name. To help promote a free marketplace of ideas, ACTA filed amicus briefs in the U.S. Courts of Appeals for the Fifth and Seventh Circuits to support conservative and libertarian students whose speech is chilled by bias response teams and Orwellian speech codes at the University of Illinois and the University of Texas–Austin. We hope the courts will follow the example of the Sixth

Circuit, which agreed with a student group suing the University of Michigan over its operation of a bias response team. Noting that bias response teams can have a chilling effect on speech “even if [they do] not result in a finding of responsibility or criminality,” the court returned the case to the district court, prompting the university to abandon its response team as part of a settlement with the student group.

Students at our universities should not be afraid to ask questions, voice heterodox opinions, or invite speakers with controversial viewpoints to campus. Rather, they should be encouraged by the administration and faculty to discuss views from across the political spectrum, and, in turn, be challenged by the opposing viewpoints

of their peers and professors. To this end, we partnered with Better Angels, a national grassroots organization that brings citizens with differing views together in respectful dialogue, and campus-based groups like BridgeUSA and Students for Free Expression, to hold parliamentary-style debates at the University of California (UC)–Berkeley and Christopher Newport University (CNU). Both events drew capacity audiences and enthusiastic praise from students and college leaders.

With expert guidance from ACTA and Better Angels, students organized their own debate events and chose topics that would be sure to elicit a wide range of opinions. At Christopher Newport University, the theme of assault weapon ownership

took center stage, while at Berkeley, students focused on the future of People’s Park, a subject that has ignited passion and controversy in the local community for decades.

“The way these debates are designed to have people respect each other, even though they’re on both sides of an issue, is something that our world and especially young people on college campuses could use much more of,” said Quentin, a sophomore at CNU. “Having the ability to exchange ideas, to gain different perspectives, is how we come to solutions,” agreed Isaac, a senior at UC–Berkeley. “I’m so grateful to Better Angels and ACTA for making this possible on our campus.”



Thank you for your help and support in passing South Dakota’s Free Speech and Intellectual Diversity bill during the 2019 legislative session. We relied heavily on [ACTA] for specialized information and subject matter expertise, bill revision reviews as well as press releases supporting the bill, formal public endorsements, and expert testimony. Without you, we could not have passed the nation’s first intellectual diversity bill.

—Representative Sue Peterson, Chair, House Gov’t. Operations and Audit  
District 13, Sioux Falls, South Dakota State Legislature



In 2019, ACTA launched a completely redesigned WhatWillTheyLearn.com. The website features new resources for students, parents, and high school counselors, as well as webpages detailing the insufficiency of traditional college rankings and the importance of strong general education programs to satisfy the needs of employers and to ensure success in the workforce. We also inaugurated a “Hidden Gems” initiative to spotlight exceptional academic programs around the country that provide rigorous curricula, excellent faculty, and a community of academically-oriented students—all at a fair price. The new website is off to a great start with user traffic up significantly. December 2019 saw a 64.7% increase in visitors as compared to the previous year.

What Will They Learn?® has changed the conversation at the highest levels of university governance, in state legislatures, and around the dinner table. Last year, we received 171 requests from presidents and trustees for more information about our *What Will They Learn? 2018-19* report; six universities prominently featured ACTA’s logos on their websites to brand their general education programs; dozens of presidents, university communications departments, and alumni associations tweeted their *What Will They Learn?* grade to thousands of followers; and Missouri Governor Mike Parson took to social media to congratulate Southwest Baptist University for achieving an ACTA “A.”

Most important, *What Will They Learn?* is driving curricular change. In 2019, 15 schools followed

up with ACTA for further information about the project and for recommendations on improving their WWTL grades. All told, 34 universities strengthened their core requirements. Among the highlights: ACTA welcomed Magdalen College of the Liberal Arts to its prestigious “A” list in February last year, and we worked with Auburn University, which improved its grade to a “B.”

The Academic Affairs team is also working to inform the public discourse, both by increasing its output of newspaper and journal editorials—publishing op-eds and features on civics education and general education requirements in *The Federalist*, the *American Mind*, the *Orange County Register*, and the *Washington Examiner*—and by sitting for interviews about the importance of raising curric-

## WhatWillTheyLearn.com

ACTA launched a completely new WhatWillTheyLearn.com website with expanded resources for students, parents, and high school counselors.

Governor Mike Parson  
15 hrs · 🌐

Proud of my hometown university for receiving an "A" rating in general education curriculum from ACTA - American Council of Trustees and Alumni.  
Way to go Southwest Baptist University!

SOUTHWEST BAPTIST UNIVERSITY	GRADE A
COMPOSITION	✓
LITERATURE	✓
FOREIGN LANGUAGE	✗
U.S. GOVERNMENT/HISTORY	✓
ECONOMICS	✓
MATHEMATICS	✓
SCIENCE	✓

WHAT WILL THEY LEARN?  
A guide to what college rankings don't tell you.

Missouri Governor Mike Parson proudly posted Southwest Baptist University’s What Will They Learn?® grade on Facebook and Twitter.

Social media traffic for the new website is up **4,720%** since it launched in September 2019.

## THE WALL STREET JOURNAL.

**Is Majoring in English Worth It?**

By: WILLIAM MCGURN, September 9, 2019

An ACTA study of English programs reports that 48 of 52 top schools (as ranked by U.S. News & World Report) allow English majors to graduate without ever having taken a course on Shakespeare. In the past, ACTA has also highlighted studies showing that the average grad, even those from prestigious flagship universities, shows little or no improvement in critical thinking for having gone to college.



ACTA commissioned the National Opinion Research Center to conduct a civics survey. The results were alarming.

## Chicago Tribune

**If schools stop teaching history, we're doomed**

By: MAX BOOT, February 21, 2019

A survey by the **American Council of Trustees and Alumni** found that “more Americans could identify Michael Jackson as the composer of ‘Beat It’ and ‘Billie Jean’ than could identify the Bill of Rights as a body of amendments to the U.S. Constitution,” “more than a third did not know the century in which the American Revolution took place,” and “half of the respondents believed the Civil War, the Emancipation Proclamation or the War of 1812 were before the American Revolution.”

ular standards with numerous radio, print, and online media outlets, including the *Wall Street Journal*.

## Reaching High School Counselors

ACTA educates school counselors, families, and prospective students about the importance of a coherent core curriculum rooted in the liberal arts and sciences. We work to match academically-focused students with universities that boast strong general education and/or outstanding “Oases of Excellence” programs. The Oases (described further on page 11) offer the best of the foundational arts and sciences—teaching American heritage, the Great Books, and free market economics—and they ensure free inquiry from a range of intellectual viewpoints. To this end, we introduced over 30,000 high school counselors to WhatWillTheyLearn.com in 2019 and plan to connect with all 51,000 counselors in our database in 2020. We are also developing new resources, attending state counselor association meetings, and organizing focus groups with high school educators.

Our strategy is working. Following our first mailing, dozens of counselors requested hard copies of the full report. One California counselor told us, “We are using WhatWillTheyLearn.com in our presentation to the junior class parents tomorrow night.” Another asked a local university’s director of enrollment services about the institution’s *What Will They Learn?* grade, prompting its provost to communicate directly with ACTA. Over time, ACTA’s new outreach initiatives will help bring market forces to bear on colleges and universities with transformative effect as families demand a better education at a better price.

## Restoring Civic Education

Nationally, only 18% of U.S. colleges and universities require all students to take a foundational course in U.S. government or history. It shows. When ACTA commissioned the National Opinion Research Center to conduct a civics survey, the results were alarming. Fewer than two-thirds of college-educated Americans can identify the current chief justice of the U.S. Supreme Court—on a multiple-choice question! A paltry 18% know James Madison is the “Father of the U.S. Constitution.” And fewer than half, only 49%, know the term lengths of U.S. Senators and Representatives.

ACTA’s work to strengthen civics education at America’s universities is critical. That is why, in early 2020, ACTA will send the keynote given by renowned Princeton historian Allen Guelzo at our 2019 Eastern University seminar, *10 Things Everyone Should Know About American History*, to 23,000 trustees, 1,200 college presidents, and over 1,000 state legislators who serve on education committees. The message: State houses across the country should replicate Florida’s bold action, urged and supported by ACTA for several years, requiring all graduates of public colleges and universities to complete a foundational course in U.S. history. The successful 2019 legislation will help to ensure that when fireworks light up the sky in 2026, celebrating America’s 250<sup>th</sup> anniversary, the 300,000 students enrolled in Florida’s public universities will know what the Declaration of Independence and other pivotal moments in our history mean.

We are already working to encourage the adoption in other states of language substantially similar to

Florida's excellent statute, making American history and government a requirement for graduation and establishing a meaningful standard for course content. Courses that focus on niche subjects or popular culture should not suffice. To satisfy the mandate, states should require the study of core primary documents, Founding principles, American government, the evolution of our constitutional system, and the country's political development over time. ACTA is also working to strengthen history majors, many of which do not require students to take a single course in U.S. history and its institutions of government.

## Growing Academic Renewal

Giving to higher education can be challenging, even for the most experienced philanthropists. Recognizing the complicated nature of giving to colleges and universities, ACTA created the **Fund for Academic Renewal (FAR)**, a vital resource for college donors seeking to uphold the liberal arts, demand high academic standards, and protect academic freedom. FAR helps donors to articulate their philanthropic goals, identify meritorious

programs that align with their vision, and craft gifts with enduring impact. Thanks to a generous grant from the Diana Davis Spencer Foundation, FAR provides its services, including legal consultation from Arnold & Porter LLP, at no cost to donors.

Since 2016, FAR has helped donors to plan higher education gifts totaling more than \$30 million. In April, the University of Vermont hosted a celebration culminating with the naming of Professor Andrey Ukhov as the inaugural holder of the Pizzagalli Chair of Free Enterprise. FAR assisted Vermont businessman Angelo Pizzagalli to establish this chair at the university's Grossman School of Business. In July, ACTA Board Member John Altman gave \$1 million to Miami University of Ohio, contingent on the university's adoption of the Chicago Principles on Freedom of Expression. Thanks to Mr. Altman's discerning gift, Miami University became the 69<sup>th</sup> campus to endorse this important free speech statement. FAR also helped Pennsylvania State University's Hillel chapter craft a model gift agreement that laid the foundation for a \$4.5 million capital campaign. And we provided expert consultation to the Stephen S. Smith

Center at Xavier University, which has raised nearly \$6 million in endowed funds.

## Cultivating Oases of Excellence

For donors who wish to support an academic program or activity, finding a faculty friend is an important step in securing the intent of their gift. FAR works with faculty leaders around the country to support and cultivate "Oases of Excellence." These 72 faculty-led programs offer rigorous academic training in the liberal arts, foster the free exchange of diverse ideas, and prepare students for engaged and informed citizenship. Oases of Excellence represent some of the best investment opportunities for thoughtful higher education donors.

In September, FAR hosted a conference in partnership with Utah Valley University for directors of Oases of Excellence campus programs. This invitation-only event brought together faculty leaders to discuss how they can promote debate, engage undergraduates in extracurricular programming, and create an intellectually vibrant student community.



If it is true that the liberal arts are dying in universities, then the worst thing we can do is to sit around and lament. We need innovative and forward-thinking solutions to this problem that do not rely on traditional academic frameworks.

—Shilo Brooks, faculty director, Engineering Leadership Program, University of Colorado–Boulder





tions' performance against that of their peers as well as other colleges and universities.

Nearly 10,000 trustees, presidents, and others have used the website since its launch. And institutions are taking action. Over a dozen schools contacted us for a closer analysis of our findings, and many higher education leaders are using the data to pursue concrete change in their boardrooms. Schools that have taken these pivotal first steps include the City University of New York–York College, Pennsylvania State University, Rice University, the University of Michigan–Flint, and Young Harris College. Representatives from Clemson University's Debt and Capital Planning Department and Analysis Office even approached us about our methodology, hoping to use it to analyze the department's most recent data at future board meetings.

Big plans are in the works for 2020. We will add a new tool that allows users to track institutional expenditures on student services (including Offices of Diversity and Inclusion) and auxiliary expenses, such as intercollegiate athletics. Another additional feature will help trustees identify peer institutions for the potential formation of cost-saving consortia.

### Educating Trustees Seminars and Conferences

ACTA remains steadfast in the belief that informed trustees are the key to balancing the competing demands of the institution while also guarding the public's interests. To that end, we help trustees develop a working grasp of the critical issues facing their campuses and how to address them. We not only provide intellectual ammuni-

tion but also host educational seminars on some of higher education's greatest challenges.

In April, ACTA hosted a regional seminar at Eastern University entitled "What Every College Student Should Know about American History." Its goal was to help governing boards institute a U.S. history requirement. Trustees from 12 different colleges and universities attended. The highly-acclaimed Civil War historian Allen Guelzo of Princeton University delivered the keynote address, "10 Things Everyone Should Know About American History," making the necessity of a collegiate requirement yet more clear. Failure to prepare students for informed participation in society is a grave malfeasance on the part of colleges and universities. With this seminar, ACTA helped trustees to exercise bold leadership and use their authority to initiate the curricular

## HowCollegesSpendMoney.com



Nearly 10,000 trustees, presidents, and others have used this tool since its launch at the National Press Club. Institutions are contacting ACTA for a closer analysis of the data, and many higher education leaders are using the data to pursue concrete change in their boardrooms.



### THE HECHINGER REPORT

**College spending comes under closer scrutiny**  
**By: DELECE-SMITH BARROW**  
**February 1, 2019**

We know that college costs are increasing, but what's harder to find out is where the money is going. The **American Council of Trustees and Alumni** on Wednesday launched a site that makes it easy to track how your hard-earned tuition dollars are spent: [HowCollegesSpendMoney.com](http://HowCollegesSpendMoney.com). It's geared toward college trustees, lawmakers and policy wonks. . . . But parents and students can take advantage of it as well.



Former U.S. secretary of homeland security and former governor of Pennsylvania, **Tom Ridge**, spoke to a gathering of trustees at Allegheny College.

A trustee from Thiel College wrote to his president and board chair that same evening urging the implementation of the recommendations discussed.

reform that will ensure the historical literacy of all their students.

ACTA held another regional seminar in September entitled “A Campus Culture of Intellectual Freedom: How Trustees Can Help.” With Allegheny College generously acting as our host, trustees from Capital University, Edinboro University, and Indiana University of Pennsylvania, among others, came together to discuss the protection of free expression on campus. The impact made by our panelists and the powerful remarks given by former governor of Pennsylvania and former U.S. secretary of homeland security, Tom Ridge, became clear when a trustee from Thiel College wrote to his president and board chair that same evening urging the implementation of the recommendations outlined at the conference.

In November, in partnership with the Mary Christie Foundation and the Hazelden Betty Ford Foundation, ACTA hosted “Everything to Gain: How Higher Education Leadership Can Confront Campus Substance Use and Enable Student Success.” A group of 75+ trustees, presidents, and campus health experts gathered in Boston for a one-day conference that included presentations by Dr. Robert DuPont, leading addiction specialist and president of the Institute for Behavior and Health; Joseph Lee, medical director at the Hazelden Betty Ford Foundation; Ronald Daniels, president of Johns Hopkins University; Shirley Collado, president of Ithaca College; Damon Sims, vice president for student affairs at Pennsylvania State University; Philip Hanlon, president of Dartmouth College; and several more expert college leaders.

The conference was timely. Each year, across the United States, more than 1,500 college students die due to alcohol-related incidents. Substance use not only endangers student health, but it is also an obstacle to academic achievement and negatively affects student outcomes. Boards have a deep responsibility for the safety and success of their students. They are obligated to remove any barriers to student academic enrichment and intellectual progress. The event was an outgrowth of ACTA’s recent guide *Addressing College Drinking and Drug Use: A Primer for Trustees, Administrators, and Alumni*, produced in collaboration with Dr. Amelia Arria of the University of Maryland School of Public Health. This report signaled to the higher education community the urgent need to put serious effort into tackling rampant alcohol and drug use through a coordinated substance use prevention strategy built on collective action.

Upon its release, the report generated almost immediate responses from the U.S. Drug Enforcement Administration (DEA), the White House, and Mothers Against Drunk Driving (MADD). In September, ACTA was asked to contribute an article, “Data Show Alcohol and Drug Use Hinder Academic Performance,” for the DEA’s “Views from the Field” website. And in November, at the request of the Trump administration, ACTA participated in a White House summit on opioid abuse designed to assess how this crisis affects college campuses. This conference—hosted by the White House Office of National Drug Control Policy and U.S. Surgeon General Jerome Adams—drew 100 college leaders, government officials, and health policy experts to discuss strategies

and tactics to protect the well-being of our nation's university students.

## Accountability in Action Working from Within

2019 was a banner year for ACTA's impact on higher education. Not only were we able to aid trustees in establishing cost-control measures and core curricular requirements, we also helped boards facing complex challenges from within and from outside their own institutions.

Last May, the University of Minnesota Board of Regents was faced with the weighty decision of whether to rename a building honoring a former university leader alleged to have had a significant

role in the segregation of campus housing in the 1930s and 40s. The problem arose when the university hastily constructed a process for seeking the regents' approval, preventing them from grappling with the multiple viewpoints and conflicting information surrounding the issue. Regents raised similar concerns of bias and a lack of transparency within the campus task force assigned to report on the controversy. ACTA provided talking points and public support to the board for its decision to challenge the validity and credibility of the task force's report. Regent Michael Hsu, one of the university's most prominent voices objecting to the renaming, credited ACTA for our assistance, saying, "We appreciate ACTA's guidance as to how a governing board should address this nuanced and sensitive topic." ACTA counseled against the

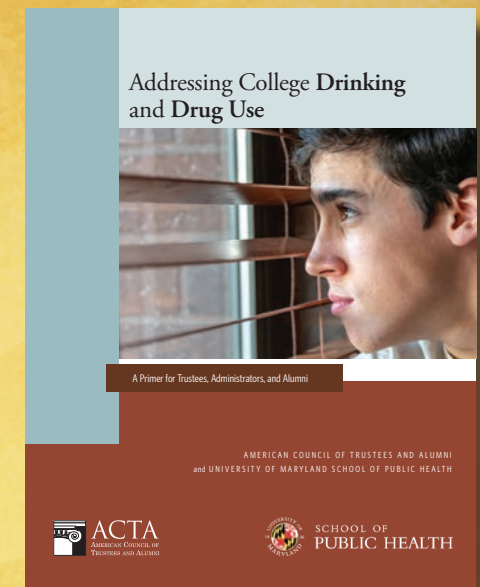
board's abdication of authority and urged regents to regain control of their university. After further discussion, the board ultimately rejected the name change proposal.

In June, ACTA, along with the Texas Public Policy Foundation, hosted an engaging discussion in Austin, TX, featuring former regent of the University of Texas System (UT), Wallace Hall. Mr. Hall spoke to a filled-to-capacity auditorium about his experience sounding the alarm in 2011 that there was corruption in UT's admissions procedures. He implored trustees to take on full responsibility for the operations of their universities as the final arbiters of honesty, transparency, and fairness. Amid increasing scrutiny in the wake of the recent Varsity Blues

**ACTA hosts a conference based on its landmark report addressing the serious problem of substance use on campus. Over 75 higher education leaders gathered to explore solutions.**



Brandon Busteed, Philip Hanlon, Damon Sims, Dr. John Howe, and ACTA President Michael Poliakoff discuss successful prevention programs.





Wallace Hall and Michael Poliakoff at the Texas Public Policy Foundation discuss trustees as the final arbiters of honesty, transparency, and fairness. ACTA published Mr. Hall's remarks given on the same subject upon receiving ACTA's Jerry L. Martin Prize for Excellence in College Trusteeship.



college admissions scandal, Mr. Hall's message for fellow board members could not be more imperative. He impressed upon the audience that governing boards must not become complacent, but instead should be the eyes and ears of their institutions in order to prevent fraudulent activities and keep their campuses accountable to the public trust.

## Reforming Accreditation

We continue to act as the nation's watchdog pushing for substantive reform to the higher education accreditation system. Accreditors wield immense power over colleges and universities, often interfering with the institutional autonomy that has made American higher education a model for the world. In 2019, reporters from the University of Maine's school paper reached out to ACTA President Michael Poliakoff for his insights on an initiative before the University of Maine System's Board of Trustees to adopt a unified accreditation system. Following the publication of his remarks, the board voted to do away with multiple

accreditations, paving the way for greater cooperation, resource-sharing, and efficiency. Dr. Poliakoff and ACTA Vice President of Trustee & Government Affairs Armand Alacbay also contributed a chapter on the role that the regulatory structure of accreditation has in raising the cost of college to the Heritage Foundation's book *The Not-So-Great-Society*, published in October.

ACTA Senior Fellow Anne Neal, who is a member of the National Advisory Committee on Institutional Quality (NACIQI), the official advisory body to the Secretary of Education on matters of postsecondary accreditation, continues to be highly involved in ACTA's efforts to defend trustee governance from accretor interference. Most recently, NACIQI hosted a hearing for higher education leaders to testify on the proper role of accrediting bodies—if any—in weighing in on institutional governance issues that are outside the scope of the Higher Education Act. ACTA President Michael Poliakoff was an invited witness and gave a compelling argument for ending accretor overreach.

“I've watched [ACTA] grow and adapt under the leadership of Anne and now Michael, and I can comfortably say there is not an organization in America better suited to promote, defend, and educate trustees on our mission than ACTA.

—Wallace Hall, *University Culture Must Change—And That Change Must Start at the Top*



# National Reach

## Informing the Public Conversation

In 2019, ACTA appeared over 900 times in leading higher education and national publications, including the *Chronicle of Higher Education*, the *Washington Post*, and the *Wall Street Journal*. Our commentary helped college presidents, trustees, policymakers, and families stay informed on the most pressing challenges facing America's colleges and universities. ACTA's advice was heard across 48 states and appeared in major regional news media, including the *Cincinnati Enquirer*, the *Cleveland Plain Dealer*, the *Orange County Register*, the *Albany Times Union*, the *Baltimore Sun*, and more.

This year, ACTA President Michael Poliakoff became a regular contributor to Forbes.com. His column called out lax board oversight at Liberty University; brought attention to how Historically Black Colleges and Universities uphold academic excellence; and warned prospective faculty and students about the University of California–Berkeley's dangerous policy of first evaluating candidates for faculty positions on the basis of their statements concerning diversity.

GoACTA.org saw tremendous traffic in 2019, with users up 68% from last year and unique pageviews up 50%. Compelling media, including a powerful article written by ACTA's 2019 Merrill Award winner José Cabranes in the *Wall Street Journal*, grabbed the attention of the public and drove many readers to ACTA's blog The Forum, our website, and our social

media pages. ACTA's new WhatWillTheyLearn.com website generated an enormous response with 65,697 users and 277,725 pageviews in 2019. The release of the 2019 edition of *What Will They Learn?* received national print coverage and was featured on several public radio stations.

ACTA's **Higher Ed Now** podcast downloads increased by 77%, topping 21,000. Over 15 interviews broke new ground in the pursuit of excellence, affordability, and freedom, with headlines including professor of politics at Sarah Lawrence College, Samuel Abrams; Kenyon College President Sean Decatur; Rick Hess, director of education policy studies at the American Enterprise Institute; University of Pennsylvania Law School Professor Amy Wax; David Bruce Smith, founder of the Grateful American™ Foundation; and



ACTA honored Samuel Abrams, professor of politics at Sarah Lawrence College, as our fifth **Hero of Intellectual Freedom**. Although students vandalized his property and called for his dismissal, he continued to expose the political homogeneity among college administrators and defended intellectual diversity.

In his keynote remarks at our 2019 ATHENA Roundtable, he thanked ACTA for our support.

the nation's leading voice on youth drug addiction, Dr. Robert DuPont.

## Reaching the Higher Education Community

**Trustees.** Our growing network includes trustees from nearly every four-year institution across the country offering a liberal arts degree. We continue to offer guidance and support and reach over 23,000 trustees at nearly 1,300 institutions.

**Alumni.** Our quarterly newsletter *Inside Academe* reaches more than 13,000 alumni from a wide range of colleges and universities. And over 3,000 alumni receive our monthly eNewsletters as well as email updates about our latest initiatives, events, and achievements.

**Governors and Policymakers.** ACTA reaches out to governors and their education policy staffs, as well as to many state policymakers and legislators.

## ATHENA Roundtable What Happens at College *Doesn't Stay* at College

ACTA's 2019 ATHENA Roundtable drew an audience of over 100 trustees, donors, alumni, and students who came away empowered to join us in the fight to restore America's colleges and universities.

The panelists on "How Colleges Spend Money and Why It Matters" pulled no punches: College costs

are too high, and returns are too low. Veteran higher education leaders Mark Yudof, president emeritus of the University of California; Eugene Hickok, former U.S. Deputy Secretary of Education; University of Colorado Regent Heidi Ganahl; Virginia Senator Chap Petersen; and ACTA Vice President of Trustee & Government Affairs Armand Alacbay discussed innovative strategies for bringing tuition costs under control, including ACTA's new online tool [HowCollegesSpendMoney.com](http://HowCollegesSpendMoney.com).

On the second panel, Pano Kanelos, president of St. John's College–Annapolis; Louise Mirrer, president of the New-York Historical Society; Jon Parrish Peede, chairman of the National Endowment for the Humanities; John Altman, long-time trustee of Miami University; and Ali Eskandarian, executive director of ACTA's Fund for Academic Renewal, discussed why the humanities matter and how our liberal arts colleges can develop graduates who are excellent job candidates and are equipped to participate fully in our democracy.

The 2019 Roundtable culminated with an insightful keynote address by Sarah Lawrence College Professor Samuel Abrams and a vibrant colloquy between Mark Yudof, ACTA President Michael Poliakoff, and Roundtable attendees. Both discussions focused on how to preserve intellectual freedom on campus for the sake of students who are enthusiastic to learn from others and to engage with views across the ideological spectrum.

# ATHENA ROUNDTABLE & MERRILL AWARD GALA



Kathleen Parker



Jonathan Pidluzny, Pano Kanelos, Louise Mirrer, John Altman, and Jon Parrish Peede



Eugene Hickok and Mark Yudof



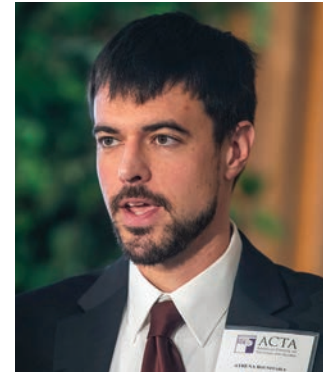
The Honorable Michael B. Mukasey



Merrill Award Winner The Honorable José A. Cabranes



Heidi Ganahl and Chap Petersen



Rick Seltzer



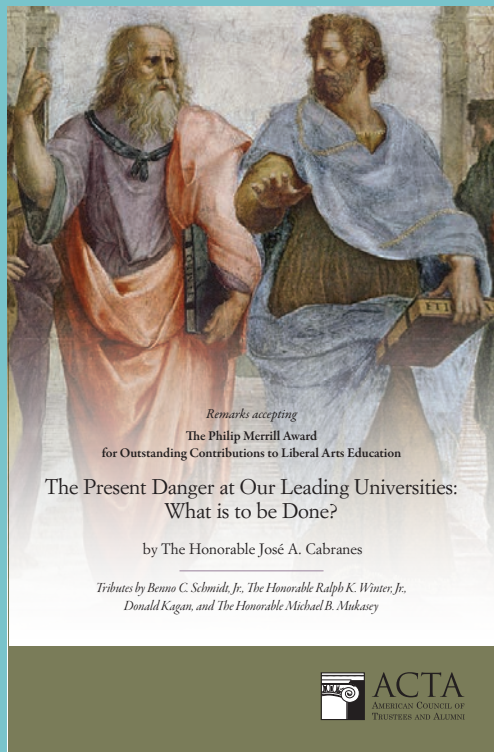
Benno C. Schmidt, Jr.



The Honorable Ralph K. Winter, Jr.  
(by video)



Donald Kagan



## Recognizing Leaders Who Make a Difference

As part of our ATHENA event, ACTA honored former University of Texas regent, Wallace Hall, with the 2019 **Jerry L. Martin Prize for Excellence in College Trusteeship**. Mr. Hall’s unremitting work to expose admissions fraud while serving on the governing board of his university is an example for all college trustees who seek to uphold accountability and integrity at their institutions.

In his acceptance speech, *University Culture Must Change—And That Change Must Start at the Top*, Mr. Hall remarked, “I would like to thank this organization, the American Council of Trustees and Alumni. Specifically, Anne Neal and Michael Poliakoff brought national attention to our struggle. They brought gravitas and expertise from decades in the trenches, fighting for sound governance and the sanctity of our American universities.”

At this year’s ATHENA Gala, the Honorable José A. Cabranes, United States Circuit Judge of the United

States Court of Appeals for the Second Circuit, received our **Philip Merrill Award for Outstanding Contributions to Liberal Arts Education**. Over his career as a highly-respected jurist and former trustee of Yale, Columbia, and Colgate universities, Judge Cabranes has acted as a fierce guardian of academic freedom in firm belief that the decay of the principles of liberty at America’s colleges and universities affects our entire country.

Moving tributes to Judge Cabranes were delivered by Benno Schmidt, former president of Yale University and a past Philip Merrill Award recipient; Ralph K. Winter, United States circuit judge; Donald Kagan, Sterling Professor Emeritus of Classics & History at Yale University and a past Philip Merrill Award winner; and former U.S. attorney general Michael B. Mukasey.

Judge Cabranes’s remarks accepting the award, entitled *The Present Danger at Our Leading Universities: What is to be Done?*, called on faculty, trustees, and donors to reassert the university’s true mission of intellectual virtue, reflection, and freedom to pursue truth wherever it may lead.

“Once again, your finger was perfectly positioned on the pulse of higher education today. . . . It has been . . . a privilege to engage in ACTA’s important and consequential work over so many years.

—Louise Mirrer, President & CEO, New-York Historical Society

Judge Cabranes’s captivating speech, *The Present Danger at Our Leading Universities: What is to be Done?*, exposed the threat to American higher education posed by the destructive synergy of non-academic administrators and student activists.

His remarks were featured prominently on the opinion page of the *Wall Street Journal*.





# Who We Are

## Our Staff

Michael B. Poliakkoff  
*President*

Lauri Kempson  
*Senior Vice President*

Armand Alacbay, Esq.  
*Vice President of Trustee & Government Affairs*

Michael Deshaies  
*Vice President of Communications & Development*

Jonathan Pidluzny  
*Vice President of Academic Affairs*

Emily Koons Jae  
*Director of Fund for Academic Renewal*

Doug Sprei  
*Director of Multimedia & Campus Partnerships*

Greta Wagley  
*Senior Researcher & Editor*

Kyle Beltramini  
*Senior Program Officer for Trustee & Government Affairs*

Nathaniel Urban  
*Associate Director of Curricular Improvement*

Sarah Wilson  
*Associate Director of Development*

Connor Murnane  
*Program Manager of Media Relations*

Nicholas Bratvold  
*Operations Manager*

Ian Cook  
*Program Officer for Trustee & Government Affairs*

Erik Gross  
*Program Officer for Communications*

David Doerr  
*Program Associate for Development*

Rebecca Richards  
*Program Associate for Fund for Academic Renewal*

Mick Bucaro  
*Program Associate for Trustee & Government Affairs*

Christina Zack  
*Program Associate for Trustee & Government Affairs*

Alexandra Quillen  
*Program Associate for Academic Affairs*

Leslie Deshaies  
*Executive Assistant*

## Senior Fellow Anne D. Neal

ACTA continues to benefit from the expertise of our senior fellow, Anne Neal. Ms. Neal is a co-founder of ACTA and served as our president from 2003 to 2016. She currently serves as a member of the National Advisory Committee on Institutional Quality and is on the frontlines of accreditation reform.

# 2019 Financial Statements

## STATEMENT OF FINANCIAL POSITION as of December 31, 2019

### Assets

Cash/Cash Equivalents (unrestricted)	\$3,582,629
Marketable Securities	1,031,890
CDs and T-Bills (restricted) - FAR	1,416,620
Receivables	3,280
Prepayments/Other Assets	48,017
Property/Equipment (Net)	<u>518,568</u>

**Total Assets** **6,601,004**

### Liabilities & Net Assets

Accounts Payable	47,862
Deferred Rent	<u>227,309</u>

**Total Liabilities** **275,171**

Unrestricted Net Assets	4,909,213
Temporarily Restricted Net Assets	<u>1,416,620</u>

**Total Net Assets** **6,325,833**

**Total Liabilities & Net Assets** **\$6,601,004**

## STATEMENT OF ACTIVITIES as of December 31, 2019

### Revenue & Support

Contributions/Grants (unrestricted)	\$2,047,523
Grants (restricted)	983,850
Interest & Dividends	83,793
Miscellaneous Income	12,151
Realized/Unrealized Gains	<u>376,026</u>

**Total Revenue & Support** **3,503,343**

### Expenses

Programs	3,086,037
Fundraising	31,559
Management/General	<u>200,350</u>

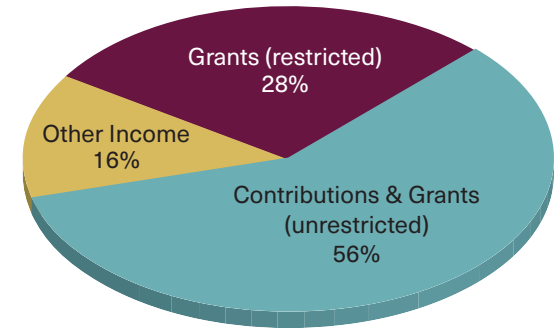
**Total Expenses** **3,317,946**

**Change in Net Assets** **185,397**

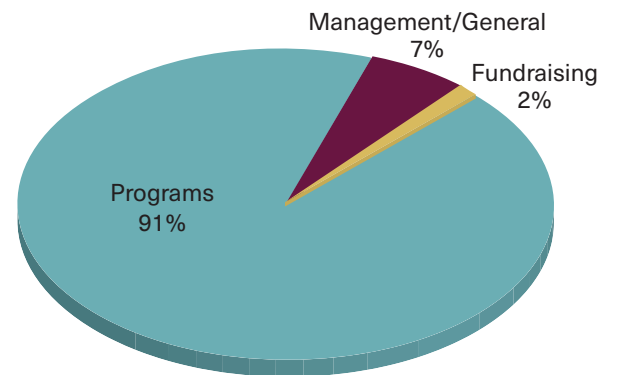
**Net Assets, beginning of year** **6,140,436**

**Net Assets, end of year** **\$6,325,833**

## 2019 OPERATING REVENUE



## 2019 OPERATING EXPENSES



## Interns & Lewit Fellows

ACTA's internship program offers a unique educational experience to talented college students and recent graduates. Our spring and summer interns perform critical research on the What Will They Learn?® project as well as other key research and writing tasks, including the development of our high school counselor database. The Robert Lewit Fellowship in Educational Policy offers select students the opportunity to engage in special assignments. Interns and fellows are treated to a summer speaker series, in which eminent scholars discuss important topics in higher education. This year's interns enjoyed visits to historical DC sites

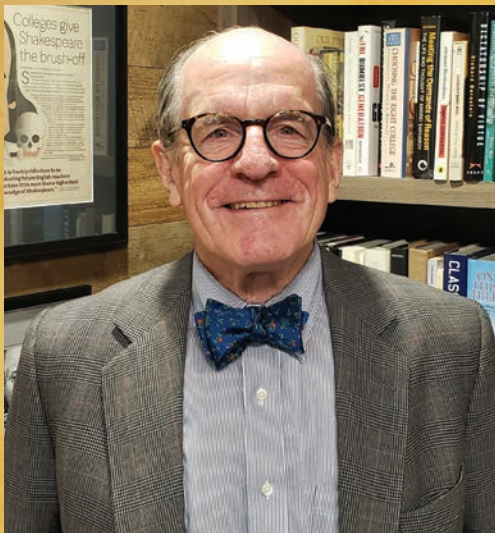
and discussions with leaders including Jon Parrish Peede, chairman of the National Endowment for the Humanities, and April Lawson, the director of debates for the Better Angels project.

## Donors & Donor Societies

The generosity of ACTA's many supporters empowers us to do our important work, and because we do not receive government funding, it enables us to maintain our independence in forming our policies and taking action. Members of ACTA's donor societies are invited to exclusive events throughout the year, where they meet important and influential scholars and leaders

of higher education reform. We appreciate these opportunities to get to know our donor society members and to hear their ideas about the future of American higher education.

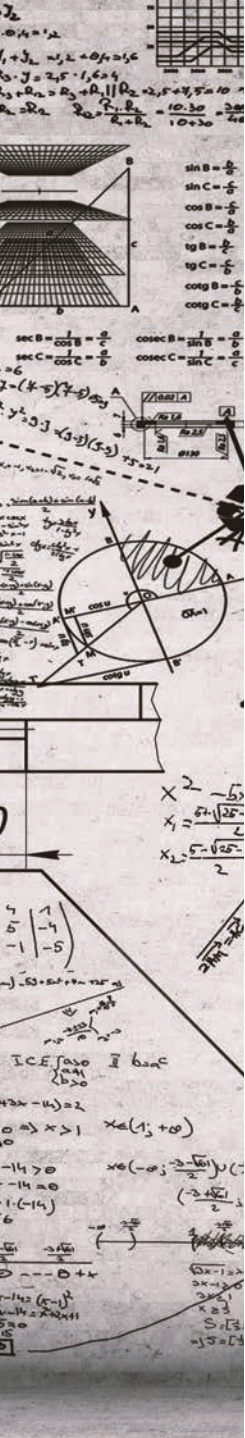
This year, ACTA donors enjoyed intimate gatherings featuring speakers including University of Pennsylvania Law School Professor Amy Wax; former president of the University of Colorado Hank Brown; Dr. John Lenczowski, founder and president of the Institute of World Politics; former University of Texas regent and admissions corruption whistleblower Wallace Hall; and American novelist Thomas Mallon.



**Edwin D. Williamson** took over the helm as ACTA's new board chairman in 2019. Mr. Williamson is dedicated to higher education reform and served as chairman of the board of regents and as a trustee of the University of the South. He graduated from the New York University School of Law in 1964 and went to work at the firm of Sullivan & Cromwell, becoming a partner in 1971 and Senior Counsel in 2006. He served as the Legal Adviser of the U.S. Department of State from 1990–1993.



ACTA's interns visit the home of Frederick Douglass. Our summer program includes field trips to historical sites as well as discussions with higher education leaders.



## Our Partners

ACTA is grateful for our supporters whose loyalty and dedication make this important work possible. We rely upon them not just for funding, but for inspiration, collaboration, and assistance in our common goal to ensure that all college students receive an affordable, intellectually rich liberal arts education. We are greatly encouraged by the progress that is made each year to protect *academic freedom*, promote *academic excellence*, and advance *accountability* in higher education. We would like to extend our sincerest gratitude for the continued assistance of our partners, sponsors, and donors.

### ATHENA Roundtable Supporters

#### Trustee – \$25,000

Paul S. Levy, *New York*  
 Carl Menges, *New York*  
 Kathe & Edwin Williamson,  
*District of Columbia*

#### Chancellor – \$10,000

John Altman, *Nevada*  
 Beazley Foundation, Inc., *Virginia*  
 Jane Fraser, *Georgia*  
 Jody Wolfe, *Florida*

#### Dean – \$5,000

Paula & Edward Fichtner, *New York*  
 Foundation for Individual Rights in  
 Education, *Pennsylvania*  
 Merrill Family Foundation, *Maryland*  
 Anne Neal & Thomas Petri, *District of Columbia*

Michael Poliakoff, *Virginia*  
 Stanley W. Stillman, *Virginia*

#### Professor – \$2,500

Lawrence Berlin, *Illinois*  
 Martha Lewis, *Maryland*  
 Jane & Robert Lewit, *Florida*  
 Kathleen McCreary, *Illinois*  
 National Association of Scholars, *New York*  
 Triad Foundation, *New York*  
 Woodford Foundation for Limited  
 Government, *Colorado*

#### Supporter – \$1,000

Adelphic Cornell Educational Fund, *New York*  
 Ashbrook Center at Ashland University, *Ohio*  
 Marianne & M. Blouke Carus, *Illinois*  
 Richard R. Davis, *New York*  
 A.C. Fitzgerald & Associates, *Virginia*  
 Lee Goodman, *Virginia*

### Legacy Society

The Legacy Society honors donors who make planned gifts to ACTA. Their generosity drives ACTA's work, creating a real legacy by protecting rich liberal arts education for future generations.

Anonymous  
 M. Blouke Carus, *Illinois*  
 Jeanne & Gordon Evans, *California*  
 Clifford P. Hackett, *District of Columbia*  
 Edna Haskell, *South Carolina*  
 Virginia & Sandy MacNeil, *North Carolina*  
 George S. Parker II Charitable Trusts, *Wisconsin*  
 Elaine Sommers Rich, *Indiana*  
 The Estate of John R. Wilson, *Georgia*

### Leadership Society

The Leadership Society consists of grant-making foundations whose generous gifts make ACTA's endeavors possible.

Anonymous

The Achelis and Bodman Foundation, *New York*  
 Adelphic Cornell Educational Fund, *New York*  
 Beazley Foundation, Inc., *Virginia*  
 Belz Foundation, *Maryland*  
 The Lynde and Harry Bradley Foundation,  
*Wisconsin*

Mary Christie Foundation, *Massachusetts*  
 Clark Charitable Trust, *Massachusetts*  
 The Adolph Coors Foundation, *Colorado*  
 Diana Davis Spencer Foundation, *Maryland*  
 Ken W. Davis Foundation, *Texas*  
 D.W. Gore Foundation, *Massachusetts*  
 Hazelden Betty Ford Foundation, *Minnesota*  
 Albert and Ethel Herzstein Charitable  
 Foundation, *Texas*

Fletcher Jones Foundation, *California*  
 F.M. Kirby Foundation, *New Jersey*  
 Jean K. Lafromboise Foundation, *Washington*  
 Fred Maytag Family Foundation, *California*  
 Philip M. McKenna Foundation, *Pennsylvania*  
 Merrill Family Foundation, *Maryland*  
 New World Somewhere, *Illinois*  
 George S. Parker II Charitable Trusts, *Florida*  
 Sarah Scaife Foundation, *Pennsylvania*  
 Sordoni Foundation, *Pennsylvania*  
 Stuart Family Foundation, *Illinois*  
 Triad Foundation, *New York*  
 The Watterson Foundation, *Virginia*

### **Founder's Society**

Established in 2015, the Founder's Society is ACTA's highest level of individual donors. It recognizes donors who support ACTA with gifts of **\$50,000** or more.

Anonymous  
Jody Wolfe, *Florida*

### **Chairman's Society**

Established in 2011, the Chairman's Society consists of individuals who support ACTA with gifts of **\$25,000** or more.

Mary Louise Carus Mahdi, *Illinois*  
Harold W. Eickhoff, *New Jersey*  
Edna Haskell, *California*  
Howard H. Leach, *Florida*  
Paul S. Levy, *New York*  
Carl B. Menges, *New York*  
Susan & Roger Stone, *Illinois*  
Kathe & Edwin Williamson, *District of Columbia*

### **Trustee's Society**

Established in 2016, the Trustee's Society consists of individuals who support ACTA with gifts of **\$15,000** or more.

Anonymous  
Barbara & John Bruning, *New York*  
Jane & Robert T. Lewit, *New York*

### **Decade Society**

Established in 2005 to commemorate ACTA's 10<sup>th</sup> anniversary, the Decade Society consists of individuals who donate **\$10,000** or more.

James Agras, *Pennsylvania*  
John W. Altman, *Arizona*  
Amy & James Bennett, *Connecticut*  
Boies Schiller Flexner LLP, *New York*  
Margaret & James Costan, *District of Columbia*  
Paula & Edward Fichtner, *New York*  
Jane Fraser, *Georgia*  
Albert Oettinger, *North Carolina*  
Michael B. Poliakoff, *Virginia*  
David Bruce Smith, *District of Columbia*  
Stanley W. Stillman, *Virginia*

### **Society of Fellows**

Established in 2011, the Society of Fellows recognizes individuals who contribute at least **\$5,000** in support of ACTA's work.

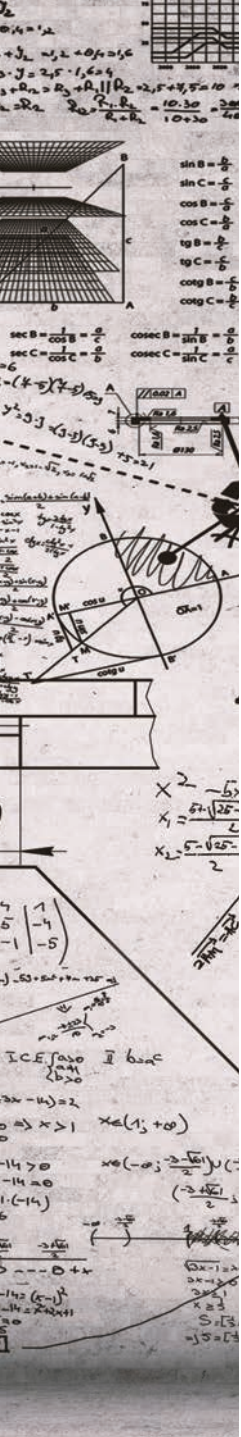
Martha W. Acker, *Alabama*  
Heidi Ganahl, *Colorado*  
Charles B. Johnson, *Florida*  
Michael L. Keiser, *Illinois*  
Jerry L. Martin, *Pennsylvania*  
Anne D. Neal, *District of Columbia*  
Arthur J. Rothkopf, *Maryland*

### **President's Society**

Established in 2007, President's Society members contribute between **\$1,000** and **\$5,000**.

Anonymous  
Peter Alcock, *Massachusetts*  
Winifred J. Amaturro, *Florida*  
Steven Atcheson, *Texas*  
Michael Barone, *District of Columbia*  
Joe Ann Batcheller, *Florida*

Lawrence S. Berlin, *Illinois*  
Richard A. Bernstein, *New York*  
Richard Birnie, *Texas*  
Benjamin Daniel Blatt, *California*  
Catherine A. Boltz, *Florida*  
Neil K. Bortz, *Ohio*  
J. Bayard Boyle, *Tennessee*  
Stephen F. Brauer, *Missouri*  
James L. Broadhead, *Florida*  
T. Kimball Brooker, *New York*  
John Stuart Bruce, *North Carolina*  
Jan Andrew Buck, *New Jersey*  
M. Blouke Carus, *Illinois*  
Irving Cohen, *Maryland*  
Pearl J. Compaan, *Ohio*  
James Creigh, *Nebraska*  
Kent Croft, *Maryland*  
Richard R. Davis, *New York*  
Michael Deshaies, *Delaware*  
Harold E. Dittmer, *California*  
James Doty, *District of Columbia*  
Stephen Einhorn, *Wisconsin*  
John G. Endriz, *California*  
Steven Frankel, *Ohio*  
Robert L. Freedman, *Pennsylvania*  
Marsha L. Frey & Linda S. Frey, *Montana*  
Jerry Glenn, *Kentucky*  
Robert Grusky, *Florida*  
Clifford P. Hackett, *District of Columbia*  
Robert S. Hathorne, *Arizona*  
John T. Hazel, *Virginia*  
John Hillen, *Virginia*  
Mary Lou Huff, *New York*  
John D. Hutson, *Florida*



Lawrence Hyatt, *Tennessee*  
 W. Henry Johnson, *South Carolina*  
 Audrey & Frederick M. Kapetansky, *Ohio*  
 Daniel Kelleher, *Florida*  
 Lauri Kempson, *Virginia*  
 Raymond C. Lauver, *North Carolina*  
 Martha Lewis, *Maryland*  
 John S. Lillard, *Illinois*  
 Aarno Liuksila, *District of Columbia*  
 Matthew R. Lynde, *California*  
 Steven P. Mach, *Texas*  
 John Madigan, *Illinois*  
 Michael C. Maibach, *Virginia*  
 Tad Malpass, *Michigan*  
 Peter Mason, *Illinois*  
 Kathleen S. McCreary, *Illinois*  
 Alice Pack Melly, *Connecticut*  
 Rona & Allan Mendelsohn, *District of Columbia*  
 Donald N. Merino, *Massachusetts*  
 Judith Messina, *New York*  
 William Modahl, *New Mexico*  
 Frederic E. Mohs, *Wisconsin*  
 Peter Moyer, *Nevada*  
 Laurance B. Nilsen, *Arizona*  
 Barbara O'Mara, *Massachusetts*  
 Thomas C. Patterson, *Arizona*  
 Nicholas Peay, *Ohio*  
 Arthur Penn, *New York*  
 Angelo Pizzagalli, *Vermont*  
 James C. Pizzagalli, *Vermont*  
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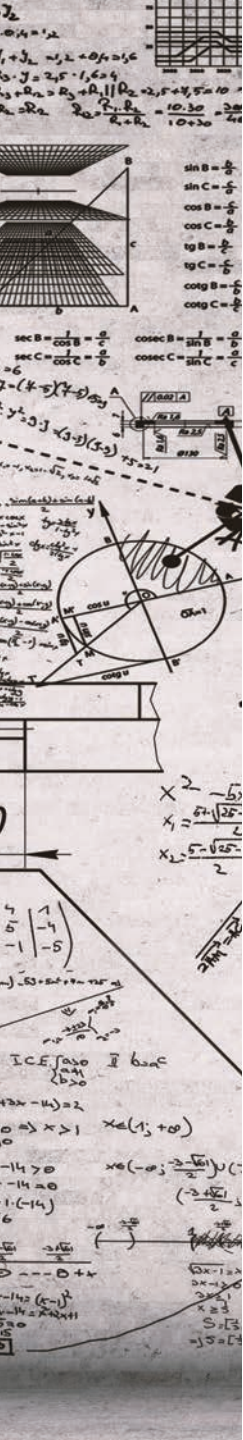
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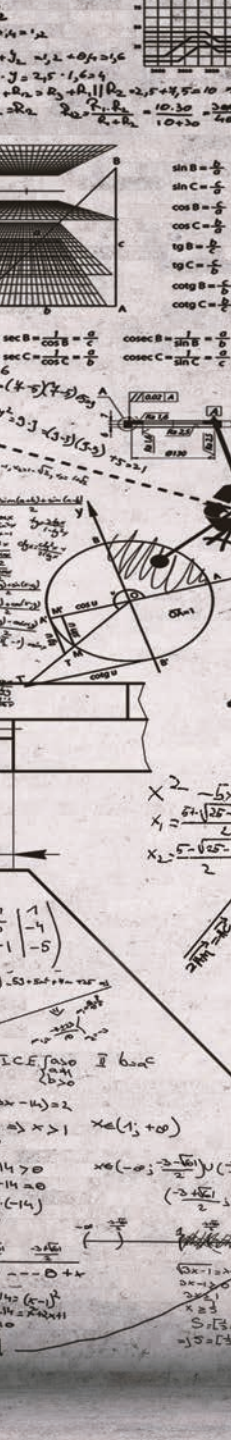


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