



THE COUNCIL OF
INDEPENDENT COLLEGES



Leadership and Learning
Annual Report 1999-2000



Photographs

Cover, Top Row: Left: Members of the Eastern Mennonite University community enjoy some time between classes in Virginia's Shenandoah Valley. *Center:* Madonna University President Sr. Mary Francilene, CSSF, with students (left to right) Ingrid Boatner, Bernice Bowman, Narvin Russaw and Christine Bolak. *Right:* Randolph-Macon Woman's College music professor Ray E. Luck, with students.

Cover, Bottom Row: Left: Quincy University computer sciences professor Marianne Cashman enjoys interacting with students. *Center:* Tara Baker, assistant professor of biology at George Fox University, helping students in a lab. *Right:* President Rita Bornstein of Rollins College, interacting with students.

Table of Contents: Bethany College (W.Va.) President D. Duane Cummins congratulates student Alicia Kelly at Bethany College's annual graduation ceremony; The Rev. Dr. Eugene R. Kole, OFM Conv., president of Quincy University, is well known for his enthusiasm and close association with students; Dr. Grover A. Pitman, chair of the Department of Music at Westminster College (Pa.), holds a class in one of the college's technologically advanced "smart classrooms"; Prescott College environmental science students learn first hand about the natural history and ecology of the Southwest by exploring their surroundings.



Leadership & Learning

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Message from the Chair



The year just completed, 1999-2000, was significant in many regards for CIC. Notably, our long-term leader, Allen Splete, announced his retirement, and we selected his successor, Richard Ekman.

Beyond this transition, however, CIC saw other milestones. We launched the program *Engaging*

Communities and Campuses, an ambitious national project that includes workshops, sharing effective practices, and grants to colleges. Our Presidents Institute was one of the most praised ever, and again set a fund-raising record. Responding to a changing set of campus responsibilities and titles, we changed the name of what for 26 years has been the Deans Institute—to the CAO, or Chief Academic Officers, Institute. We started a new series of meetings for campus teams on service quality, in conjunction with the Disney Institute. The first Presidents Forum, an ongoing discussion and problem-solving group for CEOs, convened in October.

CIC published a report on CAPHE's College/Community Partnerships program, entitled *The Intentional Community*. We collaborated with the USAGroup on a monograph of presidential essays, *Success Stories: Strategies that Make a Difference at Thirteen Independent Colleges and Universities*. *Communications Resources*, a new periodic kit of tools for presidents and public relations directors, was well received.

There is much more to report about the Council of Independent Colleges' year, as the pages that follow will show. We have accomplished much and I know that with Richard Ekman's leadership we have much to look forward to.

There is an immediacy and relevance about CIC's work. The Council's conferences, workshops, projects, publications, and services help college leaders in a highly practical way that focuses on the work that we do every day. Through the networks that CIC creates, we meet and share ideas with colleagues. The ideas that our campuses derive through CIC push our institutions toward innovation and assist us in our continual quest to sustain quality.

As this report illustrates, CIC's effective work contributes in important and meaningful ways to support all of us in independent colleges and universities.

Margaret A. McKenna
President, Lesley University
Chair, CIC Board of Directors

Message from the President



As you no doubt know, I announced my retirement from the presidency of the Council of Independent Colleges last October, effective in the summer of 2000. In fact, by the time you read this, I will be officially retired, and CIC's new leader, Richard Ekman, will be president. As one of my last duties as president, I

am pleased to provide this report on CIC's activities during 1999-2000.

The information in the pages that follow speaks for itself. CIC has had an exceptionally busy year, with many very positive programmatic highlights. In addition, our vital signs remained strong. Membership again reached a new record high, as it has for the last 12 years. We raised nearly \$950,000 to support our work. We are a recognized national leader in our sector.

In January, at our Presidents Institute, we had a chance to reflect on what we've been able to achieve at CIC during my tenure as president, so I won't recount that here. (My deep thanks to all of you for the lovely tribute you paid my wife and me at CIC's 2000 Awards Banquet.) By way of summarizing our accomplishments, I would simply say that we've been able to make considerable gains on numerous fronts, and that CIC today is larger and stronger than ever before. We have earned heightened visibility, respect, and trust that positions CIC well to make further gains in the future. Professionally and personally, I feel very good about the state of CIC as I hand over the reins.

Of course, CIC's success is due to a great number of people. I would like to again thank those who have contributed to our success. I owe CIC's members, board, sponsors, and staff a debt of gratitude for all

they did to help us get to where we are today. In addition, there are countless "special friends" of CIC who contributed in many unique ways to our accomplishments. To each and every one of you, my deepest thanks. I look forward to my path crossing many of yours in the months and years ahead.

During my 14 years as president, I have made more than 650 visits to colleges. Among many other lessons, these visits confirmed CIC has been, is, and will continue to be an organization that makes a difference in the lives of many people and institutions. I want to thank you for the privilege of having been your president, and for the many personal and professional rewards that have come with that role. I take with me many wonderful memories that I will treasure forever. May the years ahead be rewarding for all those associated with CIC.

Sincerely,

A handwritten signature in black ink that reads "Allen P. Splete".

Allen P. Splete
President
Council of Independent Colleges (CIC)

The Council of Independent Colleges is an association of independent colleges and universities working together to:

- support college leadership,*
- advance institutional excellence, and*
- enhance private higher education's contributions to society.*

To fulfill its mission, CIC provides ideas, resources, and services that assist institutions in improving leadership expertise, educational programs, administrative and financial performance, and institutional visibility.

Leadership & Learning

CIC Annual Report 1999-2000

Conferences and Other Events

CIC's annual institutes offer a campus's top leadership opportunities for professional development and personal renewal. CIC conferences and workshops provide development opportunities on selected, critical issues for other administrators and faculty professionals.

Presidents Institute

CIC's premier event provides presidents with ideas, personal support and networking, recreation, and relaxation. This year's event was one of the most highly praised ever, and set another fund-raising record. New

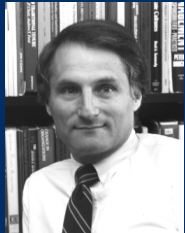
features included blocks of sessions on boards, fund-raising, and marketing.

CIC's 2000 Presidents Institute, *Focus & Flexibility: Fulfilling the Multiple Roles of the Presidency*, took place January 3-7 in Tucson, Arizona. More than 200 college and university CEOs took part. A two-day workshop for new campus leaders served nearly 20 new presidents.

More than 100 presidential spouses took part in special programming tracked to that unique campus role. Spouses discussed the findings of the Presidential Spouse Reward Survey, which was completed in the fall of 1999.



This year's Presidents Institute, held January 3-7, 2000 in Tucson, Arizona, explored "Focus & Flexibility."



Presidents Institute plenary speaker **Richard Chait** focused his remarks on the relationship of the president and the institution's board of directors. In the course of a far-reaching presentation, Chait said he sees a general trend toward stronger boards and what he called the reform of governance. He finds that many trustees serve to advance professional success, but he also notes an increased sense of responsibility to serve society.

Chait finds "enormous impatience" on the part of boards with the academy. He suggested that trustees are increasingly fed up with uncontrolled costs, inattentive faculty, and political correctness. Money issues are more important than ever. Chait also sees a fundamental shift in the "language" of higher education, toward concepts borrowed from business—marketing, strategic pricing, for-profit divisions, increased productivity. Chait said that board members often understand this new language well. He suggested that

colleges elicit trustee expertise in three broad areas that particularly get trustees "excited and engaged":

"Customerization"—in admissions, for example, think "competition" and marketing, not simply student selection.

"Commercialization"—think about "branding" institutional image, and finding new ways to fund the enterprise (e.g., selling foreign rights, licensing trademarks, corporate sponsorships).

"Competition"—focus increased attention on pressures from other institutions and, increasingly, places outside the traditional academy.

To get the most from boards, Chait said presidents need to steer trustees away from minutiae and help them concentrate on "the main thing"—the three or four overriding issues that affect the institution's long-term health.



William J. Byron, S.J., recipient of CIC's 1999 Academic Leadership Award, gave the CAO Institute's keynote address. Byron, the former president of The Catholic University of America and The University of Scranton who now teaches at Georgetown University, said chief academic officers have "not only an opportunity but a unique responsibility to foster the growth of human potential" through the undergraduate experience. Byron cautioned CAOs that they not oversee a "value-vacant curriculum," lest this generation of students "go sleepwalking into an unknown future."

CAO Institute

CIC's CAO Institute provides chief academic officers, other academic administrators, and their spouses with information and ideas, personal support and networking, and recreation and relaxation. Formerly the Deans Institute, the meeting was renamed this year to reflect the college dean's evolving role—and attendant change in title—to that of a campus's chief academic officer, or CAO.

This year's theme was *Academic Leadership Today: Creating Connections to Nurture Change*; the meeting was held November 6-9, 1999, in Williamsburg, Virginia. More than 270 academic officers attended, along with more than 60 deans' spouses. A day-long workshop for new CAOs served over 30 participants.

Fostering change and improving the CAO's relationship with the many publics with whom they interact were thematic goals this year. Working Groups of CAOs addressed redefining faculty workload, using technology to support student learning, communication and decision-making processes, emphasizing student learning, and the essence of liberal arts colleges.

Conversation Between Foundation Officers and College and University Presidents

CIC's 12th annual conversation meeting for presidents and foundation executives, held October 6, 1999 in New York City, proved stimulating and productive. Some ninety college leaders joined more than a dozen foundation representatives for a day-long dialogue on the "compact between funders and institutions." CIC board members Robert M. Frehse, executive director of The William Randolph Hearst Foundations, and Teagle Foundation President and CEO Richard W. Kimball co-hosted the meeting. TIAA-CREF donated conference facilities in their New York headquarters for the meeting.

Foundation officers started the meeting with discussions of four topics: values and the liberal arts colleges, the connections and tensions between workforce development and the liberal arts, diversity, and institutional accountability.

Focusing on workforce development, for example, M. Lee Doyle, director of corporate affairs at BellSouth Corporation, suggested that while corporate America can teach necessary technical skills, it needs to work more closely with colleges and universities so that education invests students with the "higher order" skills—in thinking, communications, and teamwork, for example—that business needs.

Discussing values, Constance Buchanan from the Ford Foundation explained her organization's new interest in funding proposals on religion. Undergirding some of Ford's attention here is the sense that religious traditions can provide tools and ideas to help society solve problems, she said. Buchanan spoke of the foundation's interest in what liberal arts colleges are doing to help young people "recognize, analyze and assess" values.

Reacting to the morning discussions, a group of presidents focused first on the word compact, citing "what joins us" as a pivotal focus for action. There was general praise for the way foundations advance visions of "what might be" and how they have "an uncompromising bias" toward action.

Information Technologies Workshop

A CIC tradition, this annual workshop celebrated its 12 anniversary in 1999-2000. The workshop provides information and ideas about improving learning and institutional management to individuals responsible for making choices about the purchase and use of information technologies. EDUCAUSE, the national association for IT professionals in higher education, and the regional Consortium for Computing in Undergraduate Education (C-CUE) are co-sponsors. This year's workshop, on the theme *Distributed Learning and Independent Colleges: The Challenges*

and the Opportunities, was CIC's first program on this important topic. The meeting, which served nearly 200 participants, took place in March in Pittsburgh.

Teaching and Learning Workshops

Building on CIC's long commitment to professional development for faculty and administrators, CIC offered five regional Teaching and Learning workshops this year. This year's topic, *Active Learning in the World*, was designed to promote experiential learning in community settings as a significant pedagogical practice. Campus teams used their participation in the program to work on designs for reciprocal teaching and learning in the community, teaching strategies, institutional policies, and effective ways of working with, as well as learning from, the community. The workshops were also designed to assist participants in preparing grants for CIC's *Engaging Community and Campuses* project. The workshops served more than 250 individuals from nearly 90 colleges and universities.

Traveling Workshops

By bringing CIC workshops to five CIC campuses this year, we experimented with a new mode of conference delivery. Designed for 30-60 individuals from a single campus, these workshops addressed one of three themes: Process Writing & Technology, Using WebCT to Become the "Guide by the Side," and How the Web/Internet can Help Pedagogical Challenges. The response was exceptionally positive.

Presidential Forums

CIC experimented with a new means to serve college leaders in 1999-2000—Presidential Forums, an ongoing group of presidents who convene several times during a year to provide ideas and support for each other. We started one such group this year and set the foundation for additional groups in the future.

Delivering the Customer Experience

Another new program this year was a cooperative venture with the Disney Institute, which custom-designed a workshop on service quality for CIC presidents and members of their administrative teams. The program was held three times, serving 21 CIC colleges.

Other Conferences with CIC presence

For the first time, CIC sponsored a discussion of faculty development at independent colleges and universities in conjunction with the Professional and Organizational Development Network (POD) conference, the national conference for faculty development directors, in October. CIC again co-sponsored an annual workshop for public relations directors in June. The program helps public relations officers gain expertise in promoting faculty; speakers include reporters from the *Wall Street Journal*, *New York Times*, *The Chronicle of Higher Education*, and other media.

Special Programs and Projects

CIC's special projects provide opportunities for joint program development and improvement in key areas, particularly by assisting selected institutions and more generally by sharing resulting ideas broadly with the membership.

Competitive Grant Programs

Engaging Community and Campuses. The Consortium for the Advancement of Private Higher Education (CAPHE), an operating unit of CIC, is administering the competitive national grants program associated with the larger CIC initiative (see below). Invitations to the program were sent to eligible private colleges and universities. Proposals are due in the fall of 2000. Up to 25 grants will be awarded.

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URBAN MISSION PROGRAM: SAMPLE INSTITUTIONAL PROJECTS

Working to develop its campus/community infrastructure, Columbia College Chicago has created the Office of Community Arts Partnership (OCAP) to coordinate and strengthen the college's collaborative initiatives. College staff and community board members are working together to develop a comprehensive training program for faculty, staff, students, and community members who work with community-based arts organizations. Various campus administrative offices are working with OCAP to adapt their operating procedures to work more effectively with a variety of community constituencies. The college is also developing a new community arts degree program.

Similarly, **Mount St. Mary's College** has created a Center for Urban Partnership that centralizes and coordinates student opportunities for internships and service-learning placements with community agencies.

Holy Family College has created a nurse-managed community-based family center, "owned" equally by the community residents and the college, in Northeast Philadelphia. A recent site visit showed that the college has successfully begun to implement a program that is having a direct impact on community identified needs, and is well suited to the institution's academic strengths. Several college administrative departments have given their time and resources to support the creation and maintenance of the family care center. Impressively, the college has made a commitment to pay the rent on the building, if needed, to ensure its permanence in the community. These and other steps in the partnership point to a solid foundation of trust and respect that has been forged between the college and its community partners.

Johnson C. Smith University is making available the resources of its Urban Research Group (URG) to community agencies in the Charlotte-Mecklenburg (North Carolina) community that are in need of research to support and/or expand their work. URG involves faculty from several disciplines, including business, economics, education, history, political science, psychology, social work and sociology. URG research projects are built into existing courses which enable students to participate, and thus connect the project to the institution's commitment to service-learning. The university has developed an advisory board consisting of community representatives to guide the selection of URG research projects.

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Implementing Urban Missions. Under a \$1.5 million grant from the W.K. Kellogg Foundation, CIC is helping a group of colleges and universities to strengthen their organizational capacities to serve their local urban environments. Among other questions, the project seeks to learn more about ways in which colleges express a commitment to an urban mission, and how that commitment manifests itself in institutional programs and services in the community. Grants of up to \$150,000 support the work of eight private institutions to strengthen programs and institutional capacity. The colleges will also collaborate to develop and share ideas that can benefit other institutions in similar situations. Project participants met once during the year, and several site visits to all grantees were completed. The remaining site visits will be completed during the coming year, and participants will gather for a final project meeting.

Planning for Leadership. This CAPHE program enables presidents in the first few years of their tenure to pursue institutional planning activities. The program was formally brought to conclusion with the submission of a final report to the funder, the Christian A. Johnson Endeavor Foundation. Two final two-year grants awarded in 1999 will conclude in 2001. We seek to rebuild the fund as an ongoing resource of small, discretionary grants to enable presidents to re-position a college.

Information and Technical Assistance for Institutions

Engaging Communities and Campuses. This program assists institutions in their myriad connections with local communities. Focusing particularly on various forms of experiential learning and community partnerships, the project will initially develop a range of resources (working paper, resource directories, Web materials, consultants, workshops) for institutions. In part, this program ties together previous and ongoing CIC work

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Fundamentals for IT investments:

Ed Barboni's Advice for Presidents

As part of an interview in the February/March 2000 issue of CIC's newsletter, the *Independent*, consultant Edward Barboni suggested seven principles for college and university presidents as they think about information technology. Ed said:

We all need to understand a very simple fact: it's not the technology that's important, it's what you do with it that's important. Having a network that's a little zipper than your competitor's is not the issue. The issue is using your network to maximize student learning and to serve students effectively in the context of your mission. This said, here are some fundamentals:

- *You should have a modern network with up-to-date computers, peripherals, and software for all employees—this is simply a prerequisite to staying in business.*
- *If you have not already adopted a universal student access model, then you should be planning to adopt one in the next eighteen months.*
- *Your IT budget should be based upon life-cycle funding with a maximum life-cycle of three years for users' computers and five years for servers.*
- *You should be using a licensing model—rather than a periodic purchasing model—for access to a standardized suite of software tools*
- *Your learning spaces should be designed and equipped with furniture that provides the maximum flexibility with regard to pedagogical practice and the use of digital tools to enhance learning.*
- *Your campus should have a "service agreement" with the library, media services, and information technology staffs that sets out clear expectations about what services people can expect from these vital areas and what services they should not expect.*
- *Saving the most important for last, if you have not already done so, you should adopt a human resource development model that ensures that your faculty, administrators, and staff can and do continuously improve their ability to enhance student learning and provide mission critical services to students.*

A NEW LOOK FOR CIC

CIC introduced a new logo in 1999-2000. As a casual way of referring to our new “mark,” as the graphic designers refer to it, we call our new logo symbol “Infinity.” For us, the logo embodies our vision of an exciting future for CIC—one of infinite possibilities for constituent service. The logo is also a visual interpretation of our acronym, C.I.C. We like to think the swooping line hints at connections or linkages, representing the fact that CIC is by definition a body of colleges and universities that are linked together in work for the common good.

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in community partnerships, service-learning, and urban missions. Initial project materials were sent to campuses in December 1999. The CAPHE-administered grants program component of the initiative (see above) will support a range of activities that advance student learning and community development.

Enabling Leadership in Information Technologies.

This program helps institutions to make decisions about the purchase and use of information technologies. Web-based resources, publications, and design templates will make developing ideas available to a greater number of institutions.

Technical Assistance to Funders and Other Organizations

Davies-Jackson Scholarship. CAPHE administers a scholarship program for graduates of private colleges and universities. Recipients receive a full, two-year scholarship at St. John’s College, Cambridge, England.

Prior Learning Assessment. This program, a part of the UAW-Ford University, enables institutions to recognize and reward out-of-class learning and thus increase opportunities for workers to participate in college degree programs. CIC and three other national associations are coordinating this effort of ten pilot institutions. The program is now operational, with students from UAW-Ford attending some pilot institutions. We anticipate that the program will expand to include additional CIC institutions.

Collaborative Ventures Evaluation. CAPHE is conducting an evaluation of the Teagle Foundation’s Collaborative Ventures Program. The evaluation will reveal how private colleges and universities and seminaries collaborate with other postsecondary institutions to develop innovative ways to maximize their resources, and will reconsider existing practices and philosophies around how institutions are organized and governed.

Communications

CIC’s communications activities share information about CIC work as well as ideas emerging from single and joint campus efforts, and they promote—and assist institutions to promote—the visibility and values of member institutions.

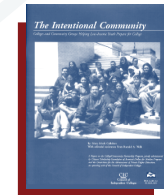
Sharing Ideas

During the academic year 1999-2000, we developed several major printed reports:



Reconsidering Faculty Roles and Rewards, the findings of CAPHE’s Faculty Roles and Rewards program (published October 1999).

The Intentional Community, the findings of CAPHE’s College/Community Partnership Program (November 1999).



The monograph *Success Stories—Strategies that Make a Difference at Thirteen Independent Colleges and Universities*, edited by CIC and published as part of the USA Group Foundation New Agenda Series (March 2000).

Advancing Smaller Colleges, Dr. Wesley Willmer’s fourth periodic study of advancement practices at CIC colleges, will be co-published by CIC and CASE later in 2000.

This year we distributed the last print copies of an older monograph, *Small by Choice*, which describes why small colleges sometimes elect to remain small. To enable this still-valuable resource to live on, we created a downloadable electronic version, available on our Web site.



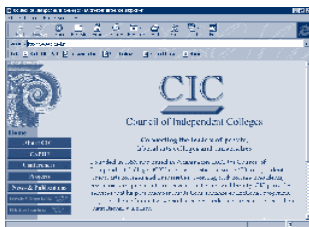
Newsletter

In our flagship publication, the CIC *Independent*, we publish relevant articles for our membership. We published five issues this year. This year, we continued to work to add more presidential perspectives and voices to

the *Independent's* pages. The *Independent* received a new design this year as part of our overall graphic design project.

Web site

CIC's Web site (www.cic.edu, established in 1997) has become a significant communications vehicle and member resource. One simple measure of site use, Web "hits," shows continued growth in the number of people accessing the site. Our research shows that members turn to our site first for information about CIC conferences and special services, such as our Tuition Exchange Program. The site provides up-to-date



information about CIC conferences (with online meeting registration), and serves as a repository for post-conference postings of papers, Web sites developed at CIC meetings, and the like. Members can also find extensive information about CIC services and projects. We also offer the full text of many CIC publications online.

We foresee that the Web will only become more important as a tool in our delivery of member services in the years ahead. Indeed, for the coming year, we plan to introduce a next-generation CIC site that offers even more member services online.



Promoting Institutional and Sector Visibility

Communications Resources. In September of this academic year, we launched a new member service, *Communications Resources*. We issued four editions of *Communications Resources* this year, and

plan to mail five in 2000-2001. This periodic mailing of practical, relevant materials and tools—talking points, relevant data, how-to pieces, backgrounders, strategy ideas—is designed to help presidents and PR officers communicate their institution's story. Membership response to this new service was very positive.

Media Relations. We fielded media requests from the *New York Times*, *Christian Science Monitor*, *Time Magazine*, many regional newspapers, *The Chronicle of Higher Education*, and *University Business* magazine. CIC staff were quoted several times. We were pleased to place CIC as the cover story of the March 10, 2000 edition of *The Hispanic Outlook in Higher Education*.

Partnerships. CIC's partnerships with the "Professors of the Year" program, sponsored by the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education, as well as the American Council on Education's "College is Possible" campaign and the Alliance to Save Student Aid, are other ways in which we work to advance visibility for our sector.

Additional Programs and Initiatives

Several additional ongoing or special CIC programs also serve our members.

Tuition Exchange Program

The CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities willing to accept—tuition free—students from families of full-time employees of other CIC institutions. This 15-year-old program continues to grow. This year, TEP had a record 319 participating institutional members.

Cooperative Initiatives

Increasingly, we find that cooperative efforts with other organizations can bring additional service to private colleges and universities. This year, we participated in an increasing number of such collaborations.

Notably, in June the CIC Board of Directors passed a resolution approving a new initiative of cooperation involving CIC, NAICU, and the Foundation for Independent Higher Education (FIHE). In particular, CIC and FIHE agreed to collaborate in various new ways, including some joint programmatic work, particularly in the area of technology. In the future, among other cooperative ventures, the three organizations will jointly publish a report about the independent sector of higher education.

CIC continues to support the Teacher Education Accreditation Council (TEAC), now in its second year of operation. TEAC's Washington office is located in CIC's office, and Allen Splete is a member of TEAC's board. CIC and the National Association of Independent Colleges and Universities (NAICU) are sponsoring organizations for the Teacher Preparation Accountability and Evaluation Commission (TPAEC), an effort to monitor legislation that will affect teacher education.

Among other cooperative ventures, CIC co-sponsored a survey of advancement practices at private liberal arts colleges and universities that will be published by the Council for the Advancement and Support of Education (CASE) with CIC in 2000. We assisted Peter Ewell of the National Center for Higher Education Management Systems (NCHEMS) and George Kuh of Indiana University to select 15 institutions to participate in a second pilot phase of a new survey designed to measure institutional processes that promote student learning. We collaborated on a survey of chief academic officers about faculty turnover and recruitment.

Technological Capacity

Our technological infrastructure enables communication among staff and with colleges and universities, the development of ideas and materials to serve institutions, and the storage and retrieval of information relevant to our work. This year we completed two major projects. We upgraded our computer hardware and software platform; we are currently on a three-year replacement cycle. We also installed a new association management database, the ABLAZE Enterprise Manager information system.



To access presentations and resource materials from the Presidents Institute, CAO Institute, and other CIC programs, visit the conferences section of CIC's Web site, www.cic.edu.



CIC Awardees 1999-2000

Awards for Philanthropy. CIC made two Awards for Philanthropy in 2000, to The Kresge Foundation and the M.J. Murdock Charitable Trust.



CIC Board Chair Margaret McKenna presents the award to **JOHN MARSHALL III**, the Kresge Foundation's president and CEO.



Award for Volunteerism and Philanthropy. In February, CIC President Allen Splete traveled to New York City to present CIC's 2000 Award for Volunteerism and Philanthropy to **JULIE J. KIDD** (r.), president of the Christian A. Johnson Endeavor Foundation. In the background is a portrait of Mrs. Kidd's father, foundation namesake Christian A. Johnson.

NEAL O. THORPE, executive director and trustee of the M.J. Murdock Charitable Trust, accepts the award from CIC Board Chair Margaret McKenna, as Allen Splete (c.) looks on.



1999 Academic Leadership award. **William J. Byron, S.J.**, the former president of The Catholic University of America and The University of Scranton who now teaches at Georgetown University (see sidebar on page 2).

1999 Chief Academic Officer Award. For service to his fellow CAOs through many years of volunteer work in CIC, **James Lawrence**, senior vice president and dean of the college at The College of Santa Fe, was this year's honoree (he is pictured here with Sister Patricia Ann Matthews, I.H.M., vice president for academic affairs at Marywood University, and chair of CIC's 1999 CAO Institute Task Force). Acknowledging the "sense of apprentice/mentor" that pervades CIC, Lawrence described CIC as "a network of the best sort" and said "it has been rewarding to know so many deans who take so seriously their responsibilities and who generously share their wisdom and advice."



Resource Development

CIC's fund-raising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs (e.g., conference sponsorships), and unrestricted grants for general operating support. CIC received financial support during 1999-2000 from these Sponsoring Members:

Alcoa Foundation
Alden & Associates
Allied Irish Bank
American Association of State Colleges & Universities (UAW-Ford)
ARAMARK
Arthur C. Frantzreb
A.T. Kearney, Inc.
Bank of America Foundation
Bayer Corporation
BellSouth Corporation
Bemis Company Foundation
Bentz Whaley Flessner
BEST FOODS
Bon Appetit Management Co.
Burt Hill Kosar Rittelmann
Henry C. Frick Educational Fund of the Buhl Foundation
Campbell & Company
CARS Information Systems Corporation
Celli-Flynn & Associates, Architects and Planners
The Charitable Resources Group
COLLEGIS
Commonfund
Contract Source
Coordinated Financial Services, Ltd.
DaimlerChrysler Corporation Fund
Educational Management Network/Witt Kieffer
EdVerify
EUA Cogenex Corp
Eugene M. Lang Foundation
ExxonMobil Foundation
Ferrell Capital
Follett Higher Education Group
The Franklin Consulting Group
George Dehne & Associates, Inc.
Gonser Gerber Tinker Stuhr LLP

IDEA Center, Kansas State University
Harris Insight Funds
Ice Miller
Jerold Panas, Linzy & Partners Inc.
Jon McRae & Associates, Inc.
Kaludis Consulting Group
Lawlor Group
Lipman Hearne, Inc.
Miller/Cook and Associates, Inc.
Mine Safety Appliances Company
M.J. Murdock Charitable Trust
New Ventures, Regis University
Performa, Inc.
Pittsburgh Steelers Sports, Inc.
Quodata Corporation
R.H. Perry & Associates/Registry for College & University Presidents
RPA, Inc
SAGE SCHOLARS, Inc.
Salomon Smith Barney
SCT Corporation
ServiceMaster Management Services Company
Siemens Information & Communication Networks Inc.
Sodexo Marriott Services
Solomon, Cordwell & Buenz
The Spelman & Johnson Group
Stamats Communications, Inc.
The Teagle Foundation, Inc.
Three Rivers Bank and Trust Company
TIAA-CREF
Tuition Plan
USAGroup Foundation
USAGroup Noel-Levitz, Inc.
W.K. Kellogg Foundation
William Randolph Hearst Foundations, Inc.

Financial Statement

STATEMENT OF UNRESTRICTED FUNDS 7/1/99-7/1/00

	<i>GENERAL OPERATIONS</i>	<i>PROJECT TOTAL</i>	<i>TOTAL UNRESTRICTED</i>
REVENUES			
Membership Dues	\$ 1,243,200		\$ 1,243,200
Program Participant Fees	662,268		662,268
Gifts and Grants			
Unrestricted Grants	106,450		106,450
Program Grants	311,000	\$ 541,870	852,870
Consulting Fees		11,158	11,158
Interest and Miscellaneous Income	209,342		209,342
TOTAL REVENUES	\$ 2,532,260	\$ 553,028	\$ 3,085,288
EXPENSES			
Salaries and Benefits	\$ 988,377	\$ 184,919	\$ 1,173,296
Programs and Meetings	658,004		658,004
Grants to Colleges		70,611	70,611
Other Costs	772,143	297,498	1,069,641
TOTAL EXPENSES	\$ 2,418,524	\$ 553,028	\$ 2,971,552

CHANGE IN NET ASSETS:	\$ 113,736
Net Assets at 7/1/99:	\$ 1,378,020
Net Assets at 7/1/00:	\$ 1,491,756

Board of Directors (September 2000)

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President, Lesley University

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President, Gordon College



Allen Splete
with outgoing
Board Chair
Harold Kolenbrander
and CIC's new Chair,
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president of
Lesley University
in Massachusetts.



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*Director, Corporate and Education Affairs
BellSouth Corporation*

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Presidential Spouse, Warren Wilson College

Judy Shields
Presidential Spouse, Rockford College

Board of Directors Committee Membership

- 1 Membership Committee
- 2 Programs Committee
- 3 Public Information and Promotion Committee
- 4 Resource Development Committee
- 5 Resource Development Nominating Subcommittee

Task Forces

2000 PRESIDENTS INSTITUTE

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Rust College

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Elmhurst College

Lorna Sawatsky
Messiah College

Nancy Shinn
Berea College

Stuart W. Showalter
Goshen College

Emma Sloan
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1999 CAO INSTITUTE

CAO TASK FORCE

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Noreen Hendley
Saint Joseph's College

Gail Lillis
Cornerstone University

Steven R. Malmberg
Unity College of Maine

Nan McDaniel
Converse College

Bette Rembert
Washington & Jefferson College

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Director of the Christian A. Johnson Institute for Effective Teaching, Rollins College

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Tom Morgan

Co-Director, Center for Professional Development Augsburg College

Margaret Schramm

Professor of English Hartwick College

Mattie Vaughn

Professor Wilberforce University

Jayne White

Education Department Drury University

CAPHE ADVISORY

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Professor, Department of Sociology University of California - Los Angeles

Doreen Boyce

President, The Buhl Foundation

Sally Davis

Manager, U.S. Recruiting & Staffing Eli Lilly and Company

Richard Ekman (Vice Chair)

Vice President for Programs The Atlantic Philanthropic Service Company

Gregory Fusco

Educational Consultant Fusco Associates

Antoine Garibaldi

Provost & Chief Academic Officer Howard University

David Haslam

Experience Manager BellSouth Corporation

Sally Johnstone

Director, Western Cooperative for Education Telecommunications

Ilene Mack

Senior Program Officer The William Hearst Foundation

Colette Mahoney

Consultant, Educational Consulting Associates, Ltd.

Shirley McBay

President, QEM Network

Jamie Merisotis (Chair)

President, The Institute for Higher Education Policy

John Synodinos

Consultant, Franklin Consulting Group

Patrick Terenzini

Professor, Center for the Study of Higher Education Pennsylvania State University

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Dorothy I. MacConkey

President Emerita Davis & Elkins College

John Ott

Founder and Partner Partners in Innovation

Edward Zlotkowski

Professor of English Bentley College, Senior Associate American Association for Higher Education

College and University Members of CIC (September 2000)

In 1999-2000, for the 12th consecutive year, CIC's college and university membership attained a new record high. At year's end, CIC had 478 institutional members. Twenty-four institutions joined CIC during the year. In addition, more than 30 state, regional, and national associations and other organizations are CIC Affiliate Members.



Freshmen from Beaver College (Pa.) pose inside one of the famous red public phones in London, England during Beaver's annual London Preview.



ALABAMA

Huntingdon College
Miles College
Oakwood College
Spring Hill College
Stillman College
Talladega College

ALASKA

Alaska Pacific University

ARIZONA

Grand Canyon University
Prescott College

ARKANSAS

John Brown University
Lyon College
Philander Smith College
University of the Ozarks

CALIFORNIA

Azusa Pacific University
California Baptist University
California Lutheran University
Chapman University
College of Notre Dame
Concordia University
Dominican College of San Rafael
Fresno Pacific University
Golden Gate University
Holy Names College
Mount St. Mary's College

Pitzer College

Point Loma Nazarene University
Saint Mary's College of California
Scripps College
Simpson College
Westmont College

COLORADO

Colorado Christian University
Regis University

CONNECTICUT

Albertus Magnus College
Sacred Heart University
University of Bridgeport

DELAWARE

Wesley College
Wilmington College

FLORIDA

Barry University
Bethune-Cookman College
Clearwater Christian College
Eckerd College
Flagler College
Florida Memorial College
Jacksonville University
Palm Beach Atlantic College
Rollins College
Saint Leo University
Saint Thomas University
Warner Southern College

GEORGIA

Berry College
Brenau University
LaGrange College
Mercer University
Morehouse College
Morris Brown College
Oglethorpe University
Paine College
Piedmont College
Shorter College
Spelman College
Wesleyan College

HAWAII

Chaminade University of Honolulu

IDAHO

Albertson College of Idaho

ILLINOIS

Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Dominican University
Elmhurst College
Eureka College
Greenville College
Illinois College
Illinois Wesleyan University
Kendall College
Lewis University
MacMurray College

College and University Members of CIC (cont'd)

McKendree College
Millikin University
Monmouth College
National-Louis University
North Central College
Olivet Nazarene University
Principia College
Quincy University
Rockford College
Saint Xavier University
Trinity Christian College
University of Saint Francis

INDIANA

Anderson University
Bethel College
Calumet College of Saint Joseph
Franklin College of Indiana
Goshen College
Grace College
Hanover College
Huntington College
Manchester College
Marian College
Saint Joseph's College
Saint Mary's College
Saint Mary-of-the-Woods College
Taylor University
Tri-State University
University of Indianapolis
University of Saint Francis
Wabash College

IOWA

Briar Cliff College
Buena Vista University
Central College

Clarke College
Dordt College
Graceland University
Grand View College
Iowa Wesleyan College
Loras College
Luther College
Marycrest International University
Morningside College
Mount Mercy College
Saint Ambrose University
Simpson College
University of Dubuque
Upper Iowa University
Wartburg College

KANSAS

Baker University
Benedictine College
Bethany College
Bethel College
Friends University
McPherson College
MidAmerica Nazarene University
Newman University
Saint Mary College
Southwestern College
Sterling College
Tabor College

KENTUCKY

Alice Lloyd College
Bellarmine College
Berea College
Brescia University
Campbellsville University
Cumberland College

Georgetown College
Kentucky Wesleyan College
Lindsey Wilson College
Midway College
Pikeville College
Spalding University
Thomas More College
Union College-Kentucky

LOUISIANA

Centenary College of Louisiana
Dillard University

MAINE

Saint Joseph's College
Unity College
University of New England

MARYLAND

College of Notre Dame of Maryland
Columbia Union College
Loyola College in Maryland
Mount Saint Mary's College & Seminary
Villa Julie College
Western Maryland College

MASSACHUSETTS

Anna Maria College
Assumption College
College of Our Lady of the Elms
Curry College
Eastern Nazarene College
Emmanuel College
Endicott College
Gordon College
Hampshire College
Lesley University
Merrimack College

College and University Members of CIC (cont'd)

Mount Holyoke College
Nichols College
Regis College
Springfield College
Stonehill College

MICHIGAN

Adrian College
Cornerstone University
Madonna University
Marygrove College
Olivet College
Siena Heights University
Spring Arbor College
William Tyndale College

MINNESOTA

Augsburg College
Bethel College
College of Saint Benedict
College of Saint Catherine
The College of Saint Scholastica
Concordia College
Northwestern College
Saint John's University
Saint Mary's University of Minnesota

MISSOURI

Avila College
Central Methodist College
College of the Ozarks
Columbia College
Culver-Stockton College
Drury University
Fontbonne College
Lindenwood University
Maryville University of Saint Louis

Missouri Baptist College
Park University
Rockhurst University
Stephens College
Webster University
Westminster College
William Jewell College
William Woods University

MISSISSIPPI

Millsaps College
Rust College
Tougaloo College

MONTANA

Carroll College
Rocky Mountain College
University of Great Falls

NEBRASKA

Bellevue University
College of Saint Mary
Dana College
Doane College
Hastings College
Nebraska Wesleyan University

NEVADA

Sierra Nevada College

NEW HAMPSHIRE

Colby-Sawyer College
Franklin Pierce College
New England College
Notre Dame College
Rivier College
Saint Anselm College

NEW JERSEY

Bloomfield College
Caldwell College
Centenary College
College of Saint Elizabeth
Felician College
Georgian Court College
Saint Peter's College

NEW MEXICO

College of Santa Fe
College of the Southwest

NEW YORK

College of Mount Saint Vincent
The College of Saint Rose
Concordia College
D'Youville College
Dominican College of Blauvelt
Elmira College
Hartwick College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Manhattanville College
Marymount College
Marymount Manhattan College
Medaille College
Molloy College
Mount Saint Mary College
Nazareth College of Rochester
Nyack College
Roberts Wesleyan College
Saint Bonaventure University
Saint John Fisher College
Saint Joseph's College



**Bible scholar
Rev. Bill Burton, OFM, shares
his latest research with
theology students at Quincy
University (Ill.).**



College and University Members of CIC (cont'd)

Saint Lawrence University
St. Thomas Aquinas College
The Sage Colleges
Utica College
Wagner College
Wells College

NORTH CAROLINA

Barber-Scotia College
Barton College
Belmont Abbey College
Catawba College
Chowan College
Elon College
Gardner-Webb University
Greensboro College
Johnson C. Smith University
Lees-McRae College
Lenoir-Rhyne College
Livingstone College
Montreat College
Pfeiffer University
Queens College
Saint Andrews Presbyterian College
Saint Augustine's College
Salem Academy and College
Warren Wilson College

NORTH DAKOTA

University of Mary

OHIO

Ashland University
Bluffton College
Capital University
Cedarville College
College of Mount St. Joseph

Defiance College
Franciscan University of Steubenville
Franklin University
Heidelberg College
Hiram College
John Carroll University
Lake Erie College
Lourdes College
Malone College
Marietta College
Mount Union College
Mount Vernon Nazarene College
Muskingum College
Notre Dame College of Ohio
Ohio Dominican College
Ohio Northern University
Otterbein College
The University of Findlay
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College

OKLAHOMA

Bartlesville Wesleyan College
Oklahoma City University

OREGON

George Fox University
Marylhurst University
Pacific University

PENNSYLVANIA

Albright College
Allegheny College

Allentown College of
Saint Francis DeSales
Alvernia College
Beaver College
Cabrini College
Carlow College
Cedar Crest College
Chatham College
Chestnut Hill College
College Misericordia
Duquesne University
Eastern College
Elizabethtown College
Franklin & Marshall College
Gannon University
Geneva College
Grove City College
Gwynedd-Mercy College
Holy Family College
Immaculata College
Juniata College
King's College
La Roche College
Lebanon Valley College
Lycoming College
Marywood University
Mercyhurst College
Messiah College
Moore College of Art and Design
Moravian College
Mount Aloysius College
Neumann College
Philadelphia University
Point Park College
Robert Morris College
Rosemont College
Saint Francis College

College and University Members of CIC (cont'd)



President H. David Brandt, of George Fox University (Ore.) visits with students in the college's Student Union Building.



Saint Joseph's University
Saint Vincent College
Seton Hill College
Susquehanna University
Thiel College
Ursinus College
Washington & Jefferson College
Waynesburg College
Westminster College
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

RHODE ISLAND

Roger Williams University

SOUTH CAROLINA

Benedict College
Charleston Southern University
Claflin College
Coker College
Columbia College of South Carolina
Converse College
Erskine College
Limestone College
Morris College
Newberry College
Presbyterian College
Voorhees College
Wofford College

SOUTH DAKOTA

Dakota Wesleyan University
Mount Marty College
University of Sioux Falls

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Bethel College
Carson-Newman College
Christian Brothers University
Crichton College
Cumberland University
Fisk University
King College
Lambuth University
Lane College
Le Moyne-Owen College
Lee University
Lincoln Memorial University
Maryville College
Milligan College
Trevecca Nazarene University
Tusculum College

TEXAS

Austin College
East Texas Baptist University
Huston-Tillotson College
Jarvis Christian College
McMurry University
Our Lady of the Lake University
Paul Quinn College
Saint Edward's University
Texas College
Texas Lutheran University
Texas Wesleyan University
University of Saint Thomas
University of the Incarnate Word
Wiley College

UTAH

Westminster College of Salt Lake City

VERMONT

Bennington College
Goddard College
Green Mountain College
Marlboro College
Norwich University
Saint Michael's College
Southern Vermont College

VIRGINIA

Averett College
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hollins University
Lynchburg College
Marymount University
Randolph-Macon College
Randolph-Macon Woman's College
Roanoke College
Saint Paul's College
Shenandoah University
Sweet Briar College
Virginia Union University
Virginia Wesleyan College

WASHINGTON

Heritage College
Pacific Lutheran University
Saint Martin's College
Seattle Pacific University
Whitworth College

College and University Members of CIC (cont'd)

WEST VIRGINIA

Alderson-Broaddus College
Bethany College
Davis & Elkins College
Salem-Teikyo University
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

WISCONSIN

Alverno College
Cardinal Stritch University
Carroll College
Carthage College
Concordia University Wisconsin
Edgewood College
Lakeland College
Marian College Fond du Lac
Mount Mary College
Mount Senario College
Northland College
Saint Norbert College
Silver Lake College
Viterbo College
Wisconsin Lutheran College

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American University of Paris
Australian Catholic University
Franklin College of Switzerland
John Cabot University
Richmond, The American
International University in London

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and Talmudic Schools
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& Universities in Massachusetts
Association of Independent Colleges
& Universities in New Jersey
Association of Independent Colleges
& Universities of Nebraska
Association of Independent Colleges
and Universities of Ohio
Association of Independent
Kentucky Colleges and Universities
Association of Presbyterian Colleges
& Universities
Association of Vermont Independent
Colleges
Christian College Consortium
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Council for Advancement & Support
of Education
Council for Christian Colleges &
Universities
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Federation of Independent Illinois
Colleges & Universities

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Independent Colleges of Indiana Inc.
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Colleges and Universities
Kansas Independent Colleges
Association
LeaderShape, Inc.
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Colleges & Universities
Minnesota Private College Council
National Association of Independent
Colleges and Universities
North Carolina Association of
Independent Colleges & Universities
Oklahoma Independent Colleges
and Universities
South Carolina Independent Colleges
& Universities, Inc.
Tennessee Independent Colleges
and Universities Association
United Methodist Church/The Board
of Higher Education
Universidad Interamericana de
Costa Rica, Costa Rica
Universidad Jose Cecilio Del Valle,
Honduras
Wisconsin Association of Independent
Colleges & Universities

CIC Staff (September 2000)

President	Richard Ekman	<i>rekman@cic.nche.edu</i>
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Business Manager	Kathleen I. LaHood	<i>klahood@cic.nche.edu</i>
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Director of Administrative Operations	Barbara A. Stevens	<i>bstevens@cic.nche.edu</i>
Administrative Assistant	Tiwanda Washington	<i>twashington@cic.nche.edu</i>

CIC Advisors (September 2000)

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Advisor, Annual Programs	W. H. Bearce	<i>bearcewh@netins.net</i>
Advisor, Tuition Exchange Program	Edward J. Clark	<i>ECLARK3850@aol.com</i>
Senior Advisor	Marylouise Fennell, RSM	<i>suprnun@aol.com</i>
Senior Advisor, Public Relations	R. Keith Moore	<i>kmoore@cic.nche.edu</i>
Advisor	Howard Muscott	<i>muscott@aol.com</i>
President Emeritus & Senior Advisor	Allen Splete	<i>splete@clark.net</i>

Connecting with CIC

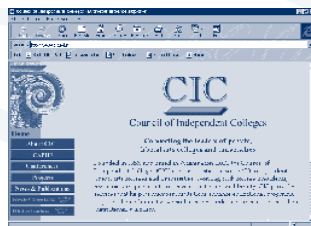
There are several ways to reach CIC. Let us hear from you.

Council of Independent Colleges
One Dupont Circle, Suite 320
Washington, DC 20036-1110
Phone: (202) 466-7230
Fax: (202) 466-7238
E-mail: cic@cic.nche.edu

Tip: Always include name, address and phone number when sending e-mail to CIC's general e-mail address.

Web site

CIC's Web site—www.cic.edu—is a rich resource of information. Visit the site for news about CIC conferences and programs, to download CIC publications, and for links to other sites in higher education.



Listservs

Through listservs, CIC links a national network of people who lead and staff private colleges and universities. The service is free, and all but one are restricted to CIC member institutions; the list for chief academic officers (cicdean-list), is open to deans from non-member institutions as well.

To join the discussion groups, send your request via e-mail to cic@cic.nche.edu. Include your name, title and institution. If your request is approved, your name will be added to the appropriate listserv. You will receive an e-mail confirmation.

CIC Listservs

CICPRES-LIST

Open only to sitting presidents of CIC member institutions.

CICDEAN-LIST

Open to private-college chief academic officers, provosts and those with similar rank; open to those from CIC member and member-eligible institutions.

CICSTUAFF-LIST

Open to student affairs officers and staff at CIC member institutions.

CICPR-LIST

Open to public relations officers and staff at CIC member institutions.

CICADVANCE-LIST

Open to development officers and staff at CIC member institutions.

CICFINANCE-LIST

Open to business officers at CIC member institutions.

CICSPOUSE-LIST

Open to spouses of sitting presidents of CIC member institutions.

CICNET-LIST

Open to those at CIC campuses interested in discussing issues of information technology, especially campus networking.



**Allen Splete thanks the audience at
CIC's 2000 Presidents Institute for their
celebration of his CIC presidency.**

**The CIC Board honored Dr. Splete by naming
CIC's Outstanding Service Award after him, and by
granting him the title of President Emeritus.**





THE COUNCIL OF
INDEPENDENT COLLEGES

One Dupont Circle, Suite 320

Washington, DC 20036-1110

Phone: (202) 466-7230 • Fax: (202) 466-7238

e-mail: cic@cic.nche.edu • www.cic.edu