



THE COUNCIL OF
INDEPENDENT COLLEGES



**ADVANCING INDEPENDENT HIGHER
EDUCATION AND ITS LEADERSHIP**



University of New England (ME)

- **Conversation between Foundation Officers and College and University Presidents** – Annual meeting in New York City exclusively for CIC member presidents and foundation leaders on issues of mutual interest
- **Presidential Vocation and Institutional Mission Program** – Year-long seminar program to assist separately current and prospective presidents and their spouses in affirming a sense of personal vocation in relation to the missions of the institutions they lead or might lead (*supported by Lilly Endowment Inc.*)
- **Executive Leadership Academy** – Year-long program to prepare vice presidents to serve as effective college presidents (*with American Association of State Colleges and Universities (AASCU); supported by American Academic Leadership Institute (AALI), Academic Search Inc. (ASI), and Henry Luce Foundation*)
- **Senior Leadership Academy** – Year-long program for mid-level campus administrators who aspire to senior leadership positions in independent colleges or universities (*supported by AALI, ASI, and Luce Foundation*)
- **Colloquium on Leadership: Classic and Contemporary Readings** – Program for CAOs on issues of leadership, based on classic and contemporary readings (*supported by AALI, ASI, and Luce Foundation*)
- **CIC/Aspen/Wye Seminars on Leadership** – Seminar on leadership for chief academic officers, based on classic texts and held in conjunction with the CAO Institute
- **Workshops for Department and Division Chairs** – Regional workshops on major issues and the skills needed for department leaders, focused specifically on departments in small and mid-sized independent colleges and universities
- **College Media Conference** – Annual meeting for campus public relations professionals to learn about PR strategies and tools and to meet with top reporters, editors, freelance writers, and educational correspondents (*with AASCU*)
- **State Funds Annual Conference** – Annual meeting for executive officers and staff of private college consortia that includes networking, sharing best practices, and educational sessions and tools

COUNCIL OF INDEPENDENT COLLEGES

The **Council of Independent Colleges** (CIC) is an association of nonprofit independent colleges and universities that has worked since 1956 to:

- Support college and university leadership;
- Advance institutional excellence; and
- Enhance public understanding of private higher education's contributions to society.


CIC is the major national organization that focuses on providing services to leaders of independent colleges and universities through conferences, seminars, and other programs that help institutions to improve the quality of education, administrative and financial performance, and institutional visibility. CIC also provides support to state fundraising associations that organize programs and generate contributions for private colleges and universities.

CIC continues its steady membership growth and now serves more than 630 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. More than 50 national, state, and regional organizations are Affiliate Members and 32 state associations are State Fund Members.

DEVELOPING LEADERS

CIC provides opportunities for campus leaders to share ideas and learn from one another. Among the annual programs are:

- **Presidents Institute** – CIC's signature annual meeting of presidents—the largest in the country—focuses on institutional effectiveness, leadership, and the professional renewal of presidents; examines key aspects of the presidency; and includes workshops on topics such as financial management, fundraising, board relations, and enrollment management as well as a full program for spouses on their contributions to the academy
- **New Presidents Program** – Special program for recently appointed presidents and their spouses held in conjunction with the Presidents Institute
- **Institute for Chief Academic Officers** – Annual meeting of CAOs—the largest in the country—blends practical programs with collegiality and renewal and includes workshops for new chief academic officers and for CAOs in their third or fourth year of service



Wilmington College (OH)

PROMOTING DATA-INFORMED DECISION MAKING

CIC has long been a national leader in voluntary efforts to improve the quality of student learning and a strong advocate of institutional autonomy in accountability efforts.

CIC offers a range of programs and services to help campuses make better use of data, assessment findings, and benchmarking tools to improve teaching and learning, and institutional planning and decision making, including:

- **Collegiate Learning Assessment Consortium** – Network of 57 colleges and universities using the CLA to improve teaching and learning; includes the Pathways Project that focuses on underrepresented students in urban institutions (*with Council for Aid to Education; supported by Teagle Foundation and Carnegie Corporation of New York*)
- **Degree Qualifications Profile Consortium** – Network of 25 institutions to examine the usefulness of the “Degree Qualifications Profile” to improve student learning and increase the successful completion of baccalaureate degrees at independent colleges and universities (*supported by Lumina Foundation*)
- **Engaging Evidence Consortium** – Network of 40 institutions to conduct campus projects specifically designed to use outcomes assessment data to make significant adjustments in curriculum, pedagogy, or student support toward increased student learning (*supported by Teagle Foundation*)
- **Financial Indicators Tool (FIT)** – Confidential annual benchmarking report that provides member presidents with comparative indicators of financial performance derived from four key financial ratios (*supported by TIAA-CREF*)
- **Key Indicators Tool (KIT)** – Confidential annual benchmarking report that provides member presidents with comparative performance indicators on students, faculty, revenues, and expenditures (*supported by TIAA-CREF*)
- **State Fund Benchmarking** – Management information tool for State Fund Members that enables a comparison of fundraising programs with peer organizations
- **Books, Studies, Reports, and Statements** – Prepared periodically on selected higher education issues: *Catalyst for Change: The CIC/CLA Consortium*, *Study of Presidential Career Patterns*, *Study of CIC CAOs*, *Evidence of Learning*, *CIC Statement on Assessment*, and *Business and Liberal Arts*; all are available as PDFs on the CIC website

IMPROVING EDUCATIONAL EFFECTIVENESS

CIC offers a wide range of programs and services to strengthen teaching, learning, and the collegiate experience on college and university campuses, including:

- **American History Seminar** – Seminar for faculty members in history and related fields on a topic in American history, led by a renowned expert (*in cooperation with Gilder Lehrman Institute of American History*)
- **Ancient Greece in the Modern College Classroom Seminar** – Week-long seminar at the Center for Hellenic Studies for faculty members to explore the use of ancient Greek texts in undergraduate general education
- **Information Fluency in the Disciplines** – Workshops to help institutions build on information literacy in general education and to develop information fluency among students in humanities majors (*supported by Andrew W. Mellon Foundation*)
- **Network for Vocation in Undergraduate Education (NetVUE)** – Network of more than 160 institutions to foster students' vocational exploration through national and regional conferences, consulting and visit services, resource exchange, and other activities (*supported by Lilly Endowment Inc.*)
- **Teaching Pre-Modern European Art in Context Seminar** – Week-long seminars to strengthen the teaching of art history at independent colleges and universities (*supported by Samuel H. Kress Foundation*)
- **Walmart College Success Awards** – Program for independent colleges and universities to build on demonstrated successes that further the persistence and graduation of first-generation college students (*supported by Walmart Foundation*)
- **Woodrow Wilson Visiting Fellows** – Program to bring prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses for an intense week-long residential program of classes, seminars, workshops, lectures, and informal discussions



Scripps College (CA)

MAKING THE CASE FOR PRIVATE HIGHER EDUCATION

CIC serves as a national voice for independent higher education and promotes the distinctive features of education offered by small and mid-sized, teaching-oriented, private colleges and universities. Projects include:

- **Making the Case Website** – An expanding source of research and comparative data on the educational quality and effectiveness of independent colleges and universities (www.cic.edu/MakingTheCase)
- **Media Meetings** – Meetings of member presidents with representatives of the *New York Times*, *Wall Street Journal*, *Washington Post*, *University Business*, *Chronicle of Higher Education*, *Inside Higher Ed*, and other major news media
- **Resources for Campus Leaders** – Information to help advance independent colleges and universities in published op-eds, articles, and columns; Making the Case Resources packets; *Independent* newsletter; and CIC website

SERVING STATE FUND MEMBERS

Members form a network of state fundraising associations that generate financial resources for and coordinate collaborative programs among independent colleges and universities in their states, including:

- **Competitive Grant Programs** – Funding for several programs, including the National Venture Fund (supports innovative, collaborative projects for State Fund Member colleges); First Opportunity Venture Fund (to increase college access and success of first-generation, low-income, minority, and new American students); Capacity Building Grants (to enhance or expand State Fund Members' capacity to raise money); and Scholarship Challenge Grants (to leverage additional gifts for scholarships)
- **Scholarship Programs** – Funding for student scholarships, most notably the UPS Scholarship program (provides funding for every State Fund Member college and university to award a need-based scholarship to one student)

COLLABORATING WITH PARTNERS

Through collaborations and partnerships, CIC helps member institutions offer programs and services that are cost-effective and efficient. Among the many CIC-sponsored collaborations are:

- **Tuition Exchange Program** – One of the largest networks of independent colleges and universities (nearly 400 members) willing to accept, tuition-free, as students full-time employees and their family members of other CIC-TEP institutions
- **American Academic Leadership Institute** – Partnership to support leadership development programs (*with AASCU and ASI*)
- **Leadership through New Communities of Knowledge** – Professional development opportunities for library staff at small and mid-sized private colleges and universities (*with Council on Library and Information Resources; supported by Institute of Museum and Library Services*)
- **Building Blocks to 2020 Initiative** – Website created by the National Association of Independent Colleges and Universities with CIC to highlight and support efforts by nonprofit private colleges and universities to increase the number of at-risk students they enroll and to boost the retention and graduation rates of various student populations
- **New York Times Partnership** – Access to materials, speakers, and special programs including a day-long workshop at the *Times* for student newspaper editors
- **Professors of the Year** – Program to increase awareness of the importance of undergraduate instruction at all types of higher education institutions (*conducted by Carnegie Foundation for the Advancement of Teaching and Council for Advancement and Support of Education*)
- **Student Aid Alliance** – A coalition of organizations representing students, colleges and universities, and others who believe that all qualified students should be able to go to college regardless of their financial resources; its goal is to increase federal aid for students



CONNECTING CAMPUSES

CIC connects campus leaders nationally in a variety of ways:

- **Listservs** – Electronic forums for presidents, chief academic officers, presidential spouses, department and division chairs, and officers in public relations, finance, student affairs, information technology, institutional research, and vocational exploration
- **Online Communities** – Electronic resources to help facilitate networking, communication, and collaboration among various program participants through discussion boards, document and resource libraries, surveys, multimedia sharing, and community announcements
- **Task Forces and Advisory Councils** – Representative groups from member institutions assist in planning the Presidents Institute, Institute for Chief Academic Officers, and Presidential Spouses Program; advisory councils help guide programming for NetVUE, art history, and State Fund Member programs



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Updated April 2012



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