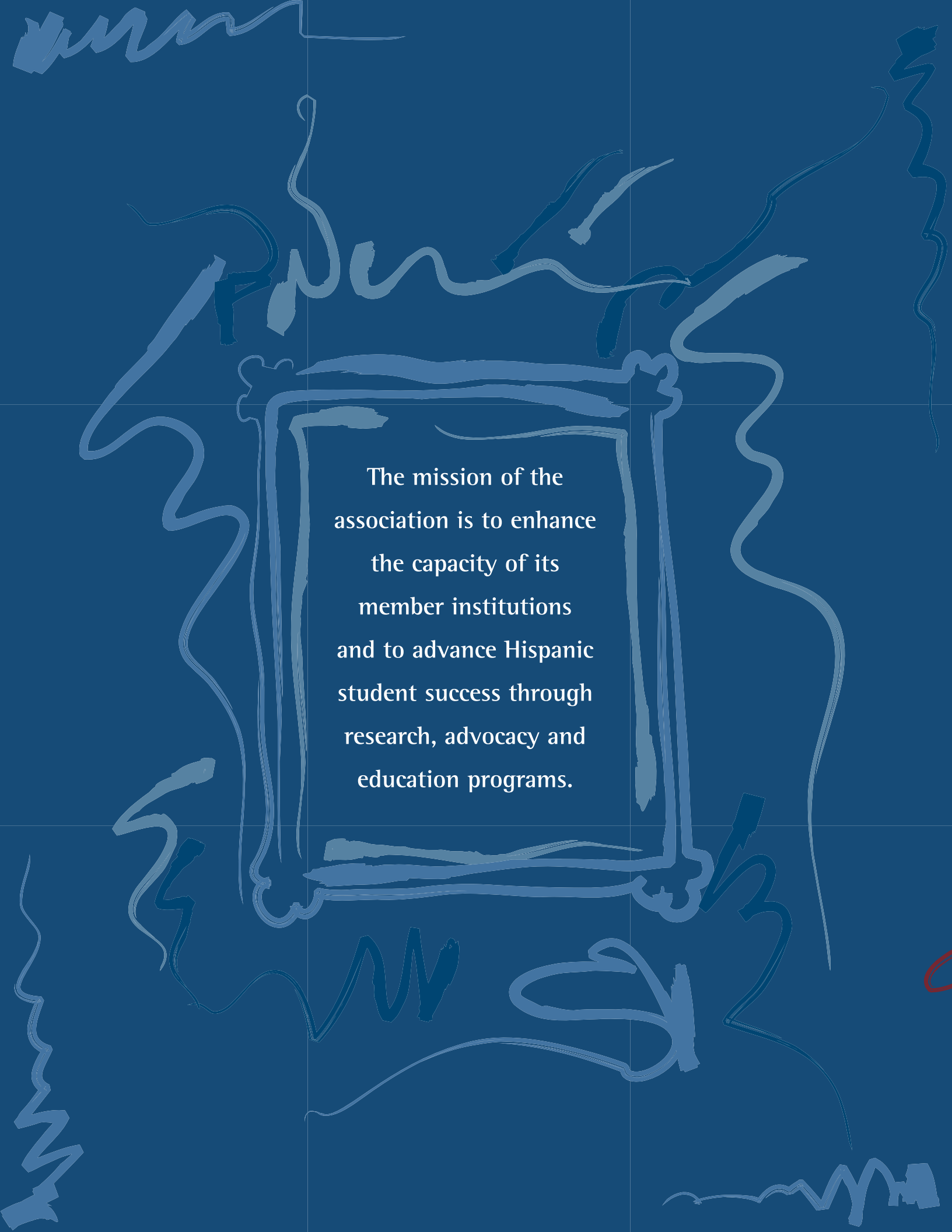




Hispanic Association of Colleges & Universities

2003 Annual Report



The mission of the
association is to enhance
the capacity of its
member institutions
and to advance Hispanic
student success through
research, advocacy and
education programs.

2003-2004 Governing Board

Miguel Palacios, *Chair
President
Pima County Community College District,
Desert Vista Campus*

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California State University, San Marcos*

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Valencia Community College
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*President
Borough of Manhattan Community College,
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*President
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Maria C. Sheehan,
*Superintendent/President
College of the Desert*

Jose A. Vicente,
*President
Miami-Dade College
North Campus*

Ex-Officio:
Antonio R. Flores,
President and CEO

HACU Corporate & Philanthropic Council 2003

Carlos Pagoaga,
*Manager-Hispanic Community Relations
The Coca-Cola Company*

Raquel "Rocky" Egusquiza,
*National Hispanic Affairs Contributions
Program Manager
Ford Motor Company Fund*

Rafael Fantauzzi,
*Corporate Relations Manager
Coors Brewing Company*

Alfonso Martinez,
*Director of Diversity and Employment
Marketing
Capital One Services, Inc.*

Orlando Padilla,
*Director-Public Policy Center
General Motors Corporation*

Jose R. Ruano,
*Manager, Priority Market Relations
Miller Brewing Company*

Guillermo Jimenez-Sepulveda,
*Executive Vice President and
Director, U.S. Operations
Banamex Citigroup*

Victor G. Cabral,
*Vice President, Government and Hispanic
Affairs
Verizon Communications*

Ronald E. Montoya,
*President & CEO
PlastiComm Industries, Inc.*

Steve O'Connor,
*Vice President of University Relations &
Property Staffing
Marriott International, Inc.*

Grace Tillinghast,
*Community Relations and Contributions
Eastman Kodak Company*

2003 Friends of HACU

Teresita Aguilar
Veronica Aguilar
Laela Al-Ashari
Rachel Anaya
Lisa Anaya
Karen Andrews
Barb and Jim Ashbaugh
Douglas M. Avalos
Greg Ayala
Eric Basques
Lourdes Bird
Lorena Blanco
Imelda Bosquez
José C' de Baca
Lilly Cardenas
Jennifer Ann Casanova
Veronica Castaneda
Donald Castro
Dr. Claire Cavallaro
Arturo Ceja
Dr. Rita Cepeda
Janice Chavez
Zulmara Cline
Jose Cruz
Ramiro P. Cruz Jr.
Rey Cuesta
Noemi De Hoyos
Jozil DeLeon PhD
Lourdes Delgado
Michael N. Diez
George Dowdall
Maria Enciso
Beatriz T. Espinoza
Ana H. Esquivel
Ken Evan
Ryan Fernandez
Ricardo R. Fernandez
Dolores Fernandez
Donna Fiedler Arredondo
Cynthia Flores
Antonio R. Flores
Calvin One Deer Gavin

Harold Giese
William Gil
Susana Glaza Christensen
Armando Gomez
Phillip Gonzales
Mary Beth Gonzales
Enrique F. Gonzalez
Magda Gonzalez
Rene Gonzalez
Alexander Gonzalez
Carla Grantham
Tito Guerrero
Renee Haines
Robert R. Hardy
Christina Haugland
Carol F. Hill
Theresa Hogan Egkan
Larry Houston
Eric Howard
Kay Kennedy
Ricardo Latapi
Antonio Leiva
Dr. David Leon
Adela G. Lopez
Miranda L. Lopez
Phyllis C. Lucas-Woods
Edith Luna
Olga MacLean
Sigfredo Maestas
Luis Maldonado
Margie Mancillas
Leticia Márquez-Magana
Santos Martínez
Antonio Martínez
María Melgoza
Teresa C. Mena
Rosario Mendez
John Moder
Agnes Mojica
Dr. Tomas Morales
Lucia Morales
David Raul Morin

Olivia Moya
Laura Muniz
Marirrosa Nazario de Arce
Juan Necochea
Chris Nelson
Luis Nuño Briones
Daniel Olmos Jr.
Lourdes Oroza
J. Michael Ortiz
Reynaldo F. Ortiz
Emeterio Otero
Sandra Pacheco
Dyanesa Pacheco
Miguel Palacios
Carlos Parada
Laura B. Parr
Jeannette Pelton
Sandra Peñaheerrera
Rosa Perez
Antonio Perez
Patrick W. Prindle PhD
Octavio A. Ramirez
Jose Luis Ramirez
Dr. Diane N. Ramirez
Adolfo Ramirez
Alex Ramirez
David Rangel
Nohemi Rangel
Jim Reese
Richard Regua
Cecilia Rhoades PhD
Santos Rivera
Linda Rivera
Rey Rivera
Piedad Robertson
Jorge Rocha
Dan Rogas
Gustavo Roig
James M. Rosser
John Rude
Gumecindo Salas
Francisco Sanchez

Jose Luis Santos
Carl Sauder
Wilfredo Sauri
Tracy Scrivner
Pepe Serna
Dr. Maria C. Sheehan
Jose P. Simo
Beth Sisneros
Patricia Smith
Walter Somerville
Jean Somerville
Ismael Sosa Jr.
Salme Steinberg
Eliseo "Cheo" Torres
Lourdes Torres
Leon Turner
Regina Uribes
Robert Urtecho
Ramiro Valdez
Patrick Valdez
Jorge A. Vargas
Cynthia Vela
Jose Vicente
Deborah Villanueva
Dr. Joaquin Villegas
Gloria Webber
Jerry D. Wells
Javier L. Zambrano
Javier L. Zambrano Sr.
Silvia Zapico

Letter From the Chair

It is my privilege to report a year of stellar achievements by the Hispanic Association of Colleges and Universities in service and outreach to our membership. HACU in 2003 formed valuable new partnerships and attracted record new funds directly benefiting our growing membership with important new infrastructure, program development, research, scholarship, internship and faculty development monies.

New partnership agreements reached in 2003 with the U.S. Department of Defense and others will translate into additional research and funding opportunities for the country's Hispanic-Serving Institutions (HSIs) in the year ahead. In Congress, HACU won important increases in FY 2004 federal funding for HSIs under Title V of the Higher Education Act and within the program budgets of the U.S. Departments of Agriculture and Housing and Urban Development.

HACU laid the foundation in 2003 to present Congress with comprehensive proposals for substantial new federal investments in Hispanic higher education, including an agenda for the pending five-year reauthorization of the Higher Education Act. Notably, HACU won the first formal support in 2003 for proposals for a new Title V graduate education component and new Title V category of Associate HSIs.

HACU in 2003 became a founding member of the new organization, Partners in Hispanic Education. HACU continues its important work with the Alliance for Equity in Higher Education and the Advanced Networking with Minority-Serving Institutions initiative to collectively address higher education needs shared by all minority communities.

To support HACU's rapidly expanding reach to the global Hispanic higher education community, HACU welcomed a renowned leader in international education, Alvaro Romo, as HACU's new Executive Director of International Programs and Support Services.

HACU enjoyed unprecedented national recognition in 2003 for its championship of Hispanic higher education success. Among numerous honors bestowed on HACU President and CEO Antonio R. Flores was a Lifetime Achievement Award from Hispanic Business magazine and National Educational Leader of the Year honors from the editors of Hispanic Journal.

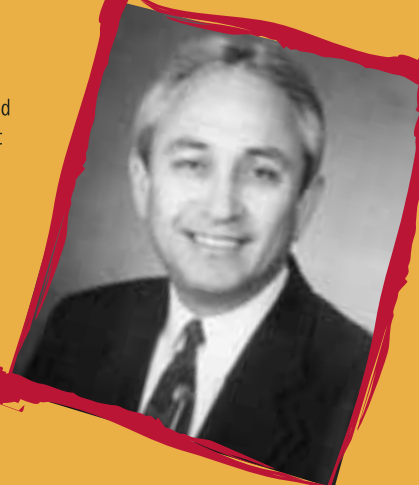
HACU in 2003 celebrated new and continuing support from leading corporations, foundations and federal agencies. The HACU National Internship Program once again reached new records for participation in what has become the nation's largest Hispanic college internship program. Generous contributions led to a 90 percent increase in HACU-administered student scholarships awarded.

On behalf of the HACU Governing Board, I extend our enduring gratitude and admiration to our partners, supporters, sponsors and dedicated staff.

Sincerely,



Miguel Palacios
Chair, HACU Governing Board
President
Pima Community College
Desert Vista Campus



Letter From the President and CEO



The Hispanic Association of Colleges and Universities is deeply grateful to its members, partners, and supporters for a year of outstanding accomplishments in our shared mission to champion Hispanic higher education success.

HACU welcomed 46 new member and partner institutions and increased its total membership to 359 in 2003. HACU met the challenges of domestic economic uncertainties and the added fiscal constraints of the escalating costs of conflicts abroad to win substantial new public- and private-sector support for HACU institutions, faculty, and students.

As the nation's chief advocate for Hispanic higher education, and the leading international voice for our global Hispanic higher education community, HACU attracted record new attention and participation to our 2003 Capitol Forum in Washington, D.C., 17th Annual Conference in Anaheim, California, and our 5th International Conference in Guadalajara, Jalisco, Mexico.

HACU joined in the successful defense of diversity in the landmark U.S. Supreme Court rulings on affirmative action in higher education admissions policies in 2003. HACU remains co-leader of the Alliance for Equity in Higher Education as a unified voice for all minority higher education concerns.

HACU's partnerships are helping us meet the needs of our campuses and the larger communities they serve with pre-collegiate outreach, scholarship programs, workforce development partnerships, financial literacy workshops, leadership development forums, cross-border collaboration and access to next-generation technologies in service to the country's largest ethnic population. The acclaimed HACU National Internship Program has provided paid internships for more than 4,600 students and opened new doors for many of them to advance their career goals.

HACU's achievements in 2003 would not have been possible without the invaluable expertise and continuing contributions of our Governing Board, Corporate and Philanthropic Council, staff, members, partners, sponsors, and many supporters. Their dedication inspires us to establish new records for Hispanic higher education excellence and success in the year ahead.

Cordially,

A handwritten signature in black ink that reads "Antonio R. Flores".

Antonio R. Flores
President and CEO

Office of Member Services

Despite difficult financial times for many of HACU's member colleges and universities due to state and federal budget cuts, HACU's membership numbers continued to grow and reach record highs.

HACU's membership increased 6% from the previous year. By year's end, HACU had 359 Member and Partner colleges and universities located in 27 states, Puerto Rico, and six countries in Latin America, and Spain. Furthermore, colleges and universities across the nation and abroad recognized the importance of HACU's mission to champion Hispanic student success in higher education and, as a result, forty-six new member institutions joined HACU. HACU's Faculty and Staff Caucus ended the year with 54 members from HACU-member institutions.

The Office of Member Services also awarded 211 scholarships to 79 HACU Member and Partner institutions. This represented a 90% increase over the number of awards made in year 2002 and a 36% increase in the number of institutions receiving awards for their students. These scholarships were made possible due to generous contributions from the Bureau of Land Management, Coors Brewing Company, General Motors and Wal-Mart.

Hispanic-Serving Institution (HSI) Members

An HSI Member of HACU is a non-profit, accredited college, university or system, where Hispanic students constitute a minimum of 25 percent of the total enrollment, including full-time and part-time students, whether at the undergraduate or graduate level, or both. **In 2003, there were 192 HACU member HSIs located in 11 states and Puerto Rico.**

Associate Members

An Associate Member of HACU is a non-profit, accredited college, university or system, where Hispanic students constitute at least ten percent of the total enrollment or where a minimum of 1,000 Hispanic students are enrolled, including full-time and part-time students, whether at the undergraduate or graduate level, or both. **In 2003, there were 102 HACU Associate Members located in 18 states.**

International Members

An International Member of HACU is an institution of higher education abroad that documents that it is a legally constituted entity authorized to operate in its country according to the rules and regulations required by its government. **In 2003, there were 35 HACU International Members in six countries in Latin America and Spain.**

Partner Institutions

A Partner Institution of HACU is a non-profit, accredited, degree-granting institution that is committed to increasing Hispanic success in higher education, but does not meet HACU's membership eligibility requirements. **In 2003, there were 30 HACU Partner Institutions located in 18 states.**

Hispanic-Serving Institution (HSI) Members

Arizona (10)

Arizona Western College
Central Arizona College
Cochise College, Douglas Campus
Estrella Mountain Community College
International Institute of the Americas, Phoenix Campus
Phoenix College
Pima Community College, Desert Vista Campus
Pima County Community College District
South Mountain Community College
University of Arizona South

California (54)

Allan Hancock College
Alliant International University
Antelope Valley College (N)
California State Polytechnic University, Pomona
California State University, Bakersfield
California State University, Dominguez Hills

California State University, Fresno
California State University, Fullerton
California State University, Los Angeles
California State University, Monterey Bay
California State University, Northridge
California State University, San Bernardino
California State University, Stanislaus
Cañada College
Cerritos College
Chaffey College
College of the Desert
College of the Sequoias
East Los Angeles College
El Camino College, El Camino Community College District
Feather River College, Feather River Community College District
Fresno City College
Fullerton College
Gavilan College
Glendale Community College
Hartnell College

Long Beach City College
Los Angeles City College
Los Angeles County College of Nursing and Allied Health
Los Angeles Mission College
Los Angeles Trade-Technical College
Modesto Junior College
Mt. San Antonio College
Mt. San Jacinto Community College
The National Hispanic University
Occidental College (N)
Oxnard College
Palo Verde College
Palomar College (N)
Pasadena City College
Reedley College
Rio Hondo College
Riverside Community College District
San Bernardino Community College District
San Bernardino Valley College
San Diego State University, Imperial Valley Campus
Santa Ana College

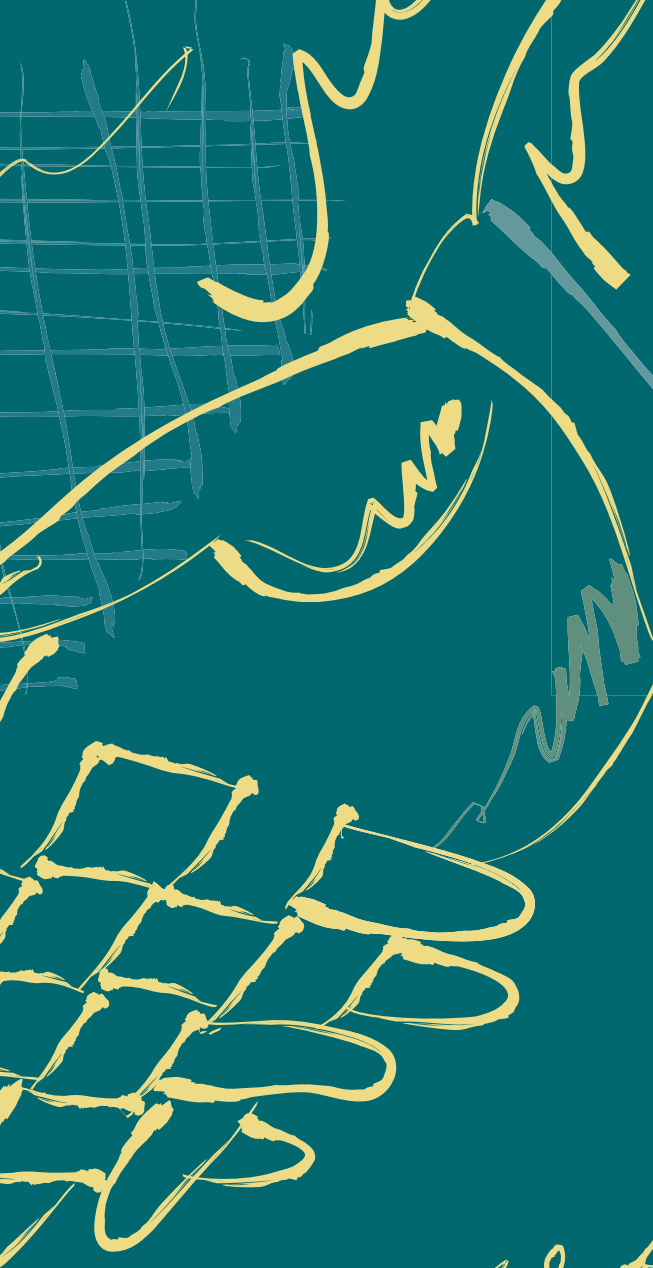
Santa Monica College
Southwestern College
University of La Verne
Ventura College
West Hills Community College
Whittier College
Woodbury University

Colorado (6)

Adams State College
Colorado State University, Pueblo
Community College of Denver
Otero Junior College
Pueblo Community College
Trinidad State Junior College

Florida (13)

Barry University
Carlos Albizu University, Miami Campus
Florida International University
Miami Dade College, District Administration
Miami Dade College, Homestead
Miami Dade College, Inter American Campus
Miami Dade College, Kendall Campus
Miami Dade College, Medical Center Campus
Miami Dade College, North Campus
Miami Dade College, Wolfson Campus
St. Thomas University



HACU conferences and special events each year provide vital platforms for advocacy, partnerships, networking, promoting best practices and formal recognition for outstanding leadership in support of Hispanic higher education success. National and international conferences and special events by HACU in 2003 attracted record attendance and unprecedented attention to HACU's mission, members and generous supporters.

HACU's 2003 National Capitol Forum on Hispanic Higher Education proved the year's single most important national platform to advocate for federal legislation and program support for Hispanic higher education. U.S. Department of Education Secretary Roderick Paige joined the leadership of the Senate Hispanic-Serving Institutions Coalition, Congressional Hispanic Caucus, and other private and public sector leaders at the 2003 Capitol Forum. Capitol Forum sponsors included AT&T, Gateway, Altria, ACT, Eastman Kodak, The College Board, Coca-Cola, Miller Brewing, Denny's and Freddie Mac.

HACU's 5th International Conference in Guadalajara, Jalisco, Mexico in 2003 attracted an international audience to promote education as the key to global economic growth and multicultural understanding. Keynote speakers and HACU international conference award recipients included: Marta Sahagún de Fox, wife of the President of Mexico; Mexico Secretary of Education Reyes Tamez Guerra; U.S. Peace Corps Director Gaddi Vasquez; Former Costa Rica President Rodrigo Carazo Odio, and Inter-American Development Bank Executive Director Jose A. Fourquet. 5th International Conference sponsors included Miller Brewing Company, The College Board, UNIVER, the Universidad Autonoma de Guadalajara, Universidad de Guadalajara, Universidad de Guanajuato, Secretariat of Education of Jalisco, Telemex and the city of Zapopan, Mexico.

An extraordinary roster of corporate sponsors supported HACU's 17th Annual Conference in Anaheim, California, in 2003, which focused the nation's attention on the Hispanic higher education needs of the country's youngest and largest ethnic population.

The conference heralded new funding, program support and partnerships to benefit HACU and its membership.

At the 17th Annual Conference, HACU presented its highest awards for 2003 to: Gateway Inc. as Outstanding HACU Private Sector Partner; the National Science Foundation as Outstanding HACU Public Sector Partner; U.S. Representative Jerry Lewis of California for HACU Exemplary Policy Leadership; Verizon Foundation as Extraordinary HACU Philanthropic Partner; California State University at Fullerton as Outstanding HACU Member Institution and the University of Guadalajara in Mexico as Outstanding HACU International Member Institution. The national leadership of Tomás Arciniega, president of HACU member California State University at Bakersfield, was celebrated at the HACU Roast and Fundraiser Gala.

The Office of Conferences and Special Events ended 2003 with preparations for the election-year 2004 National Capitol Forum in Washington, D.C., and HACU's 18th Annual Conference in Miami, Florida.

Conferences and Special Events

University of Miami
Valencia Community College,
Osceola Campus

Illinois (8)
MacCormac College
Malcolm X College,
City Colleges of Chicago
Morton College
Northeastern Illinois University
Richard J. Daley College,
City Colleges of Chicago
Robert Morris College
St. Augustine College, Main Campus
Wilbur Wright College,
City Colleges of Chicago

Kansas (1)
Donnelly College

New Jersey (5)
Hudson County Community College
New Jersey City University
Passaic County Community
College, Paterson
Saint Peter's College
Union County College

New Mexico (18)
Albuquerque Technical Vocational
Institute
Clovis Community College
College of Santa Fe

College of the Southwest
Dona Ana Branch Community College
Eastern New Mexico University,
Main Campus
Eastern New Mexico University, Roswell
Luna Community College
Mesalands Community College
New Mexico Highlands University
New Mexico Junior College
New Mexico State University
New Mexico State University at Carlsbad
Northern New Mexico
Community College
Santa Fe Community College
University of New Mexico,
Main Campus

University of New Mexico,
Valencia Campus
Western New Mexico University

New York (11)
Boricua College
Borough of Manhattan Community
College, City University of New York
Bronx Community College,
City University of New York
City College, City University of
New York
College of Aeronautics
College of Mount Saint Vincent
Eugenio Maria de Hostos Community
College, City University of New York

John Jay College of Criminal Justice,
City University of New York
La Guardia Community College
Lehman College, City University of
New York
New York City College of
Technology, City University of
New York

Puerto Rico (29)
American University of Puerto Rico
Atlantic College
Bayamón Central University
Caribbean University
Colegio Universitario de San Juan
Conservatory of Music of Puerto Rico

(N) HACU HSI member on notice.

Office of Program Collaboratives

HACU's Office of Program Collaboratives coordinates projects funded by federal agencies, corporations and foundations to support Hispanic-Serving Institutions (HSIs).

These collaborative programs focus on: faculty and staff training, faculty research, undergraduate and graduate research internships and fellowships, pre-collegiate college preparation and technical assistance.

Pre-Collegiate Programs

HACU, McDonalds Corporation, the Marriott Corporation, California State University at Fullerton and the Office of Program Collaboratives coordinated a Youth Leadership Fair that attracted more than 800 high school students as part of HACU's 17th Annual Conference in Anaheim, California.

DHHS Center for Medicare and Medicaid Services

The U.S. Department of Health and Human Services (DHHS) Center for Medicare and Medicaid Services, in partnership with HACU and the University of Texas Health Science Center at San Antonio Center on Aging, sponsored teacher-training workshops as part of the Outreach to Underserved and Rural Communities (OTURC) program.

Ford Motor Company

A Ford Motor Company award of \$25,000 was utilized by HACU and the Center for Diversity in Engineering at Florida International University to implement an early awareness college preparation program to expand awareness in the Hispanic community of the importance of earning a college degree, and to provide information on financial aid opportunities and early preparation for college to middle school students and parents.

College Board Partnership

HACU and The College Board continue to share services and data to benefit HSIs and those requesting data from The College Board's Annual Survey of Colleges.

National Center for Minority Health and Health Disparities/ DHHS/HACU Professions Capacity Building Project

The Professions Capacity Building Project is a cooperative endeavor between HACU and the U.S. Department of Health and Human Services (DHHS) to increase the capacity of HSIs and selected faculty members to participate in federal, state and private-sector scientific and health-related research activities. The program is funded by the National Center for Minority Health and Health Disparities and administered through the DHHS Office of Minority Health. Twenty HSI faculty and staff members completed program training sessions, including a new online component. An additional six HSI faculty and staff completed the online component of the program.

SBC Foundation

The SBC Foundation granted HACU \$10,000 to enhance HACU's efforts to utilize technology to develop databases of HSI faculty, degrees granted and other important information to more effectively serve HACU members and partners.

USAA

The USAA Insurance Company granted HACU \$10,000 for development and local application of the Early Awareness model program for college preparation, which was implemented in San Antonio, Texas, with the Edgewood Independent School District.

EPA Faculty Development Projects

The HACU and the U.S. Environmental Protection Agency (EPA) Faculty Development Project placed two faculty members from New Mexico State University and Texas A&M University at Corpus Christi at EPA research laboratories during the summer of 2003.

The Department of Labor Employment and Training Administration

Through HACU's ongoing partnership with the U.S. Department of Labor Employment and Training Administration (DOL/ETA), HACU is assisting HSIs to become more effective partners in 21st Century workforce development systems through a series of technical assistance forums, publications and Internet-based resources available to all HSIs. Two outstanding forums were held in California and Texas in 2003.

National Science Foundation

The National Science Foundation (NSF) granted HACU \$100,000 for "A National Study of Science, Technology, Engineering, and Mathematics Education at Hispanic-Serving Institutions." The project's task force met twice in San Antonio, Texas, and presented a preliminary report at HACU's 17th Annual Conference. The NSF also awarded HACU \$250,000 for a two-year pilot program to increase Hispanic undergraduate and graduate student participation in NSF Science and Technology Centers.

Shell Oil Company

Shell Oil Company granted HACU \$25,000 for development of the *Proyecto Science* pre-collegiate model program focusing on science, technology, engineering and mathematics (STEM) education. New Jersey City University developed a fall science program utilizing funds from the grant.

HSI Technical Assistance

HACU, in partnership with the Council for Opportunity in Education with funding from the TRIO Programs Office of the Department of Education, is participating in the Minority-Serving Institutions Retention and Graduation Initiative to enhance the participation of HSIs in TRIO programs.

Hispanic-Serving Institution (HSI) Members

Escuela de Artes Plásticas de Puerto Rico
Inter American University of Puerto Rico, Arecibo Campus
Inter American University of Puerto Rico, Central Office
Inter American University of Puerto Rico, Ponce Campus
Inter American University of Puerto Rico, San Germán Campus
Pontifical Catholic University of Puerto Rico, Ponce Campus
Sistema Universitario Ana G. Méndez, Central Administration
Universidad Adventista de las Antillas
Universidad Central del Caribe

Universidad del Este
Universidad Metropolitana
Universidad Politécnica de Puerto Rico, Hato Rey
University of Puerto Rico, Aguadilla Campus
University of Puerto Rico, Arecibo
University of Puerto Rico, Bayamón
University of Puerto Rico, Cayey
University of Puerto Rico, Central Administration
University of Puerto Rico, Humacao
University of Puerto Rico, Mayaguez Campus
University of Puerto Rico,

Río Piedras Campus
University of Puerto Rico at Utuado
University of the Sacred Heart
Universidad del Turabo

Texas (35)
Alamo Community College District
Coastal Bend College
Del Mar College
El Paso Community College
Houston Community College System
Howard College
Laredo Community College
Midland College
Mountain View College
Northwest Vista College

Our Lady of the Lake University
Palo Alto College
San Antonio College
San Jacinto College
San Jacinto College, North
South Texas Community College District
Southwest Texas Junior College
St. Edward's University
St. Mary's University
St. Philip's College
Sul Ross State University
Texas A&M International University
Texas A&M University, Corpus Christi
Texas A&M University, Kingsville
Texas State Technical College, Harlingen

The University of Texas at Brownsville
and Texas Southmost College
University of Houston, Downtown
University of St. Thomas
University of Texas at El Paso
University of Texas at San Antonio
University of Texas Health Science Center at San Antonio
University of Texas of the Permian Basin
University of Texas, Pan American
University of the Incarnate Word
Victoria College

Washington (2)
Columbia Basin College (N)
Heritage College

(N) HACU HSI member on notice.

The Office of Information Technology Initiatives (OITI) works with Hispanic-Serving Institutions (HSIs) and interested federal agencies, corporations and other partners to build the information technology capacity of HSIs to bridge the digital divide in our Hispanic community. OITI promotes, educates, supports, and facilitates the use of information technology for teaching, learning, research and administration at our institutions to better serve their students and faculty, develop the 21st century work force, and make meaningful contributions to science and the humanities.

The HACU Virtual Learning Marketplace (HVLM)

The Verizon Foundation-funded HACU Virtual Learning Marketplace (HVLM) convened HSIs, its advisory board of college presidents and leaders in distributed and technology-enhanced learning and other partners for a strategic planning session of the HVLM. Since Hispanic college students often are the first in their family to attend college, the group gave primary importance to developing a student support services component as the cornerstone from which the HVLM can build. Plans and proposals are under development to establish that cornerstone.

The HACU/IBM Partnership

HACU and IBM's partnership continues to work at closing the digital divide. It offers reliable computers at a discounted price to HACU members, and has donated the servers and some of the other computers at HACU to allow the use of the latest technology in support of its membership. HACU and IBM also are working in collaboration with the HETS e-Mentoring program, and seeking to engage new corporations to help HSIs build their IT capacity.

National Information Center for Hispanic Education (NICHE)

Based upon a planning grant from the W.K. Kellogg Foundation to form a comprehensive research and information web portal regarding Hispanics and education, the National Information Center for Hispanic Education (NICHE) is under development.

eArmyU Partnership

HACU is partnering with IBM Consulting Services (formerly PriceWaterhouseCoopers Consulting) on a major technology initiative to provide on-line college degrees to thousands of U.S. soldiers stationed at locations worldwide.

HACU and Microsoft

Global software giant Microsoft continues to support HACU's efforts to assist HSIs to enhance their technology and capability. The former Microsoft Executive Director for Higher Education is a member of the HVLM advisory board.

HACU/ETS Collaboration

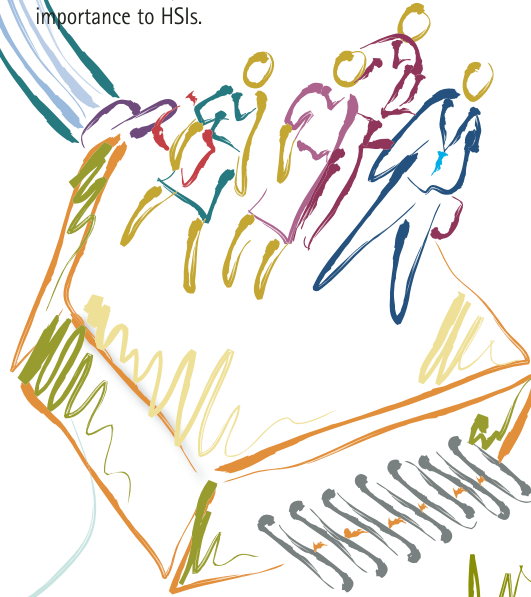
As part of the HACU/ETS (Educational Testing Service) partnership, HACU is partnering with the Educational Policy Leadership Institute for research on issues of importance to HSIs.

HACU/Academic Systems Collaboration

HACU and Academic Systems, the leading provider of developmental software in mathematics and English for under-prepared college students, is partnering with HACU to promote efforts to help students achieve academic success.

Advanced Networking with Minority Serving Institutions (AN-MSI)

With funding from the National Science Foundation (NSF), HACU is a partner with EDUCAUSE to assist HSIs and other Minority-Serving Institutions (MSIs) develop effective information technology (IT) campus infrastructures, and to become full participants in the "Information Age." In 2003, the AN-MSI project provided services and support for wireless connectivity initiatives, regional networking, IT security, IT strategic planning, IT professional development, student development for IT support, executive awareness of IT and campus IT assessment. AN-MSI provided support for HSIs in New York City to develop useful IT strategic plans, visited campuses in Los Angeles and Miami to review their IT infrastructure, and provided support for a regional network development workshop in Puerto Rico.



Office of Information Technology Initiatives



Associate Members

Arizona (8)
 Arizona State University, Main
 Arizona State University West
 Chandler-Gilbert Community College
 Gateway Community College
 Glendale Community College
 Maricopa County Community College District
 Northern Arizona University
 University of Arizona

California (32)
 California Polytechnic State University, San Luis Obispo
 California State University, Chico
 California State University, Hayward

California State University, Long Beach
 California State University, Sacramento
 California State University, San Marcos
 California State University, System Office
 Charles R. Drew University of Medicine and Science
 City College of San Francisco, Phelan Campus
 Concordia University, Irvine
 Crafton Hills College
 Fresno Pacific University
 Grossmont College
 Loyola Marymount University

National University
 San Diego State University
 San Francisco State University
 San Jose State University
 Southern California University of Health Sciences
 Southwestern University School of Law
 University of California, Berkeley
 University of California, Irvine
 University of California, Los Angeles
 University of California, Riverside
 University of California, San Diego
 University of California, Santa Barbara
 University of California, Santa Cruz
 University of San Diego
 University of San Francisco

Vanguard University
 Victor Valley College
 West Los Angeles College

Colorado (3)
 Aims Community College
 Colorado State University
 Metropolitan State College of Denver

Connecticut (1)
 Gateway Community College, Long Wharf

Florida (7)
 Broward Community College, District Administrative Offices
 Florida Atlantic University

Hillsborough Community College
 Nova Southeastern University
 University of Central Florida
 University of South Florida
 Valencia Community College District

Illinois (6)
 Columbia College Chicago, Urban
 East-West University, Chicago
 Harold Washington College, City Colleges of Chicago
 Saint Xavier University
 Triton College
 University of Illinois, Urbana-Champaign

The nation's largest Hispanic internship program continues to "Open the Doors of Opportunities" to the next generation of Hispanic leaders. For the third year in a row, the nationally acclaimed HACU National Internship Program (HNIP) passed the 600-student mark, bringing the total number of students placed in paid internships to more than 4,600 students.

For the past 11 years, HNIP has provided paid internships to top college students during spring, summer and fall sessions at federal agencies and private corporations in Washington, D.C., and throughout the country. The ten- and fifteen-week internships allow college students to experience the diversity of careers that exist in the federal and corporate sectors. These opportunities provide quality professional work experiences that allow students to make more informed career choices. HNIP matches a student's skills and background with the needs of participating federal agencies and corporations, resulting in an internship assignment that directly relates to the student's career goals and allows the participating agencies

and corporations to further their missions. These internships have led to permanent employment opportunities for many students.

HNIP welcomed 613 student participants in 2003 at 20 federal agencies and six private corporations. Of these, 390 interns worked in the Washington, D.C., area and 223 worked in "field" locations throughout the United States. These individuals represented the best of the Hispanic community, reflected by the fact that the average grade point average (GPA) of the interns was 3.3.

Federal agency partners in 2003 were: the Central Intelligence Agency, Environmental Protection Agency, Office of Personnel Management, Pension Benefit Guaranty Corporation, Federal Deposit Insurance Corporation, Federal Reserve Board, National Science Foundation, Library of Congress, International Broadcasting Bureau, and Departments of Agriculture, Commerce, Defense, Energy, Health and Human Services, Interior, Labor, State, Transportation, Treasury and Veterans Affairs. Corporate HNIP Program partners in 2003 were Freddie Mac, Farm Credit Administration, JP Morgan Chase, Shell Chemical Corporation, Target Corporate Headquarters, and Verizon.

The success of the program has led former interns to recently develop the HACU Alumni Association (HAA) to serve as a networking forum and a valuable resource to unite program alumni, current interns and the greater Hispanic community. We look forward to the future achievements of this association.

In the next year, HNIP will continue to inform students at member institutions about these opportunities through more than 200 yearly campus visits. This will ensure federal agencies and corporations a larger student applicant pool to meet their prospective needs and provide professional development opportunities to the next generation of Latino leaders.

The HACU National Internship Program

Associate Members

Maryland (2)
Montgomery College,
Central Administration
University of Maryland,
College Park

Massachusetts (1)
Northern Essex Community College

Michigan (2)
Michigan State University
University of Michigan

Nebraska (1)
Western Nebraska Community
College, Scottsbluff Campus

Nevada (1)
Community College of
Southern Nevada

New Jersey (3)
Bloomfield College
Essex County College
University of Medicine and Dentistry
of New Jersey

New Mexico (1)
New Mexico Institute of
Mining and Technology

New York (12)
Fashion Institute of Technology
Fordham University

Hunter College, City University of
New York

Marymount Manhattan College
Metropolitan College of
New York, Main
Pace University
Queensborough Community College,
City University of New York
St. John's University
State University of New York,
College at Old Westbury
State University of New York at
Stony Brook
State University of New York
System Office
Sullivan County Community College

Oregon (1)
Portland Community College District

Pennsylvania (1)
The Pennsylvania State University

Texas (19)
Austin Community College
Brookhaven College
College of Biblical Studies, Houston
College of the Mainland
Dallas County Community
College District
Galveston College
North Lake College
Rice University

Texas A&M University,
College Station
Texas Lutheran University
Texas State University, San Marcos
Texas Woman's University
Trinity University
University of Houston, Main Campus
University of Houston, Victoria
University of North Texas
University of Texas at Arlington
University of Texas at Austin
The University of Texas Health
Science Center at Houston

Wisconsin (1)
Milwaukee Area Technical College

Office of Government Relations

The Office of Government Relations, with support from HACU's membership and supporters, in 2003 won new federal funding and program support for HACU member and partner colleges and universities. New Partnership Agreements reached in 2003 with the U.S. Department of Defense and other entities will translate into additional research and funding opportunities for the country's Hispanic-Serving Institutions (HSIs).

From its offices in Washington, D.C., HACU daily represents the needs of its membership in continual contact with the leadership of Congress and the White House, formal testimony before key Congressional committees and through its strategic partnerships with allied education and minority rights organizations.

In 2003, despite an uncertain domestic economy and escalating costs of war abroad that produced the threat of federal funding freezes or cutbacks in many programs, HACU won important increases in FY 2004 federal funding for HSIs under Title V of the Higher Education Act (HEA) and within the program budgets of the U.S. Departments of Agriculture and Housing and Urban Development.

HACU also won the first formal support for proposals for a new graduate education component to Title V, which will be considered by the 2nd Session of the 108th Congress following wide, bi-partisan support in the 1st Session. HACU won early, bipartisan support for HACU's recommendations to include substantial new support for Hispanic higher education teaching, technology, student financial aid and support services, graduate education, international education and infrastructure funding in the pending five-year reauthorization of the HEA.

The Office of Government Relations hosted HACU's 2003 National Capitol Forum on Hispanic Higher Education, which featured the participation of U.S. Secretary of Education Roderick Paige and the leadership of the House and Senate at a forum promoting HACU's legislative agendas to Congress and the country. Throughout the year, HACU promoted technical assistance workshops and dispatched regular HACU Action Alerts and Member Advisories on pending legislation and new grant and research opportunities.

HACU now maintains more than 30 active Memorandums of Understanding and Partnership Agreements with federal agencies, corporations and allied organizations. HACU in 2003 became a founding member of the Partners in Hispanic Education alliance, expanded the reach of the HACU/Freddie Mac financial literacy initiative and joined the Alliance for Equity in Higher Education in wider outreach as the nation's unified voice for all minority higher education concerns. The Office of Government Relations in 2003 laid the foundation for creation of a new House Hispanic-Serving Institutions Coalition to augment the outstanding support of the Senate HSIs Coalition, Congressional Hispanic Caucus and Congressional Hispanic Conference.

HACU in 2003 filed formal Amicus briefs with other national minority education and civil rights organizations in support of the University of Michigan, a HACU associate member institution, in two landmark U.S. Supreme Court cases challenging affirmative action in higher education admissions policies. HACU joined our allies in celebrating a subsequent ruling upholding the general principles of diversity.

The Office of Government Relations ended 2003 with preparations for an election-year 2004 Capitol Forum, and a first-time Summit on Diversity focusing on the challenges and opportunities stemming from the Supreme Court rulings. HACU prepared new Legislative Agendas for FY 2004 appropriations and HEA reauthorization amendments, and implemented proactive strategies to win record new support for the Hispanic higher education community in the critical year ahead.

International Members

Argentina (1)
Universidad de Morón (Morón, Buenos Aires)

Brazil (2)
Escola Superior de Propaganda e Marketing (ESPM) (São Paulo, SP)
Universidade Anhembi Morumbi (São Paulo, SP)

Colombia (1)
Universidad Los Libertadores (Bogotá, Cundinamarca)

Mexico (26)
Centro de Estudios Profesionales de Chiapas Fray Bartolomé de las Casas (Tuxtla Gutiérrez, Chiapas)
Centro de Estudios Universitarios (Monterrey, Nuevo León)

Centro de Estudios Universitarios UNIVER Los Cabos (Los Cabos, Baja California)
Centro de Estudios Universitarios UNIVER Noroeste (Tijuana, Baja California)
Centro Universitario Grupo Sol, S.C. (México, D.F.)
CETYS Universidad (Mexicali, Baja California)
Instituto de Ciencias y Estudios Superiores de Tamaulipas, A.C. (Tampico, Tamaulipas)
Instituto de Estudios Superiores de Tamaulipas, A.C. (Tampico, Tamaulipas)
Instituto Tecnológico y de Estudios Superiores de Monterrey (Monterrey, Nuevo León)
Universidad Anahuac (Huixquilucan, Estado de México)
Universidad Anahuac del Sur (México, D.F.)
Universidad Autónoma de Baja California (Mexicali, Baja California)

Universidad Autónoma de Guadalajara (Guadalajara, Jalisco)
Universidad del Claustro de Sor Juana (México, D.F.)
Universidad de Guadalajara (Guadalajara, Jalisco)
Universidad de Guanajuato (Guanajuato, Guanajuato)
Universidad de Monterrey (San Pedro, Nuevo León)
Universidad Iberoamericana, A.C. (México, D.F.)
Universidad La Salle (México, D.F.)
Universidad Latina (México, D.F.)
Universidad Popular Autónoma del Estado de Puebla (Puebla, Puebla)
Universidad Regiomontana (Monterrey, Nuevo León)
Universidad Simón Bolívar (México, D.F.)

Universidad UNIVER (Zapopan, Jalisco)
Universidad Valle del Bravo (Reynosa, Tamaulipas)
Universidad Veracruzana (Xalapa, Veracruz)

Nicaragua (2)
Universidad Americana (Managua)
Universidad Nacional Autónoma de Nicaragua - León (León)

Spain (3)
Universidad de Valladolid (Valladolid, Castilla-León)
Universidade da Coruña (A Coruña, A Coruña)
Universitat Oberta de Catalunya (Barcelona)

Office of Development

Total contributions to HACU and Hispanic higher education increased in 2003, thanks to the generous contributions of HACU's corporate and federal partners, members, individual donors and many supporters. With these contributions, the Office of Development was able to substantially increase support for HACU programs and services.

In 2003, HACU enjoyed continuing support from major supporters that include: Altria Corporate Services, American Express, AT&T, Coors Brewing Company, The Coca-Cola Company, Cox Enterprises, Freddie Mac, Ford Motor Company, DaimlerChrysler, Eastman Kodak, Educational Testing Service (ETS), Freddie Mac, Gateway, General Motors, J.C. Penney, Metropolitan Life Foundation, Pitney Bowes, Procter and Gamble, SBC Communications, Shell Oil Company, UPS Foundation, Verizon, Wal-Mart, and the W.K. Kellogg Foundation.

New partners for 2003 include: ACT, Academic Systems, Citibank, Denny's, ESX Engineering, General Mills, HEB, Hispanic Journal, Los Angeles Unified School District, Southern California Edison, Southwest Airlines, Sysco, Toyota Motor Sales USA and The Walt Disney Company.

HACU program support was provided by: Ford Motor Company, with a \$20,000 grant for the Early Awareness Program and \$17,500 for the Corporate HACU National Internship Program; IBM, with a \$20,000 in-kind computer equipment grant; SBC Communications, with a \$25,000 grant for website enhancement; Shell Oil Company, with \$25,000 for the 2002-2003 *Proyecto Science* Program; Target Corporation, with \$5,000 for the Corporate HACU National Internship Program, and Verizon Communications, with a \$250,000 Grant for the HACU Virtual Learning Marketplace initiative.

HACU's business alliances benefited HACU and member institutions in 2003. HACU's alliance with Gateway Inc. provided HACU-affiliated colleges and universities, students, faculty and staff with special pricing on Gateway computers. This partnership has garnered more than \$200,000 in rebates for member institutions and more than \$53,000 for HACU. Through HACU's partnership with Hobson's, which produces the "Hobson's Guide for College Bound Hispanic Students," HACU member and partner institutions are highlighted in the publication and HACU has been provided with almost \$50,000 in funding.

In support of HACU-administered scholarship programs, Coors Brewing Company in 2003 provided more than \$125,000 for national HACU/CLASE (Coors Light Academic Success in Education) scholarships and \$35,000 to support a new scholarship program for pre-pharmacy and pharmacy majors attending HACU member colleges in California. Major support for HACU-administered scholarship programs also was provided by the Bureau of Land Management, General Motors and Wal-Mart.

HACU's public affairs component attracted record media coverage to HACU's national and international conferences, legislative affairs initiatives and programs, cementing HACU's role as a leading voice for Hispanic higher education. Print and online editions of the monthly newsletter, *The Voice of Hispanic Higher Education*, continue to attract a wider readership and advertising base each year.

The HACU Corporate and Philanthropic Council, composed of Fortune 500 executives, in 2003 provided strategic guidance on innovative business development, marketing, networking and fundraising opportunities for HACU.

Partner Institutions

Arizona (1)

Paradise Valley Community College

California (1)

Claremont McKenna College

Georgia (2)

Georgia Institute of Technology, Main
Georgia State University

Idaho (1)

Idaho State University

Illinois (1)

Illinois Institute of Technology, Main

Kentucky (1)

Northern Kentucky University

Maryland (2)

The Johns Hopkins University, Homewood
University of Maryland Baltimore County

Massachusetts (1)

Wellesley College

Michigan (1)

Hope College

Minnesota (1)

University of Minnesota, Twin Cities

Missouri (2)

University of Missouri, Columbia
Washington University in St. Louis

New Jersey (2)

Fairleigh Dickinson University,
Teaneck-Hackensack
Ramapo College of New Jersey

New York (1)

Adelphi University

Pennsylvania (4)

Community College of Philadelphia
Kutztown University of Pennsylvania
La Salle University, Main
Lehigh University

Tennessee (1)

Vanderbilt University

Texas (5)

Baylor University
Huston-Tillotson College
Stephen F. Austin State University
Tarleton State University
Texas Southern University

Virginia (1)

Norfolk State University, Main Campus

Wisconsin (2)

Madison Area Technical College
University of Wisconsin, Parkside

2003 HACU 17th Annual Conference

Championing Hispanic Higher Education Success

Sponsors

Gold
AT&T
Central Intelligence Agency
Eastman Kodak
Gateway
United States Coast Guard
United States Department of Agriculture

Silver
Altria Corporate Services, Inc.
Citibank
Coors Brewing Company
Farm Credit Administration
Hispanic Magazine
Latina Style Magazine
Miller Brewing Company
Verizon Communications

Bronze
Academic Systems
The College Board
Capital One
California State University - Fullerton
Educational Testing Service
ESX Engineering
Hispanic Journal
Hispanic Network Magazine

Brass
The Coca-Cola Company
Freddie Mac
Los Angeles Unified School District
Marriott
McDonald's Corporation
Office of Surface Mining
Southern California Edison
Southwest Airlines
State Farm Insurance Companies
TIAA-CREF
Towers Perrin
United States Department of Commerce

2003 HACU Corporate & Foundation Partners

Academic Systems
Altria Corporate Services, Inc.
American Express Foundation
ACT
AT&T
California State University - Fullerton
Capital One
Citibank
The Coca-Cola Company
The College Board
Coors Brewing Company
Cox Enterprises
DaimlerChrysler Corporation Fund
Denny's
Eastman Kodak
Educational Testing Service (ETS)
ESX Engineering
Farm Credit Administration (FCA)
Ford Motor Company Fund
Freddie Mac
Gateway
General Mills Foundation
General Motors
Goodyear Tire Company
HEB
Hispanic Journal
Hispanic Magazine
Hispanic Network Magazine
Hobsons
IBM
J.C. Penney's Company Fund
Latina Style Magazine
Lockheed Martin
Los Angeles Unified School District
Marriott International
McDonald's Corporation
Metropolitan Life Foundation
Miller Brewing Company
Municipal de Zapopan (Mexico)
NASCAR
Pitney Bowes
Procter and Gamble
SBC Foundation
Secretaría de Educación de Gobierno - Estado de Jalisco
Shell Oil Company
Southern California Edison
Southwest Airlines
State Farm Insurance Companies
Sysco Corporation
Target Foundation
Telmex
TIAA-CREF
Towers Perrin
Toyota Motor Sales, USA
Universidad Autónoma de Guadalajara
Universidad de Guadalajara
Universidad de Guanajuato
Univer (Mexico)
The UPS Foundation
Verizon Communications
Verizon Foundation
Wal-Mart Stores, Inc.
The W.K. Kellogg Foundation
The Walt Disney Company

2003 Participating Federal Agencies

Central Intelligence Agency

Department of Agriculture

Agricultural Marketing Service
Agriculture Research Service
Animal and Plant Health Inspection Services
Cooperative State Research Education
and Economic Services
Economic Research Service
Farm Service Agency
Food, Land and People
Food and Nutrition Service
Food Safety Inspection Service
Foreign Agriculture Service
Forest Service
Grain Inspections Packers and Stockyards Admin.
Natural Resources Conservation Service
Natural Risk
Office of Civil Rights
Office of the General Counsel
Office of the Secretary
Risk Management Agency
Rural Development

Department of Commerce

Bureau of Census
Bureau of Export Administration
Economics and Statistics Administration
International Trade Administration
National Institute of Standards and Technology
Office of Civil Rights
Office of the Secretary
Patent and Trade Office

Department of Defense

Airforce
Army
Defense Advanced Research Projects Agency
Defense Command Agency
Defense Contract Audit Agency
Defense Education Agency
Defense Energy Support Center
Defense Finance and Accounting
Defense Intelligence Agency
Defense Logistics Agency
Defense Supply Center
Defense Logistics Information Service
Defense Reutilization and Market Service
Fleet and Industrial Supply Center
Industrial Operations Command
National Guard
Naval Inventory Control Point
Naval Sea Command
Navy
Office of the Secretary of Defense

Department of Education

Department of Energy

Office of Policy and International Affairs
Savannah River Site

Department of Health and Human Services

Administration for Children and Families
Assistant Secretary for Planning and Evaluation
Centers for Disease Control and Prevention
Food and Drug Administration
Health Resources and Services Administration
National Institutes of Health
Office of the Assistant Secretary for
Planning and Education
Office for Civil Rights
Office for Human Research Protections
Office of Minority Health
Program Support Center
Substance Abuse and Mental Health
Services Administration

Department of Homeland Security

United States Coast Guard
United State Secret Service

Department of the Interior

Bureau of Land Management
Bureau of Reclamation
Fish and Wildlife Service
Minerals Management Service
National Park Service
Office of Educational Partnerships
Office of the Secretary
Office of Surface Mining
United States Geological Survey
Water Resources Division

Department of Justice

Alcohol Tobacco and Firearms
Community Relations Service

Department of Labor

Bureau of International Labor Affairs
Bureau of Labor Statistics
Employment Standards Administration
Employment and Training Administration
Mine Safety and Health Administration
Office of Accounting and Payment Services
Office of the Assistant Secretary for Administration
and Management
Office of Chief Financial Officer
Office of Safety and Health Administration
Office of the Solicitor
Office of Small Business Programs
Veterans Employment Training Service

Department of State

Department of Transportation

Bureau of Transportation Statistics
Federal Aviation Administration
Federal Railroad Administration
Federal Transit Association
Maritime Administration
National Transportation Safety Board
Office of the Inspector General
Office of Marine Safety
Office of the Secretary
Office of Small Disadvantaged Business Unit
National Highway Traffic Safety Administration
Research and Special Programs Administration
Transportation Administrative Service Center

Department of the Treasury

Bureau of Public Debt
Bureau of Engraving and Printing
Financial Management Service
Internal Revenue Service
Office of the Controller of the Currency
Office of Thrift and Supervision

Department of Veterans Affairs

National Cemetery Administration
Office of Policy and Planning
Office of the Inspector General
Veterans Benefit Administration
Veterans Health Administration

Environmental Protection Agency

Enforcement and Compliance Assistance
National Health and Environmental Effects Research Lab
Office of Administration and Resources Management
Office of Administrator
Office of Air and Radiation
Office of Chief Financial Officer
Office of Cooperative Environmental Management
Office of Enforcement and Compliance
Office of Environmental Information
Office of the Inspector General
Office of Internal Affairs
Office of Prevention, Pesticides and Toxic Substances
Office of Research and Development
Office of Water
Office of Science and Technology
Office of Solid Waste and Emergency Response
Office of Wetlands, Oceans and Watersheds

Federal Deposit Insurance Corporation

Federal Reserve Board

International Broadcasting Bureau

Voice of America

Library of Congress

Congressional Research Service
Law Library

National Aeronautics and Space Administration

Office of the Inspector General

National Science Foundation

Office of Personnel Management

Pension Benefit Guaranty Corporation

We have audited the accompanying statement of financial position of the Hispanic Association of Colleges and Universities (the Association) as of December 31, 2003 and 2002, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the management of the Association. Our responsibility is to express an opinion on these financial statements based on our audits.

Report of Independent Certified Public Accountants

We conducted our audit in accordance with United States generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

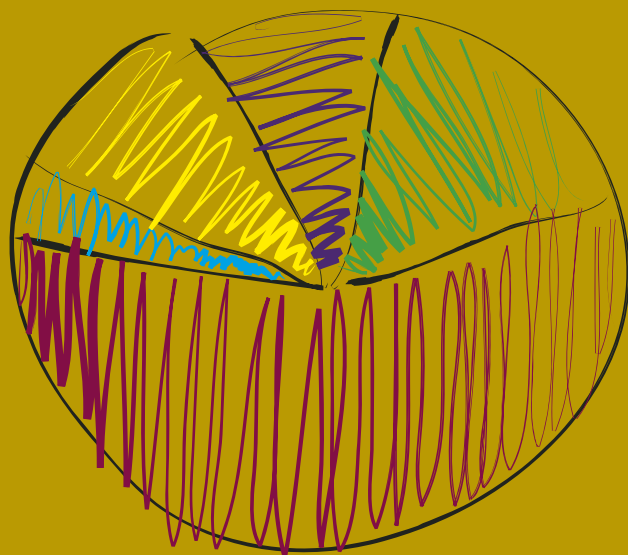
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Association as of December 31, 2003 and 2002, and the changes in its net assets and its cash flows for the years then ended in conformity with United States generally accepted accounting principles.

In accordance with *Government Auditing Standards*, we also have issued our report for the year ended December 31, 2003, dated March 3, 2004, on our consideration of the Association's internal control over financial reporting and on our test of its compliance with certain provisions of laws, regulations, contracts, and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Carrus Channing & Co LLC

March 3, 2004

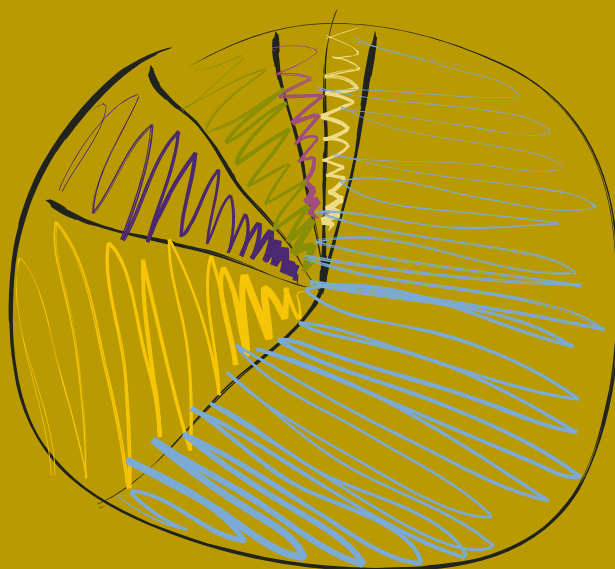
2003 Expenditures



	18%	Student/Faculty Development
	59%	Student Internship Program
	11%	Conferences/Events & Other
	11%	General and Administrative
	2%	Fundraising

100% = \$9,278,180

2003 Revenues



	9%	Membership Dues
	71%	Government
	13%	Corporate/Foundation
	5%	Conferences
	1%	Individual
	1%	Other

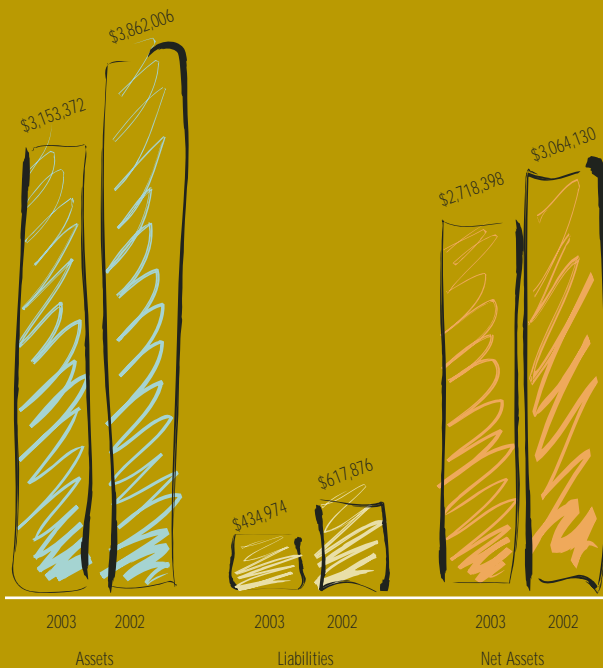
100% = \$8,932,448

Face Schedule of Support & Expenditures

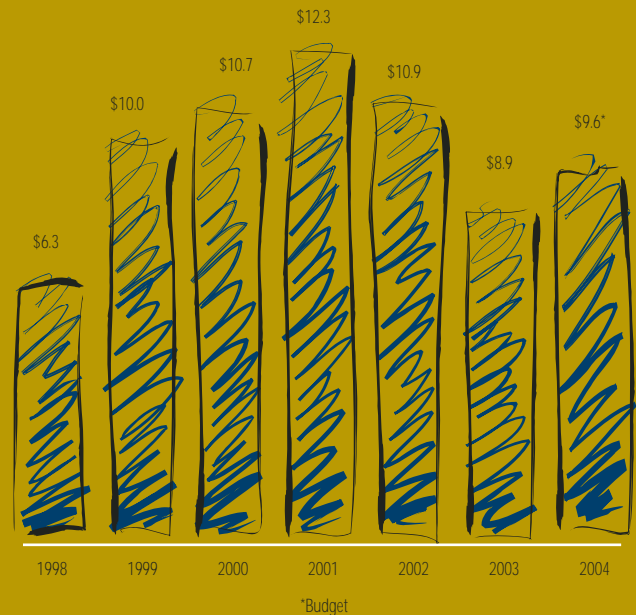
Year ended December 31, 2003
(with Comparative Totals for 2002)

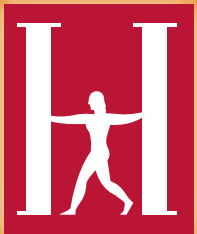
	Program Services				General and Administrative	Fundraising	Grand Totals	
	Scholarships/ Student/ Faculty Development	Student Internship Program	Conferences/ Events and Others	Total			2003	2002
REVENUES:								
Dues	\$ -	-	-	-	777,261	-	777,261	677,544
Federal Contract Revenue	737,729	5,542,622	96,175	6,376,526	-	-	6,376,526	6,931,978
Corporate/Foundation	297,759	77,500	552,463	927,722	25,000	182,526	1,135,248	2,761,780
Conference Fees	-	-	472,801	472,801	-	-	472,801	463,984
Investment Revenue	-	-	-	-	37,974	-	37,974	(45,293)
Individuals	-	-	-	-	10,399	55,539	65,938	57,861
Other	-	6	28,034	28,040	38,659	-	66,700	50,632
Total revenues	1,035,488	5,620,129	1,149,474	7,805,090	889,293	238,065	8,932,448	10,898,486
EXPENDITURES:								
Staff/Intern Compensation	500,941	3,759,616	131,912	4,392,469	1,234,212	102,653	5,729,334	5,418,310
Conference Expense/Travel	183,565	390,719	502,468	1,076,752	112,210	9,161	1,198,123	1,147,561
Consultants/Professional Services	317,689	77,755	126,103	521,547	170,007	579	692,133	556,908
Insurance	-	-	-	-	27,716	-	27,716	183,769
Depreciation	-	-	-	-	15,709	-	15,709	37,877
Advertising/Publications	20,947	26,656	197,472	245,076	105,655	24,907	375,637	301,075
Leases and Rentals	-	133,533	4,332	137,865	209,074	-	346,939	498,216
Scholarships/Stipends	275,208	-	200	275,408	-	-	275,408	165,670
Telephone, Supplies, Equipment and Repairs	45,157	35,668	14,462	95,287	125,116	5,522	225,925	237,064
Interest/Bank Fees	252	19,000	-	19,252	31,943	-	51,195	58,678
Other Line Items	8,867	210,065	17,712	227,644	46,310	7,106	281,060	224,262
Transfers to Grantees	59,001	-	-	59,001	-	-	59,001	163,583
Total Direct Expenditures	1,411,627	4,644,012	994,661	7,050,301	2,077,952	149,928	9,278,180	8,992,973
Indirect Cost Recovery	229,640	814,612	889	1,045,141	(1,045,141)	-	-	-
Total Expenses	1,641,267	5,458,624	995,550	8,095,441	1,032,811	149,928	9,278,180	8,992,973
Excess Revenue Over (Under) Expenditures	(605,780)	161,505	153,924	(290,351)	(143,518)	88,137	(345,731)	1,905,513

Statement of Financial Position



Revenue Growth (\$s in MM)





HACU

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One Dupont Circle N.W., Suite 605

Washington, DC 20036

Tel: (202) 467-0893

Fax: (202) 496-9177