The Council of Independent Colleges (CIC) is an association of 768 nonprofit independent colleges and universities, state-based councils of independent colleges, and other higher education affiliates, that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education’s contributions to society. CIC is the major national organization that focuses on services to leaders of independent colleges and universities and state-based councils. CIC offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. It conducts the largest annual conferences of college and university presidents and of chief academic officers. Founded in 1956, CIC is headquartered at One Dupont Circle in Washington, DC. For more information, visit www.cic.edu.
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MESSAGE FROM THE CHAIR

Independent colleges and universities have long been leaders of change—whether pioneers of new pedagogies, early responders to changes in market conditions, or nimble innovators in the face of social and economic challenges. Today’s higher education challenges, however, call for independent colleges and universities to be even more agile, flexible, innovative, and resilient.

Many of CIC’s programs and initiatives in 2016–2017 helped independent college and university leaders guide their institutions through obstacles and opportunities. Notably, CIC held a series of eight *Securing America’s Future* workshops to assist member institutions meet current and future challenges more effectively. Teams of presidents, chief academic officers, other administrators, and faculty leaders discussed the trends and forces likely to shape independent higher education in the years to come, challenges to the viability of private institutions, and how those challenges might become opportunities for campuses to thrive. Hosted by member institutions across the country, the workshops drew nearly 500 participants from 121 CIC member institutions.

CIC also held many other robust programs for presidents and other campus leaders. For instance, the 2017 Presidents Institute—the largest annual meeting of college and university presidents in the country—focused on “Education for America’s Future.” Participants explored such topics as the president’s role in leading transformational change, innovative approaches to strategic planning, and the financial outlook for private colleges. CIC’s 2017 New Presidents Program included practical sessions on financial fundamentals, enrollment and marketing, board relations, advancement, and strategic and innovative presidential leadership. Participants in the 2016–2017 Executive Leadership Academy, designed to prepare college and university provosts and vice presidents for presidencies, and the 2016–2017 Senior Leadership Academy, which prepares mid-level administrators and faculty leaders for vice presidencies in independent higher education, discussed trends, challenges, and opportunities in higher education. CIC’s Institute for Chief Academic Officers—the largest annual conference of chief academic officers held by any higher education association—addressed “New Realities, New Solutions” in 2016, focusing on changes in the core responsibilities of the chief academic officer and strategies to sustain strong academic leadership. In addition, with a record number of participants, the 2017 Workshops for Department and Division Chairs focused on “Strategic Leadership for Challenging Times.”

CIC’s research initiatives also assessed the strengths of private colleges in the face of difficult times. The April 2017 report, *Utilizing Independent Colleges and Universities to Fulfill States’ College Degree Attainment Goals,* explored how effective and efficient private nondoctoral colleges and universities are at graduating students and how 22 of the 24 states studied could save public tax dollars. CIC also developed a report, *The Financial Resilience of Independent Colleges and Universities,* that reveals the extraordinary resilience of CIC institutions in the face of economic and enrollment difficulties—and that strong institutional leadership may be the most important factor in determining the financial health of an institution.

As chair of the Board of Directors, I look forward to working further with my fellow Board members, the campus leaders of CIC member institutions, and the excellent CIC staff to explore and strengthen the future of independent higher education.

Sincerely,

Thomas L. Hellie
President, Linfield College
Chair, CIC Board of Directors
The 2016–2017 membership year was productive for CIC in its ongoing efforts to serve independent colleges and universities. CIC’s roster of institutional members reached a record 653 colleges and universities. Participation in conferences and workshops remained at near-record levels, member interest in selective programs remained strong, and participants’ evaluations reflected high satisfaction levels. Foundations and corporations continued to support CIC’s work generously. In addition, CIC was able to launch several new programs—each focused on a specific, practical challenge for which many member colleges and universities sought help.

Of note among CIC’s new programs and services is Intergenerational Connections: Students Serving Older Adults. This cooperative initiative by CIC and the AARP Foundation helps colleges serve low-income, older adults in communities where CIC colleges are located while providing service learning experiences for their students. An impressive 92 institutional members applied for the originally planned 12 pilot grants. Additional generous AARP Foundation support allowed CIC to select 21 institutions for the program, and more cohorts may be assembled in the future. CIC expects that the projects will demonstrate the importance of private colleges and universities to the overall well-being of their communities beyond their traditional roles as purveyors of higher education and cultural programming.

Another new initiative was the Securing America’s Future workshop series held on college campuses throughout the country. These eight workshops were designed to share accurate information about independent higher education and the value of the liberal arts and to stimulate change at CIC member colleges and universities by exploring mission-driven innovation at peer institutions. Nearly 500 participants from 121 institutions—in campus teams that included the president, senior administrators, and faculty leaders—often traveled hours by car to reach the workshops, relishing the opportunity for thoughtful and informed discussion. The exercises in strategic planning and reform were aided by the production of several research reports, fact sheets, and infographics, all now available on CIC’s website, that proved to be valued reference points on many campuses. We have been delighted to learn that on most campuses, team members returned home and engaged a wider group of colleagues to consider and adapt innovations discussed during the workshops. We expect the ferment on these campuses to continue well into the year ahead.

Ongoing CIC programs remained popular and sustained their reputations for high quality, practical utility, and good value; and some benefited from circumstances that were impossible to predict during the planning stages. For example, when the distinguished historian Robert Dallek agreed, back in 2016, to lead the 2017 CIC-Gilder Lehrman Institute of American History seminar on “The 20th Century Presidency,” we predicted that a large number of candidates would be nominated for the seminar during an election year. But we were surprised by how much the institution of the presidency would become an issue after the election and how often the national press would quote Dallek, one of the foremost experts in this field, on the early steps of the new administration. The selected teachers of history and political science at CIC member institutions clearly benefited from this timely seminar.

In the pages that follow, you will find an exhaustive inventory of the broad array of programs and services CIC has offered to member colleges and universities during 2016–2017. Most of these have been made available at or below cost, thanks to the generous support of funders and CIC’s commitment to a pricing approach that emphatically does not follow the “country club” model. Our hope is that CIC will be able to serve even more presidents, CAOs, other administrators, and faculty members in selected fields as they take full advantage of this year’s opportunities.

All members of the CIC staff take great pride in the quality and quantity of programs and services offered to CIC members, and we are encouraged by the enthusiastic support of the members of the CIC Board of Directors and many other CIC campus leaders. It is a privilege to serve the cause of independent higher education in cooperation with so many dedicated colleagues and partners.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges
DEVELOPING LEADERS

The Council of Independent Colleges provides opportunities—through conferences, meetings, confidential consultations, and online networking—for campus leaders to learn from experts, share ideas, and support one another. Among these programs and services are the following.
PROGRAMS FOR PRESIDENTS

Presidents Institute

CIC’s premier event is the largest annual gathering of college and university presidents in the country. The 2017 Presidents Institute took place in Orlando, Florida, January 4–7, and explored the theme, “Education for America’s Future.” The Institute focused on topics such as the president’s role in leading transformational change, innovative approaches to strategic planning, and the financial outlook for private colleges. Many speakers also emphasized the importance of protecting freedom of speech, increasing diversity, fostering inclusive communities, and promoting global awareness. The Institute drew 346 presidents (more than half of the membership), 156 spouses and partners, and a total registration of 830 people. It welcomed leaders from several international member institutions, including those from Canada, France, Greece, Lebanon, Morocco, Pakistan, and the United Arab Emirates. Also, for the third year, the Institute hosted a delegation of private university rectors and higher education leaders from Mexico.

Kevin M. Warren, chief commercial officer of Xerox Corporation, delivered the keynote address on the role independent colleges play in meeting America’s workforce needs and how presidents can position their institutions to educate students for workplace success. Sherry Turkle, Abby Rockefeller Mauzé Professor of the Social Studies of Science and Technology and founder and director of the Initiative on Technology and Self at the Massachusetts Institute of Technology, explained how reliance on technology as the principal mode of communication can undercut students’ ability to cultivate relationships, develop creativity, and innovate. She recommended actions colleges can take to “reclaim the conversation” in the academy. James B. Stewart, award-winning journalist and best-selling author, discussed the enduring value of the academy. James B. Stewart, award-winning journalist and best-selling author, discussed the enduring value of the academy.

In each transformation story the panelists shared, gaining a complete grasp of relevant data was critical. Such conclusive evidence persuaded longtime faculty members and trustees to accept the need for significant, urgent, transformative change. These presidents accompanied the hard facts with an affirmation that the institution could succeed and thrive again. The presidents also worked to create relationships and to focus on the needs of faculty and staff members. For the video of the plenary session, visit www.cic.edu/2017PresidentsInstituteResources.

2017 Presidents Institute

Plenary Session

PRESIDENTIAL STRATEGIES FOR TRANSFORMATIONAL LEADERSHIP

Scott Jaschik, editor and cofounder of Inside Higher Ed, moderated the 2017 Presidents Institute session on transformational leadership and discussed the difficulties of leading campus turnarounds.

Agnes Scott College President Elizabeth Kiss discussed SUMMIT, a leadership development curriculum that has significantly boosted enrollment at the women’s college. Following the innovative re-imagining of its curriculum and rollout, the college experienced its largest entering class in history as well as national recognition in fall 2015. The core element of SUMMIT is the opportunity for every student, guided by a personal board of advisors, to design an individualized course of study and co-curricular experiences that develop leadership abilities and understanding of complex global issues.

Dillard University President Walter M. Kimbrough spoke in retrospect about his eight years as president of Philander Smith College. To discover the true nature of the enrollment and financial challenges that the college faced when he first arrived, Kimbrough laid out all the facts and held focus groups with faculty and staff members, students, and other constituents in search of turnaround opportunities. “We created the Renaissance Plan. It wasn’t just about the president, it was about the team,” Kimbrough emphasized. The strategic agenda listed the initiatives needed to facilitate the renaissance of the college. Philander Smith was able to improve the academic profile of incoming students and create “a culture of learning.”

Jeffrey R. Docking, president of Adrian College, took office in 2005. Since then, the institution expanded from fewer than 900 students to nearly 1,700 students; the annual budget increased from $28.4 million to more than $70.3 million; and the endowment doubled. The academic profile of incoming students also rose as the college saw a 400 percent increase in applications. To get there, Docking said, “we began at the finish line, filled with data. We asked: ‘What will it take to make it work?’” The answer was that the college needed 1,400 students each year, 250 more than were enrolled at the time. After a two-day planning retreat with the faculty, they took the data and their plan to the trustees. The strategy to attract new students focused on expanding athletic programs and the co-curricular experience.

In each transformation story the panelists shared, gaining a complete grasp of relevant data was critical. Such conclusive evidence persuaded longtime faculty members and trustees to accept the need for significant, urgent, transformative change. These presidents accompanied the hard facts with an affirmation that the institution could succeed and thrive again. The presidents also worked to create relationships and to focus on the needs of faculty and staff members. For the video of the plenary session, visit www.cic.edu/2017PresidentsInstituteResources.
New Presidents Program

Just prior to the Presidents Institute, CIC offers an annual program for college presidents in their first or second year—and concurrently a program for their spouses or partners—that addresses the practical needs and strategic questions for success as leaders of independent colleges and universities. The intensive two-day workshop—the longest running program of its kind—includes sessions on financial fundamentals, enrollment and marketing, board relations, advancement, and strategic and innovative presidential leadership among other key topics. In 2017, 51 new presidents and 35 spouses or partners participated in the program, which featured experienced presidents and their spouses—many of whom are alumni of the program—as presenters and provided each new president with a seasoned presidential colleague to serve as an informal advisor. Mary Pat Seurkamp, CIC senior advisor and president emerita of Notre Dame of Maryland University, directed the New Presidents Program for a fifth year.

Presidents Governance Academy

CIC’s Presidents Governance Academy is a two-day intensive and highly participatory workshop designed to help CIC member presidents strengthen board governance policies and practices and to sustain effective president-board relations. Launched in 2014, the program is distinctive in that it focuses exclusively on the perspective of the independent college president and, while it respects the division of authority between the president and the board of trustees, the program starts with the premise that the president must have both the tools and the mandate to exercise effective leadership. Twenty presidents participated in the 2017 Presidents Governance Academy, which took place immediately preceding the Presidents Institute, January 3–4 in Orlando, Florida. Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and former president of the Association of Governing Boards of Universities and Colleges, and Richard J. Cook, president emeritus of Allegheny College, led the program. The Presidents Governance Academy is made possible through the generous support of the Henry Luce Foundation.

Presidential Vocation and Institutional Mission Program

This year-long program of readings, consultations, and seminars assists prospective presidents, together with their spouses or partners, to reflect on their sense of calling as it relates to the missions of the institutions they might lead. Launched in 2005 with generous support from Lilly Endowment Inc., to date 161 senior administrators, many with their spouses, have participated in the program for prospective presidents. Of the 141 participants who have completed the full-year program (excluding those who are in the current cohort), 50 participants—or 35 percent—have been appointed as presidents. (For the list of those who have been named to presidencies, see page 55.) The 2016–2017 cohort of 20 prospective presidents and 19 accompanying spouses engaged in a summer seminar in Woodstock, Vermont, July 10–13, 2016, and a winter seminar in Peachtree City, Georgia, February 27–28, 2017. (For the participants list, see page 55.) CIC invited nominations for the 2017–2018 program in October 2016 and selected 20 participants, most with accompanying spouses or partners, in February 2017. Members of the 2017–2018 cohort began their program in July. Frederik Ohles, president of Nebraska Wesleyan University, is senior advisor and director of the program.

Conversation between Foundation Officers and College and University Presidents

This biennial meeting provides an opportunity for member presidents and foundation officers to discuss topics of emerging importance for private colleges and universities. Held at the TIAA headquarters in New York City on October 10, the 2016 meeting addressed the theme, “Connecting Missions: Foundations and Independent Colleges and Universities.” Nearly 90 presidents, State Council executives, and foundation officers participated. Foundation leaders who presented included Christopher L. Coble, vice president for religion of Lilly Endowment Inc.; Daniel L. Goroff, vice president and program director of the Alfred P. Sloan Foundation; Dale T. Knobel, senior higher education fellow for the Arthur Vining Davis Foundations and president emeritus of Denison University; Harold O. Levy, executive director of the Jack Kent Cooke Foundation; Maria C. Pellegrini, executive director of programs for the W. M. Keck Foundation; and Lisa Marsh Ryerson, president of the AARP Foundation and president emerita of Wells College.

PROGRAMS FOR CHIEF ACADEMIC OFFICERS

Institute for Chief Academic Officers

CIC’s Institute for Chief Academic Officers is the largest annual conference of CAOs held by any higher education association. The 44th Institute for Chief Academic Officers, held in New Orleans, Louisiana, November 5–8, 2016, focused on changes in the core responsibilities of the chief academic officer and strategies to sustain strong academic leadership. The theme, “New Realities, New Solutions,” provided a framework for deliberation and
action on pressing issues that academic administrators face and for candid sharing of successes and challenges. The event attracted 281 chief academic officers, 124 academic team members, and a grand total of 537 participants. Participants traveled from as far as Nigeria and Hawaii to New Orleans.

The program featured leading authorities on key aspects of the work of chief academic officers. Plenary speaker Jeffrey J. Selingo, best-selling author and award-winning columnist, shared his thoughts on the skills that students should develop before they graduate from college and what CAOs can do to put students on a path toward fulfilling employment. Beverly Daniel Tatum, president emerita of Spelman College, addressed how the current racial climate serves as a backdrop for student identity development and ways in which campus leaders can create a positive learning environment for all students. Katherine W. Phillips, Paul Calello Professor of Leadership and Ethics and senior vice dean of Columbia University Business School, explained research that documents how diversity enhances learning in the classroom and performance in the workplace. And Nobel Prize-winning physicist and Stanford University professor Carl E. Wieman discussed how the cognitive sciences provide the foundation of the most effective teaching strategies and the implications for education in all fields at independent colleges and universities (see Box at right).

In addition to the Institute for Chief Academic Officers, CAOs participate in other CIC programs, such as the Presidential Vocation and Institutional Mission Program for prospective presidents (see page 6) and the Executive Leadership Academy (see “Other Programs for Campus Leaders” below).

OTHER PROGRAMS FOR CAMPUS LEADERS

Executive Leadership Academy

CIC, in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU), offers the Executive Leadership Academy (ELA) to prepare college and university leaders in provost and vice presidential positions to move into presidencies. The year-long program is open, by nomination of the president, to vice presidents or cabinet-level administrators of all divisions of a college or university. The program consists of two seminars, readings concerning presidential leadership, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring. The ELA is generously supported by AALI and Academic Search, Inc.

“DEMONSTRATING IMPROVEMENTS IN TEACHING”

Could replacing undergraduate lectures with an evidence-based “active learning” style of teaching significantly improve learning outcomes? Research unequivocally says “yes.” In his plenary address, Nobel prize-winning physicist and Stanford University professor Carl E. Wieman explored the foundation in cognitive science of effective teaching strategies, the results of his research, and the implications for STEM education at colleges and universities. His research has led to a more precise way to evaluate the quality of teaching and learning in STEM fields and the social sciences, with findings that would help independent colleges and universities guide and track improvements in the quality of teaching in many other disciplines at their institutions.

Wieman explained that in the past few decades, major advances in research have come together “to give a consistent and complementary picture about what’s needed to achieve high-level learning—thinking like a scientist, engineer, or historian—and how that learning develops.” But he said that learning to think like a scientist “is not just about filling the brain with facts, but changing the wiring of the brain.” He compared the process of rewiring the brain to building a muscle. “To develop necessary capabilities, the brain has to be exercised in just the right way,” and feedback is needed to guide the learning.

When compared with a standard lecture approach, studies consistently show that scientifically based teaching leads to better learning and lower failure rates—“it benefits all students but disproportionately benefits at-risk students,” Wieman said. He added, “This method is clearly superior for students, and when faculty members invest the time needed to learn it, they clearly prefer it.”

Wieman discussed the main barriers to adopting this scientific approach to teaching broadly. He said that the university incentive system often rewards research more than the quality of teaching and the “poor evaluation system for teaching tends to make it worse.” He said instead of using typical student evaluations, it is better to make part of the evaluation measure what instructors are doing, how they are teaching, and whether they are using effective practices. Wieman co-developed the Teaching Practices Inventory, an instrument created to characterize the teaching practices used in undergraduate STEM courses, to do just that. The online survey can measure quality, show opportunities for improvement, and track when improvements are made. “By collecting this data, institutions can internally evaluate and reward best practices and externally show they provide unique educational value,” he concluded. For the podcast of Wieman’s address, visit www.cic.edu/2016CAOI/resources.
Twenty-three administrators from CIC member institutions participated in the 2016–2017 ELA, which began with a seminar in Washington, DC, on July 11–13, 2016, and concluded with a seminar on June 19–21, 2017, also in Washington. (For the participants list, see page 57.) The July 2017 closing seminar included a farewell to Thomas R. Kepple, Jr., retiring president of AALI and former president of Juniata College, and a welcome greeting to Linda M. Bleicken, incoming AALI president and former president of Armstrong State University. Kepple had directed the leadership development programs as president of AALI since 2013. Bleicken began directing the programs in July. CIC selected the 2017–2018 ELA cohort of CIC participants in February 2017, and the opening seminar took place July 20–22, 2017, in Washington, DC.

Since 2009, 67 of the 262 participants who have completed the Executive Leadership Academy have been appointed as presidents or chancellors. (For the list of those who have been named to presidencies, see page 57.) In addition to the professional advancement of participants, successful outcomes also occur when participants strengthen their leadership in their current positions or when they realize that they do not want to pursue a presidency.

Senior Leadership Academy
CIC and AALI cosponsor a year-long leadership development program for mid-level administrators in the divisions of academic affairs, student affairs, finance and administration, enrollment management, and advancement who aspire to a senior leadership position at an independent college or university. The Senior Leadership Academy (SLA) aims to broaden the pathways to senior leadership positions in higher education and to help participants develop institutional perspectives on higher education administration. The program consists of two seminars conducted by current and former presidents and vice presidents, readings and case studies on college and university leadership, experiential activities developed by the participant, and mentoring by the nominator and program director. Linda M. Bleicken, president of AALI, became director of the program in July 2017.

Thirty administrators participated in the 2016–2017 SLA. (For the participants list, see page 59.) The opening seminar was held November 4–6, 2016, in New Orleans, Louisiana, prior to the Institute for Chief Academic Officers. The closing seminar took place June 22–24, 2017, in Washington, DC. CIC selected the 2017–2018 SLA cohort—45 participants—in February 2017. The opening seminar will take place in San Antonio, Texas, November 3–5, 2017.

Since 2010, seven cohorts have completed the Senior Leadership Academy. To date, 61 of the 204 total participants have advanced to positions with increased responsibility.

The SLA is generously supported by AALI and Academic Search, Inc. In support of CIC’s ongoing efforts to increase the gender and racial diversity of the leaders of independent colleges and universities, the American Express Foundation is covering most costs for 12 participants who are women or people of color in the 2017–2018 Senior Leadership Academy.

Workshops for Department and Division Chairs
The 16th annual series of professional development workshops for new and experienced department and division chairs took place in four cities across the country in spring 2017. Led by experienced chief academic
officers, department chairs, and attorneys specializing in higher education, the 2017 Workshops for Department and Division Chairs focused on “Strategic Leadership for Challenging Times.” This year, the program included separate sections for new chairs and for experienced chairs and deans. A record 378 department and division chairs—from colleges in 41 states plus Nigeria—participated in the meetings, which took place March 29–31 in Savannah, Georgia; May 18–20 in Baltimore, Maryland; May 23–25 in Kansas City, Missouri; and June 6–8 in Phoenix, Arizona. Academic Search, Inc. provided generous support for the workshops.

College Media Conference
Designed for campus public relations directors and their key staff members, the College Media Conference provides access to national journalists who discuss issues they cover, information they would like to receive from colleges and universities, and how colleges can communicate with the media most effectively. Exploring the theme “Making News across the Media Spectrum,” the 2017 College Media Conference took place in Washington, DC, June 26–28. The conference, co-hosted by CIC and the American Association of State Colleges and Universities, drew nearly 250 participants from across the country. Participants were able to learn from and connect with journalists from the New York Times, Washington Post, Wall Street Journal, Forbes, NBC News, ABC News, National Public Radio, PBS NewsHour, POLITICO Pro, Vox, Chronicle of Higher Education, Inside Higher Ed, Diverse: Issues in Higher Education, and Hechinger Report, among others. College and university public relations professionals and other PR experts shared best practices and new ideas with their colleagues. During a special program sponsored by the Chronicle, Peter F. Lake, professor of law at Stetson University, Patricia Maguire, president of Trinity Washington University, and Liz McMillen, editor of the Chronicle, debated “Free Speech on Campus: What Does It Really Mean?” Other special events included a Chronicle-sponsored reception, small group visits to newsrooms of national media in Washington, a breakfast meeting with Diverse reporters, and a tour of the Newseum.

Programs for Spouses and Partners of Presidents and Chief Academic Officers
CIC provides special programming for spouses and partners of presidents and chief academic officers at its two annual institutes. Spouses of 153 college and university presidents participated in CIC’s 2017 Presidents Institute, and 20 spouses engaged in the 2016 Institute for Chief Academic Officers. The Presidents Institute Spouses and Partners Program opened with the session, “The Presidential Spouse or Partner: A Changing Role in Higher Education,” which examined the results of a 2016 survey of presidential spouses and partners across various institutional types. Members of the research team, Gwendolyn H. Freed, chief development officer at the Humphrey School of Public Affairs of the University of Minnesota, and Darwin D. Hendel, associate professor in the College of Education and Human Development at the University of Minnesota, led the discussion.

Programs for State Council Executives
CIC actively supports the advancement of State Councils—consortia of independent colleges and universities, one per state, with the mission of strengthening their member institutions through four priority areas: fundraising for student scholarships, leveraging corporate networks for financial support and career pathways for students, developing collaborative programs for member institutions, and “Making the Case” for independent higher education. CIC provides scholarships, matching grants for state-based programming, professional development opportunities, services, and consulting to its 29 State Councils, and organizes conferences, webinars, and “best practices” workshops.

State Councils Annual Conference
The 2017 CIC State Councils Annual Conference, “Golden Opportunities,” took place April 30–May 2 in Seattle, Washington. The conference featured presentations by foundation and corporate executives and nationally recognized experts as well as opportunities to network and learn from colleagues. Plenary speakers included Michael Collins, senior director of endowment and foundation services at TIAA; Mark Dederer, executive director of the Biller Family Foundation; Richard Ekman, president of CIC; Regina Hartley, human resources vice president for the UPS Technology Division; Cat Martin, head of the corporate responsibility efforts at JPMorgan Chase & Company; Jon McGee, vice president for planning and public affairs at the College of St. Benedict and Saint John’s University and author of Educationomics: Navigating in the New Marketplace for Higher Education; Steve Moore, chief executive officer of the M. J. Murdock Charitable Trust; James Plourde, president of the Collins Group; Frank Romeo, vice president of the UPS Foundation; Ken Thompson, senior fellow at the Aspen Institute; Julia Weede, executive vice president and chief academic officer at the College of Education and Human Development of the University of Minnesota, led the discussion.

In addition to the State Councils Annual Conference, state executives also participate in CIC’s Presidents Institute.
CIC supports practical, sustainable, and cost-effective ways to improve the quality of independent higher education. Initiatives and programs offered in 2016–2017 evaluated the effectiveness of online instruction; improved teaching, learning, and research; encouraged valuable service learning experiences; strengthened information fluency in the disciplines; brought distinguished visiting fellows to campuses; and promoted vocational exploration in undergraduate education, among other outcomes.
Consortium for Online Humanities Instruction

Two cohorts of member institutions have participated in this Consortium since 2014, when CIC developed the project with the support of the Andrew W. Mellon Foundation to assess the effectiveness of online teaching in upper-level humanities courses at liberal arts colleges. The project has three main goals: to explore whether online humanities instruction can improve student learning outcomes; to determine whether smaller, independent liberal arts institutions can make more effective use of their instructional resources and reduce costs through online humanities instruction; and to provide an opportunity for CIC member institutions to build their capacity for online humanities instruction and share their successes with other liberal arts colleges. Ithaka S+R, CIC’s partner organization and a leading research and consulting service for academic innovation in the digital environment, advises participating institutional teams and evaluates the effectiveness of the project.

The 20 teams that made up Consortium I offered two rounds of online courses in 2015 and 2016, and students from all of the participating institutions were able to enroll in the revised courses in spring 2016. CIC held a culminating national workshop in Alexandria, Virginia, August 5–6, 2016, during which Ithaka S+R presented a preliminary evaluation report on student learning outcomes, the use of institutional resources, and collaborative efforts during the project. A final report on Consortium I activities and outcomes was distributed to participants in fall 2016. In October 2016, CIC received a supplemental grant from the Andrew W. Mellon Foundation to support the continued coordination of Consortium I participants’ activities through 2018.

Kevin Gannon, professor of history and director of the center for excellence in teaching and learning at Grand View University, was selected as coordinator to foster the continued work of Consortium I members and gather assessment data on the courses offered. Sixteen of the 21 institutions signed on to advance their collaborative work; courses will be offered through the spring 2019 semester. (For the list of Consortium I institutions continuing their participation through 2018, see page 60.)

The Andrew W. Mellon Foundation awarded CIC $1,380,000 in December 2015 to support a second cohort of colleges and universities over three years. The project goals remain the same but will focus on online courses that are potential substitutes for upper-level humanities courses in the same major at comparable institutions. Ithaka S+R again serves as project consultant and evaluator. In spring 2016, CIC received applications from 41 member institutions and selected 21 teams to participate in Consortium II. (For the list of institutions participating in Consortium II, see page 60.) These teams met for a national workshop in Alexandria, Virginia, August 7–9, 2016, with the goal of advancing preparation for their projects. Select participants from Consortium I institutions serve as advisors to participants in the second cohort and helped lead three course development webinars for faculty members in October and November. The first courses developed as part of Consortium II were offered in spring 2017. Participants met for a second national workshop in Washington, DC, in August 2017, to review preliminary evaluation findings and to prepare to revise courses for a second iteration. Revised courses will be offered during 2017–2018 and will be open for enrollment by undergraduate students from the other participating institutions.
CIC received a $2.2 million grant from the Andrew W. Mellon Foundation in 2014 to be used over four academic years to subsidize access for consortium participants to Artstor’s Shared Shelf application and service—a means to organize, preserve, and share unique collections of digital artifacts. The project has enabled participating CIC member institutions to engage in a users’ consortium and to use Shared Shelf to store and manage media in support of teaching, learning, and student and faculty research. The project has worked to improve teaching and learning at liberal arts colleges; encourage faculty members at small institutions to collaborate in scholarship and teaching through the use of their research and teaching resource collections; and make the cataloging and use of digital images and other materials for research and instruction more cost-effective.

CIC announced the project to CIC member presidents, chief academic officers, and library directors in 2015, after which CIC and Artstor staff held three informational webinars. Forty-two teams were accepted for the project following a feasibility review by CIC and Artstor staff. (For the participants list, see page 60.) Artstor staff began working with participating institutions to digitize and set up projects in spring 2015, and the first annual workshop for consortium participants took place in fall 2015. Throughout the academic years the teams uploaded content to the Shared Shelf platform and used materials in the classroom. The second annual workshop for project participants took place September 8–10, 2016, in Washington, DC. The workshop focused on faculty members’ use of materials stored on Shared Shelf in the classroom. The third and final workshop took place in September 2017 in Washington, DC, and focused on sustaining faculty members’ classroom use of materials cataloged in Shared Shelf, including archives and special collections. The project is directed by Susan Barnes Whyte, library and media services director at Linfield College.
Institute on Diversity, Civility, and the Liberal Arts

CIC created its newest initiative, the Diversity, Civility, and the Liberal Arts Institute, with the support of a grant from the Andrew W. Mellon Foundation in December 2016. During the initial phase of the project in 2017, CIC planned the first Institute, which will take place in Atlanta, Georgia, June 3–6, 2018. The program will draw on the most precious resource that independent colleges and universities have to understand human behavior—teaching and learning in the liberal arts—to focus on issues of inclusion, conflict, activism, and civil engagement on America’s college campuses. During the four-day Institute, teams of faculty members and administrators from CIC member institutions will come together with distinguished scholars to explore significant trends that are reshaping the 21st-century campus; engage both classic and cutting-edge scholarship that can frame discussions of controversial topics and help participants transform protests into teachable moments; and develop realistic plans to support diversity and civility on campus. Beverly Daniel Tatum, president emerita of Spelman College, is director of the Institute.

Intergenerational Connections: Students Serving Older Adults

Another new initiative, “Intergenerational Connections: Students Serving Older Adults,” is designed to encourage college students to help low-income older adults (ages 50 and older) tackle key life challenges and by doing so acquire valuable service learning experiences. Developed with support from the AARP Foundation, the initiative provides CIC member colleges and universities with grants to create or expand campus-based projects that engage students in addressing four needs of older adults in their campuses’ communities: healthy diets, safe and affordable housing, income-generation, and social interaction. CIC announced the program in November 2016 and received an overwhelming number of proposals by the February 2017 deadline. In April, CIC selected 21 of the 92 applicant institutions to receive grants of up to $13,000. (For the list of participating institutions, see page 60.) These institutions will implement a diverse range of projects during the 2017–2018 academic year; they also will participate in an online community and an interactive webinar series to discuss their projects, challenges, successes, and best practices in order to develop a national project network that serves older adults in college and university communities. During 2018–2019, the AARP Foundation will support a second cohort of projects as well as renewal grants for the first cohort.

Teaching Interfaith Understanding Seminars

As religious diversity among college students increases and interfaith cooperation on campuses gains traction, interest among college presidents, deans of academic and student affairs, and faculty members in offering courses and programs on interfaith subjects also has increased. In partnership with Interfaith Youth Core (IFYC) and with funding from the Henry Luce Foundation for four programs in 2014 and 2015, CIC began offering seminars for faculty members who develop and teach related courses. The seminars are designed to help faculty members engage interfaith issues in the classroom and reach a broad understanding of what students in interfaith programs should learn. In addition, the seminars led to the development of a resource base of teaching materials for use by faculty members and an online community for faculty members to share best practices, curricula, and pedagogies. In 2015 and 2016, CIC received additional funding from the Henry Luce Foundation that allowed CIC and IFYC to offer four more seminars—one seminar a year from 2016 to 2019. Twenty-six faculty members participated in the July 31–August 4, 2016, seminar at DePaul University in Chicago. Laurie Patton, president of Middlebury College (and former dean of Trinity College of Arts and Sciences and Robert F. Durden Professor of Religion at Duke University), and Eboo Patel, founder and president of the Interfaith Youth Core, led the seminar. Twenty-five faculty members participated in the 2017 seminar, held June 18–22 in Chicago, Illinois, also led by Patton and Patel. (For the participants list, see page 61.)

American History Seminar for Faculty Members

To help faculty members at CIC institutions strengthen their teaching and advance their research, CIC and the Gilder Lehrman Institute of American History cosponsored for the 16th year an American history seminar supported by the Andrew W. Mellon Foundation. The 2017 seminar, examined “The 20th Century Presidency” and took place July 23–27 at Stanford University’s Anne T. and Robert M. Bass Center in Washington, DC. Twenty-nine CIC faculty members were selected for the seminar from 77 nominations; faculty members came from history, political science, and related fields. (For the participants list, see page 62.) The seminar, led by Robert Dallek, emeritus professor of history at UCLA, focused on the administrations of three 20th century presidents: Franklin D. Roosevelt’s presidency was considered in the context of the Great Depression and World War II; John F. Kennedy’s presidency was reviewed in the context of the Cold War, and Lyndon Johnson’s presidency was discussed in the context of the Great Society and Vietnam. Dallek is the author of numerous

### Ancient Greece in the Modern College Classroom Seminar

CIC and the Center for Hellenic Studies, a research institute of Harvard University in Washington, DC, cosponsor a seminar series on Ancient Greece in the Modern College Classroom that strengthens the use of classical texts in undergraduate general education. Made possible through the generous support of the Andrew W. Mellon Foundation, the 11th seminar in the series took place at the Center for Hellenic Studies July 25–31, 2016. The seminar focused on the *Histories* of Herodotus, the so-called “father of history,” and 17 CIC faculty members explored how to use the *Histories* in a broad range of courses and to enrich general education programs. The seminar was directed by Gregory Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of the Center for Hellenic Studies, Harvard University; and Kenneth Scott Morrell, associate professor of Greek and Roman studies, Rhodes College. The 12th seminar, “The Verbal Art of Plato,” was held at the Center for Hellenic Studies July 24–30, 2017. During the one-week seminar, 17 CIC faculty members examined the Athenian philosopher’s works, including the *Ion*, *Apology*, *Symposium*, and *Phaedo*, observing how Plato constructed a Socrates based on the historical person but transformed into a character who both articulated and embodied Plato’s agenda. Participants also read complementary texts such as selections from the Homeric poems and the dramas of Athenian playwrights. Nagy and Morrell again co-led the program. (For the participants list, see page 62.)

### Teaching European Art in Context Seminar

This program, launched in 2010 and supported by the Samuel H. Kress Foundation, is designed to strengthen the teaching of art history at CIC member institutions. In the eighth seminar of the program, 25 faculty members from diverse fields spent a week at the Yale Center for British Art in New Haven, Connecticut, immersing themselves in the study of “Landscape and Identity in Britain and the United States (1770–1914).” Tim Barringer, Paul Mellon Professor of Art at Yale University and chair of the department, led the July 24–28, 2017, seminar. The seminar reviewed a range of texts—including those by artists, writers, philosophers, and scientists from the period—to examine the cultural, historical, and aesthetic construction of landscape in the 19th century. Participants viewed major works of art, beginning with the unrivaled collections of British landscape paintings, drawings, and prints at the Yale Center for British Art, and moving on to the seminal collections of American landscape paintings at the Yale University Art Gallery. Participants also viewed the landscape itself, as one day was devoted to visiting the Hudson River Valley to see the homes and studios of artists Thomas Cole and Frederic Church. (For the participants list, see page 63.)


**Information Fluency in the Disciplines**

CIC began a series of workshops on Information Fluency in the Disciplines in 2010. Supported by grants from the Andrew W. Mellon Foundation, the workshops helped independent colleges and universities move beyond teaching basic information “literacy” in the general education curriculum to infusing information “fluency” into majors in the humanities. Participants include teams of faculty members, librarians, and chief academic officers from CIC member colleges and universities. The first four workshops focused on literature (2010 and 2011), history (2011), and ancient studies (2012). With additional support from the Andrew W. Mellon Foundation, CIC began a second series of four workshops. The first workshop in the second series covered information fluency in foreign languages, literatures, and cultures (2013); the second workshop focused on philosophy, religion, and the history of ideas (2015); and the third addressed English and American language and literature (2016). The final workshop in the series took place April 20–22, 2017, in New Orleans, Louisiana, where 26 campus teams explored “The Arts: History, Theory, and Criticism.” (For the participants list, see page 63.)

Susanne Woods, provost and professor of English emerita at Wheaton College (MA) and CIC senior advisor, directed the workshops. Thanks to additional support from the Mellon Foundation in 2017, CIC was able to provide small grants to ten institutions that participated in past workshops to help advance their programs.

The workshops were cosponsored by the Association of College and Research Libraries and the Council on Library and Information Resources and, depending on the topic, have been endorsed by the American Academy of Religion, American Historical Association, American Philological Association, American Philosophical Association, Appalachian College Association, Association for Theatre in Higher Education, College Art Association, College Music Society, Modern Language Association of America, United Negro College Fund, and the Society of Biblical Literature.

**Woodrow Wilson Visiting Fellows**

For more than 40 years, the Woodrow Wilson Visiting Fellows program has brought prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses across the United States for substantive week-long exchanges with students, faculty members, administrators, and local community leaders. Now in its tenth year of operation under CIC’s management, the Visiting Fellows program continues to bring high-quality programming to campuses nationwide. In the 2016–2017 academic year, CIC arranged 39 campus visits across the country, and it already has arranged 40 visits for the 2017–2018 academic year.

(For the list of recent host campuses, see page 63.) Institutions participating in the program find significant value in the visits, and many bring Fellows to campus every year. The roster of Fellows is constantly evolving. Among the new luminaries to join the program’s 125 Fellows this past year were Sayu Bhojwani, who served as New York City’s first commissioner of immigrant affairs, is founder and president of the New American Leaders Project, and founder of South Asian Youth Action; Angela Kelley, senior strategic advisor for immigration at the Open Society Foundations and former White House advisor on immigration executive actions; Oren Cass, senior fellow at the Manhattan Institute focusing on energy, the environment, and antipoverty policy and former domestic policy director for Mitt Romney’s presidential campaign in 2011–2012; and Ron Currie, a 2016 Pushcart Prize winner and novelist who has been compared with Kurt Vonnegut for his humorous take on the human condition and insights into identity politics. The Woodrow Wilson Visiting Fellows program is directed by CIC senior advisor Roger Bowen.

**Network for Vocation in Undergraduate Education**

Established in 2009 through a generous grant from Lilly Endowment Inc. and supported by member dues, CIC’s Network for Vocation in Undergraduate Education (NetVUE) is a national network whose purpose is to foster the intellectual and theological exploration of vocation among college and university students. Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, faculty seminars, a campus visit and consulting service, and online resources and networking. In addition, a number of grant opportunities are available to NetVUE member institutions to support the development of vocational exploration programming on their campuses. In June 2017, the network included a total of 216 colleges and universities and five organizational members.

**National Conference**

The fourth and largest NetVUE Conference took place March 23–25, 2017, in Charlotte, North Carolina. Building on the momentum of the first three national conferences, the 2017 NetVUE Conference explored the theme, “Renewing the Theological Exploration of Vocation.” More than 600 participants representing 172 institutions (nearly 80 percent of NetVUE members) took part. Campuses were represented by three-to-five person teams of presidents, chief academic officers, chaplains, faculty members, student life leaders, and vocation initiative directors. The Conference, generously supported by Lilly Endowment Inc., featured an array of distinguished presenters. Miroslav Volf, founder and director...
of the Yale Center for Faith and Culture and Henry B. Wright Professor of Systematic Theology at Yale University Divinity School, discussed how transcendent sources of calling influence life goals. Matthew J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration at Ohio State University, and Alyssa N. Rockenbach, professor of higher education at North Carolina State University, addressed how students’ identities and college experiences affect interfaith understanding and its implications for vocational exploration. Also, in a panel session moderated by Elizabeth J. Dias, an award-winning Time magazine correspondent, three theologians considered ways in which colleges and universities can renew theological understandings of vocation and calling among students. The panelists included Kathleen A. Cahalan, professor of practical theology at the School of Theology and Seminary, Saint John’s University (MN); Robert M. Franklin, Jr., James T. and Berta R. Laney Professor of Moral Leadership at Candler School of Theology, Emory University, and director of the religion department of the Chautauqua Institution; and Barbara Brown Taylor, Butman Professor of Religion at Piedmont College. In addition, the Conference drew practical lessons from the work of scholars and the experiences of campus leaders.

Regional Gatherings
NetVUE member institutions hosted six regional gatherings for faculty and staff in the 2015–2016 academic year and will offer six more gatherings across the country in 2017–2018. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and best practices during years without a national conference.

Faculty Seminars
In 2017, CIC began offering multidisciplinary seminars to help faculty members strengthen the teaching of vocational exploration, develop new courses, design new course content, create or improve pedagogical resources, and establish a network of faculty members who are committed to teaching the intellectual and theological exploration of vocation. Twenty individuals participated in the first Teaching Vocational Exploration seminar, which took place June 19–23, 2017, in Northbrook, Illinois. (For the participants list, see page 64.) Darby Kathleen Ray, Donald W. and Ann M. Harward Professor of Civic Engagement at Bates College; and Paul J. Wadell, professor of theology and religious studies at St. Norbert College, were the seminar facilitators. The second seminar will occur in June 2018.

Scholarly Resources Project and Other Programs
To expand NetVUE, Lilly Endowment Inc. awarded CIC a grant of $6,897,375—the largest grant ever received by CIC—in 2011. The grant supported the development of a Scholarly Resources Project for vocational exploration; a series of Program Development Grants for NetVUE member institutions; and a program to strengthen the college chaplaincy at NetVUE member institutions (now
completed). In 2013, Lilly Endowment awarded CIC an additional grant to continue the NetVUE program through 2020, after which membership dues will fully sustain the organization. A portion of the 2013 funding also provides the NetVUE Professional Development Awards. In 2014, Lilly Endowment extended its funding to support additional initiatives, including the NetVUE Chaplaincy Implementation Grants and the Vocational Exploration Renewal Grants, Teaching Vocational Exploration faculty development seminars, and to supplement NetVUE core operations and programs through 2019. In all, CIC has been awarded more than $15 million for NetVUE from Lilly Endowment Inc. (For information on the NetVUE grant and award opportunities, see Offering Grants and Scholarships, page 28.)

NetVUE’s Scholarly Resources Project works to develop new resources for teaching and research on the theological exploration of vocation. Since 2013, three cohorts of scholars have collaborated on book-length publications on three topics: how colleges and universities can best educate undergraduates about vocation; how vocational considerations can be integrated into diverse fields of study; and how vocational discernment and practices can be advanced in multi-faith contexts. Oxford University Press published the first cohort’s volume—At This Time and In This Place: Vocation and Higher Education—in September 2015. Oxford published the second cohort’s book, Vocation across the Academy: A New Vocabulary for Higher Education, in early 2017 (see Box). The initial meeting of the third cohort of scholars took place August 1–5, 2016, in Holland, Michigan, and the second meeting was held January 26–29, 2017, in Orlando, Florida. Oxford is expected to release the third cohort’s book, Hearing Vocation Differently: Meaning and Purpose in the Multi-Faith Academy, in early 2019. David S. Cunningham, professor of religion at Hope College, directed the NetVUE Scholarly Resources Project from 2012 to 2017. (For the list of scholars in the third seminar program, see page 65.)

NetVUE experienced a leadership transition in September 2017. Shirley Roels, professor of management at Calvin College who served as the successful steward of NetVUE—first as senior advisor and more recently as director—since September 2009, became part-time assistant director of NetVUE overseeing grant initiatives and will retire fully in summer 2018. David Cunningham began working with NetVUE full time in September 2017, succeeding Roels as director. As a result, the NetVUE office moved from Calvin College to Hope College.

CIC Book, Published by Oxford University Press, Examines Vocation across the Academy

Oxford University Press published a new Network for Vocation in Undergraduate Education (NetVUE) book in February 2017. The volume, Vocation across the Academy: A New Vocabulary for Higher Education, addresses the shortage of vocational exploration resources to bridge the gap between liberal arts and applied fields of study. The book is comprised of essays written by NetVUE scholars and edited by David S. Cunningham, NetVUE Scholarly Resources Project director from 2012 to 2017. Chapter authors include scholars in the arts and sciences as well as those who teach in applied fields such as business, engineering, and health care. Each writer draws from his or her experience with students to address vocation as it arises in varied academic concentrations. Chapters explore frameworks for human responsibility, the goals of public performance, the nature of work, and vocational contributions through the natural and social sciences. They also discuss the challenges of divergent vocational interests, agonizing personal and professional conflicts, and missteps that students can experience during their undergraduate years. The book encourages faculty and staff members to shape college and university cultures that explore purpose as it is expressed in multiple paths of learning and student experience.

This second volume complements the 2015 NetVUE book, At This Time and In This Place: Vocation and Higher Education. Both volumes contribute to creative consideration of the intellectual and theological nature of undergraduate vocational exploration and can be purchased from Oxford University Press.
CIC’s Securing America’s Future initiative extends elements of both the former Power of Liberal Arts Education public information campaign and the Project on the Future of Independent Higher Education. The current initiative works to provide accurate and compelling information about the value of the liberal arts and independent higher education and to ensure continued educational excellence by fostering mission-driven innovation in CIC member institutions.
For more than three years, CIC’s public information campaign—Securing America’s Future: The Power of Liberal Arts Education—provided campus leaders with a rich array of resources to demonstrate the value of a liberal arts education and the effectiveness of smaller independent colleges and universities (see page 20). Through its Project on the Future of Independent Higher Education, CIC provided presidents and other campus leaders with research-based insights into how they can adapt their institutional business models and curricular offerings to thrive in today’s challenging market. In summer 2016, CIC integrated these two efforts into a single initiative, Securing America’s Future.

The signature activity of Securing America’s Future in 2016–2017 was a series of eight free workshops hosted by CIC member presidents on campuses across the nation. The goal of these workshops was to help leaders of member colleges and universities prepare for the future more effectively and become more engaged in promoting the value of the liberal arts and independent colleges and universities. The half-day gatherings brought together teams of presidents, chief academic officers, other administrators, and faculty leaders to explore key trends in higher education and society, the urgent pressures individual colleges and universities face, and potential solutions that can be pursued at their institutions. Presenters included higher education researchers as well as innovative CIC member presidents who have revitalized their institutional business models. CIC Senior Fellow S. Georgia Nugent facilitated each program. The workshops took place at Hartwick College, September 14, 2016; Adrian College, September 29, 2016; Augustana College (IL), October 25, 2016; California Lutheran University, December 12, 2016; Morehouse College, January 26, 2017; St. Edward’s University, February 10, 2017; Webster University, March 14, 2017; and McDaniel College, April 18, 2017. The events generated great interest, drawing nearly 500 participants from 121 colleges and universities. CIC will release a summary report of the workshops in late 2017 to inform members of the results and impact of the workshop series and to inspire similar activities on many more campuses. The initiative was generously supported by grants from the Arthur Vining Davis Foundations, Endeavor Foundation, Lumina Foundation, National Endowment for the Humanities, and the TIAA Institute.

As part of the Securing America’s Future initiative, CIC also completed research projects intended to benefit CIC member institutions and State Councils and to inform journalists, foundation staff, and the general public. In August 2016, CIC distributed two fact sheets: revised editions of “Student Debt: Myths and Facts” and “Reframing Student Debt Totals.” The fact sheets use the most recent federal and College Board data on student debt and college cost to address persistent myths about the costs of attending an independent college or university. In fall 2016, CIC prepared a selection of relevant data for workshop participants on affordability, diversity, and learning outcomes; updated CIC’s Making the Case website with the most
recent information available from the College Board, Georgetown University’s Center on Education and Workforce, National Center for Education Statistics, and the National Survey of Student Engagement, among other sources; and created new infographics for use on CIC and member social media channels. In April 2017, CIC published a new report that provided an expanded state-by-state examination of the cost-effectiveness of undergraduate education at independent nondoctoral institutions (see Box, page 21). During this period and with support from the TIAA Institute, CIC also developed a report on the financial resilience of independent colleges and universities, which was published in August 2017, the ninth in the series. A third key feature of the Securing America’s Future initiative has been the continuation of efforts to promote the effectiveness of smaller private colleges and liberal arts education. CIC conducted a number of outreach efforts over the last year. In addition to facilitating workshops, CIC Senior Fellow Georgia Nugent engaged in writing, speaking, media briefings, and guidance counselor engagement to promote the value of independent liberal arts education. She participated in the 2016 annual meeting of the Independent Education Consultants Association (IECA) and, together with CIC President Richard Ekman, met with editorial boards and journalists at media outlets in cities close to the workshop locations. CIC also continued to promote the value of liberal arts education on Twitter, Facebook, YouTube, and Instagram with reference to CIC research findings, infographics, alumni testimonials, and activity by the well-followed Twitter avatars “Libby” and “Art.”

THE ROOTS OF CIC’S SECURING AMERICA’S FUTURE INITIATIVE

The Power of Liberal Arts Education Campaign

From 2013 to 2016, CIC directed a multi-pronged national public information initiative to promote the effectiveness of independent higher education, the liberal arts, and liberal arts colleges. The campaign included components such as a toolkit to help member institutions promote the benefits of private colleges and liberal arts education; a series of research reports and briefs on the strengths of small and mid-sized independent colleges; and social media platforms, such as a Twitter feed (@SmartColleges), Facebook page (www.facebook.com/SmartColleges), and YouTube channel (YouTube.com/LiberalArtsPower), which share data, articles, photos, and videos on the liberal arts and independent colleges.
In addition to the campaign website for CIC members and higher education professionals (www.cic.edu/LiberalArts), CIC developed two special websites: one for high school counselors and students and their families (www.LiberalArtsPower.org) that features alumni testimonials, infographics, and myth-busting facts about the liberal arts and college costs; and one for prospective students (www.LiberalArtsLife.org) that tells a story about the value of a liberal arts education through video clips, photographs, speaker quotations, and animated data visualizations. The capstone event of the campaign was a “Liberal Arts in Action” symposium held at the Phillips Collection in Washington, DC, on September 17, 2015. In connection with the symposium, CIC released a monograph, The Liberal Arts in Action: Past, Present, and Future, written by CIC Senior Fellow S. Georgia Nugent, and a proceedings report.

Funders of the campaign included the Arthur Vining Davis Foundations, Carnegie Corporation of New York, Endeavor Foundation, Gladys Krieble Delmas Foundation, Jessie Ball DuPont Fund, and Teagle Foundation. CIC member presidents, chief enrollment officers, and chief public relations officers served on the campaign’s advisory committee.

Project on the Future of Independent Higher Education

The Lumina Foundation awarded CIC a grant in 2013 to support an exploration of the future of independent higher education. The project studied fresh approaches to private higher education, new college business models, innovative curricular offerings, and changes in American society that are potentially disruptive to higher education. The project also worked to identify the distinctive characteristics of independent colleges that have enabled them to offer a high-quality education for so many years and that must be preserved.

In 2014, CIC established a 22-member steering committee composed of CIC college and university presidents who had initiated bold innovations at their own institutions or explored new models of finance and operations. The steering committee first met in Washington, DC, in September 2014 to develop a year-long research agenda to inform planning for the project. The final steering committee meeting was held in Washington, DC, in October 2015 to develop an action plan to help CIC member institutions revitalize their missions, refocus their long-term strategic plans, and consider new business models that retain the student-centered nature of independent colleges. Between spring 2015 and summer 2016, CIC published six research reports and five research briefs. A grant from the TIAA Institute supported some of the research.
CIC serves as a national voice for independent higher education. Through its publications and media outreach efforts, CIC promotes the distinctive qualities of liberal arts education offered by small and mid-sized, teaching-oriented, private colleges and universities. And through data-informed initiatives, CIC helps strengthen the capacity of member colleges and universities to use comparative research to improve institutional effectiveness, planning, and decision making.
PROMOTING DATA-INFORMED DECISION MAKING

Key Indicators Tool

CIC’s Key Indicators Tool (KIT), developed in 2004, provides each CIC institutional member president with an annual confidential, customized benchmarking report prepared by the Austen Group at no cost to the institution. The KIT report contains comparative data on 20 performance indicators in the areas of student enrollment and progression, faculty composition and compensation, tuition and financial aid, and institutional revenue and expenditures. Drawing from a database of nearly 800 nondoctoral independent colleges and universities, the KIT provides comparisons of institutional performance over a five-year period by region of the country, enrollment size, institutional financial resources, and Carnegie Classification. The KIT uses the most recent data from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). CIC released the 13th annual KIT reports to institutional member presidents in May 2017. Originally developed with support from the William Randolph Hearst Foundations, TIAA supported the KIT from 2008 to 2015; Ruffalo Noel Levitz began supporting the KIT in 2016. A sample report is available at www.cic.edu/KIT.

Financial Indicators Tool

The Financial Indicators Tool (FIT), developed in 2007, provides each CIC institutional member president with an annual confidential, customized, financial benchmarking report to complement the KIT report at no cost to the institution. The FIT measures institutional financial health using four core financial ratios along with a combined index score. It is designed to provide a succinct indication of an institution’s financial performance over six years with comparisons similar to those in the KIT. With the assistance of the Austen Group, CIC collects a unique, proprietary dataset of more than 750 baccalaureate and master’s-level private colleges and universities, using data from IPEDS and from IRS Form 990s acquired through GuideStar. The FIT was the first benchmarking report to apply this methodology to a national group of colleges and universities. CIC released the tenth annual FIT reports to institutional member presidents in July 2016 and the 11th iteration in July 2017. Ruffalo Noel Levitz provides financial support for the FIT through an in-kind donation. Originally developed with support from the William Randolph Hearst Foundations, TIAA supported the FIT from 2008 to 2015. A sample report is available at www.cic.edu/FIT.

Other Benchmarking Services

In partnership with the Austen Group, CIC provides additional benchmarking services to augment the KIT and FIT benchmarking reports. The added services enable each

2016 CIC Financial Benchmarking Report Shows Financial Health

CIC’s 2016 Financial Indicators Tool showed that the national median Composite Financial Index (CFI) in 2013–2014—and the median CFIs of institutions enrolling 1,000 students or more—increased above a score of 3.0, which is considered the threshold for institutional financial health.
CIC member institution to select two sets of comparison institutions for more refined benchmarking analysis and to schedule an online consultation with the president of the Austen Group, Michael Williams. The benchmarking services are available to CIC member institutions for modest fees. As of June 2017, 73 CIC member institutions have requested 206 of these services: 94 comparison group KITs, 82 comparison group FITs, 11 comparison group selection services, 17 online consultations, and two international benchmarking reports.

In addition, CIC offers Organizational and Gift Income Benchmarking Reports to State Councils. The benchmarking service provides comparative data that reflect each State Council’s fundraising results with those of a peer group and with the entire network. State Councils use the service as a planning and management information tool.

Other Data and Research Initiatives

CIC continues to expand its capacity to collect and analyze data for quick responses to requests from news media and funding agencies for data about the independent sector of higher education. CIC also regularly updates data on its websites. In support of its Securing America’s Future initiative, CIC released research reports, fact sheets, and infographics in 2016–2017. (For more information, see Securing America’s Future, page 19.) Additional research reports and initiatives are scheduled for publication in late 2017 and 2018.

In fall 2016, CIC began publishing a Digest of Recent Research to highlight timely and pertinent research from scholarly journals and other publications that independent college and university presidents and other senior campus leaders may find helpful. With generous support from the Spencer Foundation, the Digest is published three times a year. Each Digest offers a brief summary of selected articles that discusses the research findings and delineates implications for action by campus leaders. In the project’s first year, John M. Braxton, professor of higher education at Vanderbilt University, served as editor. CIC released the first three issues of the Digest in November 2016, March 2017, and August 2017.

The Learning House, Inc. and CIC announced a report, Online Learning at Private Colleges and Universities 2016: A Survey of Chief Academic Officers, in November. Based on a survey of CIC chief academic officers conducted by the Learning House in spring 2016, the report provides CIC campus leaders with information about the recent state of online instruction at CIC colleges and universities. Topics addressed include the types of online programs offered, how the delivery of online programs is organized, financial considerations, and future plans by colleges for the use of online learning. Written by the Learning House’s David Clinefelter, chief academic officer, and Andrew J. Magda, manager of market research, the report compares results of the 2016 survey with findings from a similar 2013 report.

DOCUMENTING THE INDEPENDENT SECTOR OF HIGHER EDUCATION

Making the Case Website

CIC’s Making the Case website (www.cic.edu/MakingTheCase) is a key source for evidence of the quality and effectiveness of independent higher education. The site consists of charts, speeches and addresses, books and reports, and media activity. Organized around six key messages, comparative data and resources show that independent institutions are affordable for students and families; provide access and success for diverse students; provide personal attention to students; facilitate student success; engender alumni satisfaction with their college education; and encourage students and alumni to contribute to the public good. The Making the Case website initially was developed in 2005 with support from the William Randolph Hearst Foundations and has been updated and expanded by CIC. In the past year, CIC revised many of the charts on the Making the Case website, drawing on the most recent data available, and added additional charts. CIC also distributed infographics that highlight the benefits of a private liberal arts education. The Making the Case website has been used by CIC in presentations about the independent sector and has assisted presidents and other institutional leaders in preparing articles and speeches and in compiling comparative data for institutional purposes. CIC will launch a refreshed website in 2018.

Independent Newsletter

CIC’s Independent newsletter, published since 1956, includes information on CIC’s latest programs and services as well as a column on higher education issues, news briefs on higher education research, and news highlights from member institutions. The newsletter is published five times a year. The fall and spring issues are released in both print and online format; three additional issues—which include special coverage of CIC’s Presidents Institute and Institute for Chief Academic Officers—are online exclusives.
INCREASING VISIBILITY IN THE NATIONAL MEDIA

Articles, Op-Eds, and Coverage of CIC Programs and Services

CIC continues to expand its role as a national voice for independent higher education through an increasing number of interviews, opinion pieces, and articles. These efforts result not only in more coverage of CIC conferences, programs, and services, but CIC member institutions also are highlighted more often in stories by reporters who otherwise might not have focused on small or mid-sized private colleges or universities. Among the news organizations that featured CIC news in 2016–2017 were the following:

- Philanthropy trade publications: Chronicle of Philanthropy and Inside Philanthropy;
- Numerous regional newspapers, including: the Philadelphia Inquirer and Reading Eagle in Pennsylvania; East Boston Times-Free Press and Telegram in Massachusetts; Daily Star (NY); Burlington County Times (NJ); Herald Times Reporter and Fond du Lac Reporter in Wisconsin; Ashland Source, Cleveland.com, Crescent-News, Richland Source, Times Recorder, and The Review in Ohio; Inside Indiana Business, Journal Review, and The Paper in Indiana; Edwardsville Intelligencer, Herald-News, Herald-Whig, OakPark.com; Wednesday Journal, and OurQuadCities.com in Illinois; the Northern Kentucky Tribune, Nashville Ledger and Daily Times in Tennessee; News & Advance (VA); Citizen-Times, Fayetteville Observer, and Salisbury Post in North Carolina; Greenville CEO (SC), Cherokee Tribune & Ledger News (GA); St. Augustine Record and Capital Soup in Florida; ArkLaTex, Austin American-Statesman, Brownwood News, Community Impact Newspaper, Houston Chronicle, and MyPlainview in Texas; Great Falls Tribune (MT); Nevada Today, and Woodburn Independent (OR);
- International publications: The Australian, Times Higher Education (UK), and the Mexico-based El Diario, Milenio, Mural, and Yucatan Times; and
- Radio stations: Voice of America (DC); KCLU, a California NPR affiliate; WABE, an Atlanta NPR affiliate (GA); WVIK, a Quad Cities NPR affiliate (IL); and WWL New Orleans (LA);

For a selection of stories about CIC, see the Box at the right.

All news stories are available at www.cic.edu/CIC-in-the-News.

Selected News Articles

During 2016–2017, many news organizations published articles of importance to CIC, its members, and the independent sector of higher education. The following are highlights from the year:

CIC’s spring 2017 research report, Utilizing Independent Colleges and Universities to Fulfill States’ College Degree Attainment Goals, was featured in the Chronicle of Higher Education article, “Incentives to Attend Private Colleges Could Save States Money and Raise Graduation Rates” (April 14, 2017) and the Education Dive story, “Report: States Could Save Funds by Assisting Students with Private College Tuition” (April 17). A May 8 Edwardsville Intelligencer (IL) article, “Private Colleges Can Partner to Solve Issues,” also discussed the report.

The 2017 U.S.–Mexico Higher Education Summit was featured in English and Spanish-language press. English-language coverage included the OakPark.com-Wednesday Journal article, “Dominican [University] Builds Bridges with Mexican Universities” (April 4); ArkLaTex (TX) story, “Wiley College President Travels to Mexico” (March 31); HBCU Buzz piece, “Wiley’s President Attends First Higher Education Joint Summit in Mexico” (March 31); Hispanic Outlook on Education Magazine article, “College President Attends Mexican Summit” (March 28); OurQuadCities.com story, which also was featured in University Business; “SAU and Augie Presidents Heading to Summit in Mexico” (March 23); and Yucatan Times piece, “U.S. and Mexican University Presidents to Meet in Guadalajara” (March 22). Spanish-language press also covered the Summit: El Día on March 23, and Milenio and Mural on March 31. CIC President Richard Ekman and several presidents participating in the Summit were interviewed on March 31 by Televisa.

Local media conducted interviews with senior CIC staff members after the 2016–2017 Securing America’s Future workshops. The WWL New Orleans “Community Matters” radio show interviewed Richard Ekman about independent colleges and universities and the value of the liberal arts (April 30). The Austin American-Statesman (TX) article, “On the Virtues of Small and Midsized Private Colleges Like St. Edward’s University,” featured an interview with Ekman and CIC Senior Fellow S. Georgia Nugent (February 15). WABE, an Atlanta, Georgia, affiliate of NPR, interviewed Ekman and Nugent about the opportunities and challenges facing private nonprofit colleges (January 26). KCLU, a California affiliate of NPR run by California Lutheran University (CLU), published the story, “Future of Liberal Arts Colleges Focus of Conference on South Coast” (December 13, 2016), which included interviews with Nugent, Thomas L. Hellie, CIC Board chair and president of Linfield College, and Chris Kimball, past CIC Board chair and president of CLU.
CIC administers many grant and scholarship programs to benefit member colleges and universities and State Councils. CIC is grateful to the foundations and corporations that provide generous support for programs such as the Network for Vocation in Undergraduate Education, CIC/UPS Scholarships, First Opportunity Partners Grants, and Davies-Jackson Scholarship.
STATE COUNCIL GRANT PROGRAMS

CIC’s State Councils are consortia of private colleges and universities with the mission of advancing and strengthening their member institutions. The State Councils, formerly known as CIC State Fund Members, were members of the Foundation for Independent Higher Education, which was established in 1958 and merged into CIC in 2010.

Capacity-Building Grants

Funded through an annual drawdown from the CIC/UPS Educational Endowment, CIC awarded three State Councils Capacity-Building Grants in 2016–2017: Associated Colleges of Illinois, Ohio Foundation of Independent Colleges, and Virginia Foundation for Independent Colleges. The grant program provides “seed money” to enhance State Councils’ capacity to raise funds on behalf of their member institutions. For example, the grants can be used to offset the costs of consultants, new development staff, or marketing materials.

First Opportunity Partners Grants

This long-standing grant program funded by annual grants from the UPS Foundation is designed to support multi-college collaborations to enhance access and success for low-income, first-generation, minority, and new American students at independent colleges and universities. During 2016–2017, CIC approved project proposals from Associated Colleges of Illinois, Independent College Fund of New Jersey, Michigan Colleges Alliance, and Virginia Foundation for Independent Colleges. The grants are distributed to each State Council after it raises matching funds for its projects. Since the program’s founding in 2005, this program has distributed 42 grants totaling nearly $1.3 million to State Councils, which in turn have raised more than $1.6 million in matching funds.

National Venture Fund Grants

The National Venture Fund program supports multi-college collaborative projects that benefit a State Council’s member institutions. The initiative provides challenge grants for projects that will increase activity in one of four target areas: making the case; expanding corporate connections and career opportunities for students; developing collaborative programs and grants; and generating student scholarships. During 2016–2017, four State Councils—Associated Colleges of Illinois, Independent Colleges and Universities of Texas Foundation, Iowa College Foundation, and Ohio Foundation of Independent Colleges—were awarded grants, which are funded through an annual drawdown from the CIC/UPS Educational Endowment. The CIC grants combined with the State Council matching funds yielded $259,304 in new support of independent higher education.

Scholarship Challenge Grants

This competitive program allows CIC State Councils to apply for matching grants designed to create leverage for state-based fundraising. The funds are to be used toward scholarships for students at State
Councils’ member institutions. Four State Councils were awarded challenge grants for the 2016–2017 academic year: Arkansas’ Independent Colleges and Universities, Independent Colleges of Indiana, Missouri Colleges Fund, and Virginia Foundation for Independent Colleges. The grants are funded through an annual drawdown from the CIC/UPS Educational Endowment. Since its inception in 2011, CIC’s Scholarship Challenge Grant program has generated nearly $2.5 million in new scholarships for deserving students across the country. The State Councils that have run challenge grant campaigns thus far used their grants from CIC to raise more than three times the total challenge grant amount—a remarkable $1.6 million—in new or increased scholarship gifts to benefit the students at their member colleges and universities.

**NetVUE GRANT PROGRAMS**

The Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of colleges and universities formed to enrich the intellectual and theological exploration of vocation among undergraduate students. Launched in 2009, NetVUE is administered by CIC with generous support from Lilly Endowment Inc. and members’ dues. To date, the Lilly Endowment has provided CIC $11.7 million to be awarded to NetVUE member institutions to support campus vocational exploration efforts. NetVUE has its roots in Lilly Endowment’s Programs for the Theological Exploration of Vocation, which supported major initiatives on college and university campuses between 1999 and 2009.

**Program Development Grants**

Supported by Lilly Endowment Inc., NetVUE Program Development Grants are available to colleges and universities that are members of NetVUE and meet certain criteria. The grants may be used to develop or expand campus programs that are already underway and supported by the institution itself and may be requested in amounts ranging from $25,000 to $50,000 for use over two years. CIC awarded the fifth round of grants to 18 institutions in November 2016. (For the list of recipients, see page 65.) From 2012 through 2016, a total of 125 institutions received awards.

**Professional Development Awards**

Funded by Lilly Endowment Inc., NetVUE Professional Development Awards support activities that enhance the knowledge, skills, and expertise of faculty and staff members involved in undergraduate vocational initiatives. The awards may be requested in an amount ranging from $5,000 to $10,000 for use over one year. NetVUE member colleges and universities that meet certain criteria are eligible to apply for funding. CIC granted ten awards in 2016. In January 2017, CIC invited proposals for a fourth round of Professional Development Awards and granted 27 institutions awards in June. (For the list of recipients, see page 65.) To date, a total of 69 institutions have received awards.

**Vocation Exploration Renewal Grants**

Vocation Exploration Renewal Grants aim to refocus and reinvigorate vocational exploration programming at institutions that already have made substantial and
long-term investments in these areas. Funded by Lilly Endowment Inc., grants of up to $25,000 were offered to NetVUE member colleges and universities for use in the 2016–2017 academic year. In 2016, CIC received 37 proposals for this one-time opportunity and made 33 grant awards. (For the list of recipients, see page 65.)

Vocation across the Academy Grants
In April 2017, CIC announced a new NetVUE grant program that will support institution-wide initiatives at NetVUE member colleges and universities over a three-year period to expand ongoing programming in the intellectual and theological exploration of vocation across the liberal arts and applied professional fields. This new initiative is supported by Lilly Endowment Inc. CIC has invited proposals by April 2018, and projects will begin that summer.

SCHOLARSHIP PROGRAMS

CIC/UPS Scholarships
During 2016–2017, CIC provided $1,411,800 in grants to State Councils to distribute to their member colleges as scholarships for first-generation, minority, low-income, or new American students. CIC provides the scholarships through an annual drawdown from the CIC/UPS Educational Endowment. One student at each of the State Councils’ 543 member colleges and universities received a $2,600 CIC/UPS Scholarship. From the program’s inception in 1985 through June 2017, $54,482,535 has been given to State Councils to distribute as scholarship support for their member colleges, benefiting 19,619 students.

Davies-Jackson Scholarship
Since 2003, CIC has administered a scholarship program for graduates of private colleges and universities who possess exceptional academic records and are among the first generation in their families to graduate from college. Funded by an anonymous donor, the scholarship provides recipients a full two-year scholarship to St. John’s College, University of Cambridge, England. The list of eligible institutions established by the donor and a U.S. selection committee from which students are eligible to apply has increased over time to 560 and includes 500 CIC member institutions. In 2017, for only the second time in the history of the program, three candidates were offered awards: Jenny Ngo, a Lewis & Clark College graduate who will read in psychological and behavioral sciences; Teal St. Nicklaus, a Mercer University graduate who will read in English; and Amber Noelle Woolery, a Transylvania University graduate who will focus on archaeology. With these new awardees, 28 students have now received a Davies-Jackson Scholarship.
COLLABORATING WITH PARTNERS

By fostering collaboration among private colleges and universities and by partnering with other organizations, CIC offers cost-effective and efficient programs and services to its members.
DEVELOPING LEADERS

CIC and the American Academic Leadership Institute

CIC continues its productive relationship with AALI, an organization formed in 2007 after a reorganization of the Academic Search Consultation Service established AALI and a subsidiary, Academic Search, Inc. Under the arrangement, CIC and the American Association of State Colleges and Universities (AASCU) became “supported organizations” (in Internal Revenue Service terms) of AALI, and AALI became a “supporting organization.” Proceeds from Academic Search, Inc. enable AALI to support CIC and AASCU leadership development initiatives. The alliance serves higher education leaders by working together to identify future leaders, prepare them to move into the next level of leadership, and help institutions match leaders with institutional needs. Linda M. Bleicken, former president of Armstrong State University, became president of AALI and director of the Executive and Senior Leadership Academies in July 2017. Thomas R. Kepple, Jr. retired from those leadership positions in June 2017.

HELPING STUDENTS THROUGH TUITION EXCHANGE

CIC Tuition Exchange Program

A key benefit of CIC membership, 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-TEP institutions. CIC-TEP is the largest international tuition exchange program for private institutions, and participation continues to increase. On June 30, 2017, 433 of CIC’s 684 member colleges and universities were participating in CIC-TEP. Eight colleges and universities joined the program in 2016–2017, and to date, five institutions have joined for the 2017–2018 period. In recent years, CIC has offered informational webinars for institutions interested in participating in the program, with the last webinar taking place in May 2017.

STRENGTHENING INSTITUTIONAL OPERATIONS

Assessment and Accountability

CIC has long been a national leader in voluntary efforts to improve student learning and a strong advocate of institutional autonomy in accountability efforts. In 2001, CIC was the first national presidential association to urge its members to use the National Survey of Student Engagement (NSSE) as a means of gauging student involvement in educationally purposeful activities that are highly correlated with academic success. As of June 2017, approximately 608 CIC colleges and universities (93 percent of CIC’s institutional members) have used NSSE to assess student engagement in the first and senior years. Beginning in 2003, CIC collaborated with the Council for Aid to Education to develop and implement the Collegiate Learning Assessment (CLA), one of the first standardized instruments to measure directly an institution’s contribution to student learning. CIC managed for more than seven years the largest consortium to use the CLA and subsequently published and exclusive programs and events on campus sponsored by the Times. The partnership also includes two annual events hosted by the Times at its New York City headquarters: a Presidents Council meeting in the fall and a workshop for student newspaper editors in the spring. As of July 2017, 180 CIC member institutions belong to the Partnership. (For the list of participating institutions, see page 66.)

Presidents of 25 CIC member colleges and universities participated in the 13th annual CIC/New York Times Partnership’s Presidents Council meeting—the only such meeting of college and university presidents hosted by the Times. During the October 11, 2016, lunch meeting at the Times office, participants engaged in a wide-ranging and candid discussion with Times journalists Ron Lieber, “Your Money” columnist, and Anemona Hartocollis, national correspondent. Also at the Presidents Council meeting, Bradley W. Bateman, president of Randolph College, was elected 2017 chair of the partnership, succeeding Gregory Woodward, then president of Carthage College (now president of the University of Hartford).

Twenty-four student news editors from 11 CIC member colleges and universities participated in the April 7, 2017, Student News Editors Workshop at the New York Times office. The annual workshop enables student news editors to explore the role of a newspaper in society, meet with Times correspondents and editors, and develop their journalistic skills.

ENCOURAGING STUDENT JOURNALISTS

CIC/New York Times Partnership in Education

The CIC/New York Times Partnership in Education, launched in 2003, offers members discounted subscriptions to print and digital versions of the Times; digital site licenses;
several reports on the work of the CIC/CLA Consortium. In addition, CIC developed a consortium using the Degree Qualifications Profile; led the Engaging Evidence Consortium; helped draft and disseminate a statement of principles, *New Leadership on Student Learning and Assessment*; was a founding sponsor of the New Leadership Alliance for Student Learning and Accountability; and endorsed *Committing to Quality Guidelines for Assessment and Accountability in Higher Education*. CIC continues to advise the National Institute for Learning Outcomes Assessment in its efforts to help institutions document and promote promising practices for assessing college student learning outcomes. The CIC Statement on Assessment: Leadership for Student Learning Assessment and Accountability is available at www.cic.edu/Assessment.

**ASHE-CIC Collaboration**

CIC and the Association for the Study of Higher Education (ASHE) established a research-to-practice collaboration in 2014 to strengthen the linkage between empirical research and institutional practice. During a November 2016 ASHE conference in Columbus, Ohio, CIC staff facilitated an ASHE-CIC Collaboration Presidential Session on how scholarly research can be made more useful to practitioners. A conference session also featured the 2016 CIC research report, *Changes in Faculty Composition at Independent Colleges*. Johns Hopkins University Press will publish the ASHE-CIC Collaboration volume, *The Challenge of Independent Colleges: Moving Research into Practice*, edited by higher education researchers Christopher C. Morphew and John B. Braxton, in December 2017. The book draws on the most recent higher education research to address issues facing smaller private colleges and includes responses by leaders of CIC member institutions.

**International Education**

CIC has partnered with American Councils for International Education since 2013. Through the partnership, CIC member colleges and universities are eligible for a range of services that potentially could increase an institution’s presence abroad and advance internationalization of the campus. These opportunities include academic exchanges, overseas language immersion, and educational development programs. In summer 2016, the partnership sponsored its first immersion experience in Taiwan, which included three students and one faculty advisor from two CIC member institutions—Tuskegee University and McDaniel College. In summer 2017, the partnership sponsored its second immersion experience in Taiwan, which included eight students (out of 29) from seven CIC member institutions—Haverford College (two students), Baldwin
Wallace University, Gettysburg College, Hope College, Juniata College, Kenyon College, and McDaniel College.

For the ninth year, CIC publicized a program administered by World Learning, Inc. on behalf of the U.S. Department of State’s Bureau of Educational and Cultural Affairs. The Global Undergraduate Exchange Program (UGRAD) locates appropriate undergraduate colleges and universities for students from African, Asian, European, Latin American, and Middle Eastern countries who wish to spend a semester or a year in the United States. The program provides partial tuition and fees and the full cost of room, board, books, and health insurance. During 2016–2017, 16 CIC member institutions hosted a total of 62 UGRAD students. The institutions included Augustana University (SD), Carroll College (MT), Chatham University, Endicott College, Iowa Wesleyan University, Juniata College, Keuka College, Maryville College (TN), Mercyhurst University, North Central College, Presbyterian College, St. Catherine University, University of Denver, University of the Incarnate Word, University of the Ozarks (AR), and Utica College.

CIC has been working since 2014 with two higher education organizations—the Federation of Private Institutions of Higher Education (FIMPES) and the Mexican Association of Universities and Higher Education Institutions (ANUIES)—to increase the number of student and faculty exchanges between CIC member institutions and private colleges and universities in Mexico. Meetings of Mexican rectors and CIC member presidents, which provided participants with an opportunity to get to know each other and to discuss possible opportunities for exchange, took place at the 2015 and 2016 Presidents Institutes, and a delegation of 13 Mexican rectors participated in the 2017 Presidents Institute. In March 2017, CIC and its sister organizations hosted their first U.S.-Mexico Higher Education Summit in Guadalajara, Mexico (see Box). Institutions have since reported developing several partnerships. A “reunion” meeting for Summit participants and a concurrent session that focuses on building international partnerships for student exchanges and study abroad opportunities will take place at the 2018 Presidents Institute.

**Student Aid Alliance**

CIC works with the National Association of Independent Colleges and Universities (NAICU), the American Council on Education, and other associations to increase federal aid for students.

**Voter Registration Initiative**

CIC, in cooperation with NAICU and the American Association of State Colleges and Universities, supports the “Your Vote, Your Voice” project, a nonpartisan, nationwide campaign to engage college students in the electoral process. CIC Member Presidents Participate in U.S.-Mexico Higher Education Summit

Campus leaders from 23 CIC institutional members and 14 Mexican private colleges and universities participated in the U.S.-Mexico Higher Education Summit, held in Guadalajara, Mexico, March 29–31, 2017. Organized by CIC and FIMPES and generously supported by Santander Universidades and Universia, the Summit focused on “Reaffirming the North American Spirit of Collaboration: Creating Bridges of Communication” and emphasized the importance of international exchange, especially with higher education institutions in Mexico. The agenda also provided ample opportunities to deepen connections among U.S. college and university presidents and Mexican university rectors, building on three years of participation by a delegation of Mexican rectors in the CIC Presidents Institute.

The 57 representatives—presidents, other senior campus officers, higher education association leaders, and government officials—from both the U.S. and Mexico visited three leading private Mexican higher education institutions: Instituto Tecnológico de Estudios Superiores de Monterrey, Universidad Panamericana, and Universidad del Valle de Atemajac. They also met with the United States Consul General in Guadalajara, Tanya C. Anderson, and members of her staff, who provided advice on sending groups of students and faculty members abroad. Summit participants discussed semester-long student and faculty exchanges, 3-2 and summer programs, global leadership, consortia to facilitate international opportunities, and safety concerns on both sides of the U.S.-Mexico border. Presidents and senior administrators reported returning to campus invigorated and full of new ideas. Videos and other resources from the summit are available at www.cic.edu/programs/US-Mexico-Initiative.

(For the list of participating institutions, see page 67.)
2016–2017 CIC AWARDEES

CIC presents annual awards to celebrate and honor organizations and individuals who have contributed generously to independent higher education—through their professional expertise, philanthropic generosity, or both.
2017 AWARD FOR PHILANTHROPY (ORGANIZATION)

The Research Corporation for Science Advancement (RCSA) received CIC’s 2017 Award for Philanthropy (Organization). Robert N. Shelton, then president of RCSA, accepted the award on behalf of the organization. RCSA provides funding for innovative scientific research and the development of academic scientists. For 100 years, the foundation has championed scientific research through its support of top early-career teacher-scholars at America’s leading colleges and universities. It seeks to improve U.S. science education by advocating that undergraduate students participate in their mentors’ cutting-edge research. Over the years, the foundation has supported the work of more than 18,000 scientists. Of these, 40 have received Nobel Prizes, and numerous others have made discoveries and contributed to the body of scientific knowledge. The Cottrell College Science Award (CCSA) program, RCSA’s oldest initiative and the one most effectively framed to help CIC institutions, was created in the early 1970s to promote basic research as a vital component of undergraduate education at primarily undergraduate institutions (PUIs). In the last 15 years, the CCSA program has supported the research work of 1,300 PUI faculty members in over 400 institutions, and has generated research opportunities for thousands of undergraduates at both public and private institutions. In 2015, the CCSA program was consolidated with the Cottrell Scholar Award, which is available to early-career faculty members who conduct high-quality research and educational activities at both research universities and PUIs across the country.

2017 ALLEN P. SPLITE AWARD FOR OUTSTANDING SERVICE

Arthur Levine received the 2017 Allen P. Splete Award for Outstanding Service for his long-standing and innovative leadership in strengthening teaching, scholarship, and public service. Levine became president of the Woodrow Wilson National Fellowship Foundation in 2006. Previously, he was president and professor of education at Teachers College, Columbia University. He also served as chair of the higher education program, chair of the Institute for Educational Management, and senior lecturer at the Harvard Graduate School of Education; senior fellow of the Carnegie Foundation; president of Bradford College; and senior fellow at the Carnegie Foundation and Carnegie Council for Policy Studies in Higher Education. An early critic of the quality of teacher education in the United States, Levine wrote a series of reports for the Education Schools Project in 2006 on the preparation of school leaders, teachers, and education researchers. As president of the Woodrow Wilson National Fellowship Foundation, which supports scholarship and public service in a variety of fields, he has remained dedicated to closing the achievement gap in education among races and income levels. Levine has published numerous commentaries and books, including most recently, Generation on a Tightrope: A Portrait of Today’s College Student (with Diane Dean, 2012). A member of the American Academy of Arts and Sciences, Levine serves on the boards of Say Yes to Education and Motivis Learning. He earned his bachelor’s degree from Brandeis University and his PhD from the State University of New York at Buffalo. The 2017 Allen P. Splete Award for Outstanding Service was sponsored by Jenzabar.

2016 CHIEF ACADEMIC OFFICER AWARD

William Charles Deeds, provost of Morningside College, received CIC’s 2016 Chief Academic Officer Award in recognition of his significant support of colleagues at independent colleges and universities. Deeds has been CAO at Morningside College since 2000. Previously, he served Moravian College as professor of psychology, department chair, assistant and associate dean, and then dean for academic affairs. He has participated as a presenter at nearly every CIC Institute for CAOs since 2000 and as a mentor to many of his colleagues as they began their tenure as CAOs. He has helped many more colleagues learn how to tell a story with data. Since 2010, Deeds also has shared his knowledge and advice as a presenter for the CIC Workshops for Department and Division Chairs, advising new chairs that “we can do anything we want, but we can't do everything we want.” Deeds is the author and co-author of numerous articles in psychology journals. He holds a BA in psychology from Wichita State University and an MS and PhD in experimental psychology from Kansas State University.
2016 CIC ACADEMIC LEADERSHIP AWARD

Beverly Daniel Tatum, president emerita of Spelman College, received the 2016 Academic Leadership Award. Before serving at Spelman from 2002 until 2015, Tatum was acting president of Mount Holyoke College, where she also held positions as dean of the college and vice president for student affairs, professor of psychology and education, and chair of the psychology department. Earlier, Tatum was a faculty member at Westfield State College and a lecturer at the University of California at Santa Barbara. A nationally recognized authority on racial issues in America and a licensed clinical psychologist, Tatum is the author of several books, including the critically acclaimed and recently updated book, Why Are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations about Race (1997, 2003, and 2017). She also has published widely in social science and education journals. In 2013, the Carnegie Corporation of New York named Tatum a recipient of its Academic Leadership Award, recognizing her as an exceptional president of a U.S. college or university. In 2014, she received the American Psychological Association Award for Outstanding Lifetime Contribution to Psychology. She is a former member of the CIC Board of Directors (2008–2012) and served on the Executive Committee from 2010 to 2012. Tatum earned a BA in psychology from Wesleyan University (CT) and MA and PhD degrees in clinical psychology from the University of Michigan, as well as an MA in religious studies from Hartford Seminary.

2017 CHARLES W. L. FOREMAN AWARD

William T. Abare, Jr., newly retired president of Flagler College, received the 2017 Charles W. L. Foreman Award, which recognizes a college president or trustee who has demonstrated an outstanding record of service in support of the mission and work of the State Councils. Abare served as president of Flagler College from 2001 to 2017. Previously, he was Flagler’s chief executive officer, executive vice president, and dean of academic affairs. Abare served as chair of the Council of Presidents of the Independent Colleges and Universities of Florida (ICUF) and as chair of the ICUF Legislative Committee. He completed two terms as a member of the board of trustees of the Southern Association of Colleges and Schools (SACS) Commission on Colleges and often chairs visiting committees for institutions seeking reaffirmation of accreditation. Abare was recently honored with the SACS Commission on Colleges James T. Rogers Distinguished Leadership Award—the highest public recognition given by the Commission. In 2014, he received the Evelyn Fortune Bartlett Award from the Florida Trust for Historic Preservation for helping to preserve or adapt historic properties. Abare is a past president of the board of directors of the Florida Association of Colleges and Universities and a former member of the CIC Board of Directors. He also has served as a member of the Higher Education Funding Advisory Council and of the K-20 Accountability Task Force for the Florida Department of Education. He earned his bachelor’s degree from Mercer University, his master’s degree from the University of North Florida, and his doctorate from Nova Southeastern University.
Recognition for Consecutive Years of Sponsorship

CIC recognized the following companies for their continuous, long-term sponsorship of the Presidents Institute:

- **30 Years**
  - aramark

- **10 Years**
  - THE COLLABORATIVE
With an increasing membership, strong sponsor and foundation support, an engaged Board of Directors, active advisory committees and task forces, and an expert and motivated staff, CIC is a strong and energetic organization.
RESOURCE DEVELOPMENT

CIC’s fundraising efforts generate restricted grants for programs and projects and restricted grants for annual events and conferences. CIC received financial support between July 1, 2016, and June 30, 2017, from the following donors and sponsors:

AARP Foundation
Academic Keys
AGB Search LLC
Academic Search, Inc.
American Academic Leadership Institute
American Council of Learned Societies
American Express Foundation
Aramark
Art & Science Group
Asset Strategy Consultants
Association of College and University Educators (ACUE)
BCWH
Berkeley Research Group
Bon Appétit Management Company
CAF American Donor Fund
Campus Labs
Capital Education
Capture Higher Ed
Casagrande Consulting, LLC
Celli-Flynn Brennan Architects & Planners
Collegis Education
Creative Communication Associates
Credo
Derck & Edson
Dick Jones Communications
Diverse: Issues in Higher Education
Dynamic Campus
EAB
Educational & Institutional Insurance Administrators, Inc.
EduNav
EFL Associates
Elucian
Emerge Education
ExpertFile
Finalsite
Gehrung Associates
Gonser Gerber LLP
Hardwick Day
Hastings+Chivetta Architects, Inc.
Helix Education
HigherEdJobs
Hobsons
Hunter Global Education, LLC
Hyatt-Fennell, Executive Search
IDEA
iDesign
Inside Higher Ed
JenEd Consulting
Jenzabar
Johnson, Grossnickle and Associates
Kaludis Consulting
Lilly Endowment Inc.
Lumina Foundation
Meltwater
Merit
Metz Culinary Management
Miller/Cook & Associates, Inc.
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC
mStoner, Inc.
National Endowment for the Humanities
National Management Resources Corporation
Newswise, Inc.
Noelker and Hull Associates, Inc.
Online Consortium of Independent Colleges & Universities
Orbis Education
Pioneer College Caterers
R.H. Perry & Associates
Registry for College and University Presidents
RHB
Royall & Company
RPA Inc.
Ruffalo Noel Levitz
SAGE Scholars Inc.
Santander Bank
Samuel H. Kress Foundation
Sodexo
Spelman Johnson
Spencer Foundation
Stamats
Stepsoc & Johnson PLLC
Stevens Strategy, LLC
Strada Education Network
The Andrew W. Mellon Foundation
The Arthur Vining Davis Foundations
The Chronicle of Higher Education
The Collaborative
The Dysart Group
The Endeavor Foundation, Inc.
The Henry Luce Foundation
The Lawlor Group, Inc.
The Learning House, Inc.
The Spelman & Johnson Group
UPS Foundation, Inc.
TIAA
TIAA Institute
Vcamp360
WilcoxA3
William & Company
Witt/Kieffer
Yaffe & Company, Inc.
FINANCIAL STATEMENT
Statement of revenues, expenses, and change in unrestricted net assets for the year ended June 30, 2017.

Revenue
Membership Dues 4,136,410
Participant Registration Fees 1,577,376
Foundation Grants and Corporate Support 6,199,428
Endowment Distribution 1,602,550
Interest, Dividends, and Other Income 547,934
Revenues $14,063,698

Net Realized and Unrealized Gains/Losses on Investments 671,825
Total Revenues $14,735,523

Expenses
Programs, Projects, and Services 6,630,894
Grants/Scholarships to Colleges, Universities, and State Council Members 3,421,374
Administrative and Supporting Services 3,476,095
Total Expenses $13,528,363

Net Assets
Change in Unrestricted Net Assets $1,207,160
Before Realized and Unrealized Gains and Losses on Investments $535,335

A copy of the audited financial statements will be provided upon request.
BOARD OF DIRECTORS (October 2017)

EXECUTIVE COMMITTEE
Chair
Thomas L. Hellie
President, Linfield College

Vice Chair for Programs
MaryAnn Baenninger
President, Drew University

Secretary and Vice Chair for Membership
Billy C. Hawkins
President, Talladega College

Treasurer
Robert C. Helmer
President, Baldwin Wallace University

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Pamela J. Gunter-Smith
President, York College of Pennsylvania

Vice Chair for Public Information
Robert A. Gervasi
President, Ohio Dominican University

Vice Chair for Investment
John B. Wilson
President, Independent College Fund of New Jersey

Past Chair
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President, California Lutheran University

Ex Officio
Richard Ekman
President, Council of Independent Colleges

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Katherine Bergeron
President, Connecticut College

Edward B. Burger
President, Southwestern University

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President, The Arthur Vining Davis Foundations

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President, Henry Luce Foundation

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President, University of St. Francis (IL)

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President, University of Evansville

Colleen Perry Keith
President, Pfeiffer University

Robert R. Lindgren
President, Randolph-Macon College

Michael Lomax
President and CEO, UNCF

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President, Dominican University of California

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President, Carlow University

Barbara K. Mistick
President, Wilson College

Lester C. Newman
President, Jarvis Christian College

Jerold Panas
Executive Partner and CEO, Jerold Panas, Linzy & Partners

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President, Lynn University

Lisa Marsh Ryerson
President, AARP Foundation

Nayef H. Samhat
President, Wofford College

Beck A. Taylor
President, Whitworth University

A. Hope Williams
President, North Carolina Independent Colleges and Universities

Cynthia Zane
President, Hilbert College
COUNCIL OF INDEPENDENT COLLEGES

ADVISORY COMMITTEES AND TASK FORCES

2017 PRESIDENTS INSTITUTE

Programs Committee of the CIC Board of Directors

MaryAnn Baenninger (Chair)
President, Drew University

Lester C. Newman (Vice Chair)
President, Jarvis Christian College

David L. Beckley
President, Rust College

Nancy J. Cable
President, The Arthur Vining Davis Foundations

Michael Gilligan
President, Henry Luce Foundation

New Presidents Program Advisory Committee

Carol A. Leary (Chair)
President, Bay Path University

Logan C. Hampton
President, Lane College

Presidents Institute Spouses and Partners Task Force

Sharon Kazee (Chair)
Presidential Spouse, University of Evansville

Robyn Allers
Presidential Spouse, McDaniel College

Selby Artis
Presidential Spouse, Benedict College

Christine Burns-DiBiasio
Presidential Spouse, Ohio Northern University

Christy Colson
Presidential Spouse, Wartburg College

Traci Corey
Presidential Spouse, Olivet College

Judith Maxwell Greig
President, Notre Dame de Namur University

Robert C. Helmer
President, Baldwin Wallace University

Suzanne K. Mellon
President, Carlow University

Kevin M. Ross
President, Lynn University

William T. Luckey, Jr.
President, Lindsey Wilson College

Mary B. Marcy
President, Dominican University of California

Betty Neal Crutcher
President, University of Richmond

Michelle Dorsey
President, Texas Lutheran University

A. McGuire Gordon
President, The College of Saint Rose

Robert Haring-Smith
President, Washington & Jefferson College

Prema Samhat
President, Wofford College

Mary L. Trettin
President, Northland College

2016 INSTITUTE FOR CHIEF ACADEMIC OFFICERS TASK FORCE

Pareena Lawrence (Chair)
Provost and Dean of the College, Augustana College (IL)

Chad Berry
Academic Vice President and Dean of the Faculty, Berea College

Lily D. McNair
Provost and Senior Vice President for Academic Affairs, Wagner College

Leanne M. Neilson
Provost and Vice President for Academic Affairs, California Lutheran University

Laura Niesen de Abruña
Provost, York College of Pennsylvania

Elfred Anthony Pinkard
Executive Vice President and Provost, Wilberforce University

Stephany Schlachter
Provost, Lewis University

Andrew Workman
Provost and Senior Vice President, Roger Williams University
NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NETVUE) ADVISORY COUNCIL

Stephen R. Briggs  
President, Berry College

Donna M. Carroll  
President, Dominican University (IL)

Darrel D. Colson  
President, Wartburg College

Joel L. Cunningham  
Vice Chancellor Emeritus and Professor of Mathematics, Sewanee: The University of the South

Beverly W. Hogan  
President, Tougaloo College

Charlie T. McCormick  
President, Schreiner University

Lisa D. Rhodes  
Dean of Sisters Chapel and Director of Sisters Center for WISDOM, Spelman College

Tracy Wenger Sadd  
Chaplain and Executive Director for Purposeful Life Work and Ethical Leadership, Elizabethtown College

Paul J. Wadell  
Professor of Religious Studies, St. Norbert College

Stephen K. Wilke  
Vice President for Planning and New Programs and Executive Director of the Institute for Discipleship, Southwestern College (KS)

STATE COUNCILS ADVISORY COMMITTEE

Carol Schuler (Chair)  
Vice President for State Council Programs

Mike Backer  
President, Missouri Colleges Fund

Robert Bartlett  
President, Michigan Colleges Alliance

MaryAnn Baenninger  
President, Drew University

Paul Cerkvenik  
President, Minnesota Private College Fund

Jack Jones  
President, Iowa College Foundation

Richard Ludwick  
President, Independent Colleges of Indiana

Paul Pribbenow  
President, Augsburg University

Eddie Shannon, III  
Executive Vice President, South Carolina Independent Colleges and Universities

A. Hope Williams (Ex Officio)  
President, North Carolina Independent Colleges and Universities

Richard Ekman (Ex Officio)  
President, Council of Independent Colleges

Members of the 2017 Presidents Institute Spouses and Partners Task Force planned sessions that covered a wide range of topics.
2016–2017 CIC INSTITUTIONAL MEMBERS PROFILE

Institution Size by Student Enrollment (FTE)

- <1,000: 20%
- 1,000–2,000: 21%
- 2,001–3,000: 21%
- >3,000: 38%

Carnegie Classification

- Doctoral/Research: 4%
- Master’s: 6%
- Baccalaureate: 45%
- Other: 45%

Undergraduate Enrollment by Age Group

- Under 22: 11%
- 22–24: 13%
- 25–34: 66%
- 35 and over: 10%

Admissions Selectivity

- Highly Selective (% admitted: <50%): 19%
- Very Selective (% admitted: 50–75%): 12%
- Selective (% admitted: 76–85%): 15%
- Less Selective (% admitted: >85%): 55%

Total Enrollment by Race and Ethnicity

CIC Institutions

- Asian: 3%
- Black or African American: 15%
- Hispanic: 12%
- White: 60%
- Other: 10%

Public Four-Year Institutions

- Asian: 6%
- Black or African American: 14%
- Hispanic: 11%
- White: 55%
- Other: 14%
Core Revenues

CIC Institutions

- Tuition and fees: 60%
- State and Local Appropriations: 21%
- Government Grants and Contracts: 11%
- Private Gifts: 3%
- Investment Return: 0%
- Other: 5%

Public Four-Year Institutions

- Tuition and fees: 37%
- State and Local Appropriations: 19%
- Government Grants and Contracts: 17%
- Private Gifts: 3%
- Investment Return: 3%
- Other: 17%

Core Expenses

CIC Institutions

- Instruction: 37%
- Research: 19%
- Public Service: 17%
- Academic Support: 9%
- Other: 16%

Public Four-Year Institutions

- Instruction: 31%
- Research: 8%
- Public Service: 5%
- Academic Support: 5%
- Other: 13%

MEMBERS OF CIC (June 2017)

CIC continues its steady membership growth and now serves 683 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 82 national, state, and regional organizations are Affiliate or State Council Members.

**INSTITUTIONAL MEMBERS**

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Trinity Christian College
Trinity International University
University of St. Francis
Wheaton College
Saint Mary-of-the-Woods College
Saint Mary’s College
Taylor University
Trine University
University of Evansville
University of Indianapolis
University of Saint Francis
Valparaiso University
Wabash College

IOWA
Briar Cliff University
Buena Vista University
Central College
Clarke University
Coe College
Cornell College
Dordt College
Drake University
Graceland University
Grand View University
Grinnell College
Iowa Wesleyan University
Loras College
Luther College
Morningside College
Mount Mercy University
Northwestern College
Simpson College
St. Ambrose University
University of Dubuque
Upper Iowa University
Wartburg College
William Penn University

KANSAS
Baker University
Benedictine College
Bethany College
Bethel College
Friends University
Kansas Wesleyan University
McPherson College
MidAmerica Nazarene University
Newman University
Ottawa University
Southwestern College
Sterling College
Tabor College
University of Saint Mary

KENTUCKY
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Kentucky Wesleyan College
Lindsey Wilson College
Midway College
Spalding University
Thomas More College
Transylvania University
Union College
University of Pikeville
University of the Cumberlands
LOUISIANA
Centenary College of Louisiana
Dillard University
Loyola University New Orleans
Franciscan Missionaries of Our Lady University

MAINE
College of the Atlantic
Husson University
Saint Joseph’s College of Maine
Thomas College
Unity College
University of New England

MARYLAND
Capitol Technology University
Goucher College
Hood College
Loyola College in Maryland
McDaniel College
Mount St. Mary’s University
Notre Dame of Maryland University
St. John’s College
Stevenson University
Washington Adventist University

MASSACHUSETTS
American International College
Anna Maria College
Assumption College
Bard College at Simon’s Rock
Bay Path University
Becker College
Cambridge College
Curry College
Dean College
Elms College
Emerson College
Emmanuel College
Endicott College
Fisher College
Gordon College
Hamshire College
Lasell College
Lesley University
Merrimack College
Mount Holyoke College
Mount Ida College
Newbury College
Nichols College
Pine Manor College
Regis College
Simmons College
Springfield College
Stonehill College
Suffolk University
Western New England College
Wheaton College
Wheelock College

MICHIGAN
Adrian College
Albion College
Alma College
Andrews University
Aquinas College
Calvin College
Cornerstone University
Finlandia University
Hillsdale College
Hope College
Kalamazoo College
Madonna University
Marygrove College
Oliver College
Siena Heights University
Spring Arbor University

MINNESOTA
Augustana College
Bethany Lutheran College
Bethel University
College of St. Benedict
Concordia College
Concordia University, St. Paul
Gustavus Adolphus College
Hamline University
Saint John’s University
Saint Mary’s University of Minnesota
St. Catherine University
St. Olaf College
The College of St. Scholastica
University of Northwestern-St. Paul
University of St. Thomas

MISSISSIPPI
Millsaps College
Rust College
Tougaloo College

MISSOURI
Avila University
Central Methodist University
College of the Ozarks
Columbia College
Cottey College
Culver-Stockton College
Drury University
Fontbonne University
Kansas City Art Institute
Lindenwood University
Logan University
Maryville University of Saint Louis
Missouri Baptist University
Missouri Valley College
Park University
Rockhurst University
St. Louis College of Pharmacy
Stephens College
Webster University
Westminster College
William Jewell College
William Woods University

MONTANA
Carroll College
Rocky Mountain College
University of Providence

NEBRASKA
Bellevue University
College of Saint Mary
Doane University
Hastings College
Midland University
Nebraska Methodist College
Nebraska Wesleyan University
Union College

NEW JERSEY
Bloomfield College
Caldwell University
Centenary University
College of Saint Elizabeth
Drew University
Felician University
Georgian Court University
Monmouth University
Rider University
Saint Peter’s University

NEW MEXICO
St. John’s College
University of the Southwest
NEW YORK
Cazenovia College
College of Mount Saint Vincent
Concordia College
Daemen College
Dominican College
D’Youville College
Elnira College
Hartwick College
Hilbert College
Houghton College
Hartford College
Keuka College
Le Moyne College
Manhattanville College
Marist College
Marymount Manhattan College
Medaille College
Mercy College
Molloy College
Mount Saint Mary College
Nycak College
Pace University
Paul Smith’s College
Roberts Wesleyan College
Siena College
St. Bonaventure University
St. John Fisher College
St. Joseph’s College
St. Lawrence University
St. Thomas Aquinas College
The College of New Rochelle
The College of Saint Rose
The King’s College
The Sage Colleges
Utica College
Villa Maria College
Wagner College
Wells College
NORTH CAROLINA
Barton College
Belmont Abbey College
Brevard College
Campbell University
Catawba College
Chowan University
Gardner-Webb University
Guilford College
High Point University
Johnson C. Smith University
Lenoir-Rhyne University
Livingstone College
Mars Hill University
Meredith College
Methodist University
Montreat College
North Carolina Wesleyan College
Pfeiffer University
Queens University of Charlotte
Saint Augustine’s University
Salem College
Shaw University
St. Andrews University
University of Mount Olive
Warren Wilson College
William Peace University
Wingate University
NORTH DAKOTA
University of Jamestown
University of Mary
OHIO
Antioch University
Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Cedarville University
Defiance College
Denison University
Franciscan University of Steubenville
Franklin University
Heidelberg University
Hiram College
John Carroll University
Kenyon College
Lake Erie College
Lourdes University
Malone University
Marietta College
Mount St. Joseph University
Mount Vernon Nazarene University
Muskingum University
Notre Dame College
Oberlin College
Ohio Dominican University
Ohio Northern University
Ohio Wesleyan University
Otterbein University
The College of Wooster
The University of Findlay
Tiffin University
University of Mount Union
University of Rio Grande
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College
Wittenberg University

OKLAHOMA
Bacone College
Oklahoma City University
Oral Roberts University

OREGON
Corban University
George Fox University
Lewis & Clark College
Linfield College
Marylhurst University
Northwest Christian University
Pacific University
Warner Pacific College
Willamette University

PENNSYLVANIA
Albright College
Allegheny College
Alvernia University
Arcadia University
Bryn Athyn College
Bucknell University
Cabrini University
Carlow University
Cedar Crest College
Chatham University
Chesnut Hill College
Delaware Valley University
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Gannon University
Geneva College
Gettysburg College
Grove City College
Gwynedd Mercy University
Haverford College
Holy Family University
Immaculata University
 Juniata College
Keystone College
King's College
La Roche College
Lafayette College
Lebanon Valley College
Lycoming College
Marywood University
Mercyhurst University
Messiah College
Missertcordia University
Moravian College
Mount Aloysius College
Muhlenberg College
Neumann University
Point Park University
Robert Morris University
Rosemont College
Saint Francis University
Saint Vincent College
Seton Hill University
Swarthmore College
Thiel College
University of Scranton
Ursinus College
Washington & Jefferson College
Westminster College
Wilkes University
Wilson College
York College of Pennsylvania

PUERTO RICO
Universidad del Sagrado Corazón

RHODE ISLAND
Roger Williams University
Salve Regina University

SOUTH CAROLINA
Anderson University
Charleston Southern University
Clayf in University
Coker College
Columbia College
Converse College
Erskine College
Furman University
Limestone College
Morris College
Newberry College
Presbyterian College
Southern Wesleyan University
Voorhees College
Wofford College

SOUTH DAKOTA
Augustana University
Dakota Wesleyan University
Mount Marty College
University of Sioux Falls

TENNESSEE
Aquinas College
Bethel University
Carson-Newman University
Christian Brothers University
Fisk University
Freed-Hardeman University
King University
Lane College
Lee University
Lincoln Memorial University
Lipscomb University
Martin Methodist College
Maryville College
Milligan College
Rhodes College
Sewanee: The University of the South
Southern Adventist University
Tennessee Wesleyan University
Tusculum College
Touche Nazarene University
Un ion University

TEXAS
Austin College
Baylor University
Concordia University Texas
Dallas Baptist University
East Texas Baptist University
Hardin-Simmons University
Huston-Tillotson University
Jarvis Christian College
LeTourneau University
McMurtry University
Our Lady of the Lake University
Saint Mary's University
Schreiner University
Southwestern Adventist University
Southwestern University
St. Edward's University
Texas Christian University
Texas College
Texas Lutheran University
Texas Wesleyan University
Trinity University
University of Dallas
University of St. Thomas
University of the Incarnate Word
Wayland Baptist University
Wiley College

UTAH
Westminster College

VERMONT
Bennington College
Champlain College
College of Saint Joseph
Goddard College
Marlboro College
Middlebury College
Norwich University
Saint Michael’s College
Southern Vermont College

VIRGINIA
Averett University
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hampden-Sydney College
Hollins University
Lynchburg College
Mary Baldwin University
Randolph College
Randolph-Macon College
Regent University
Roanoke College
Shenandoah University
Southern Virginia University
Sweet Briar College
University of Richmond
Virginia Union University
Virginia Wesleyan University
Washington and Lee University

WASHINGTON
City University of Seattle
Gonzaga University
Heritage University
Pacific Lutheran University
Saint Martin’s University
Seattle Pacific University
University of Puget Sound
Walla Walla University
Whitman College
Whitworth University

WASHINGTON, DC
Gallaudet University

WEST VIRGINIA
Alderson Broaddus University
Bethany College
Davis & Elkins College
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

WISCONSIN
Alverno College
Cardinal Stritch University
Carroll University
Carrhage College
Concordia University Wisconsin
Edgewood College
Lakeland University
Marian University
Mount Mary University
Northland College
Ripon College
Silver Lake College of the Holy Family
St. Norbert College
Viterbo University
Wisconsin Lutheran College
ASSOCIATE MEMBERS
Ancilla College, IN  
Cox College, MO  
Hesston College, KS  
Jacksonville College, TX  
Louisburg College, NC  
Manor College, PA  
Maria College, NY  
St. Augustine College, IL  
Trocair College, NY

INTERNATIONAL MEMBERS
Al Akhawayn University, Morocco  
American College of Greece  
American College of Thessaloniki, Greece  
American University in Bulgaria  
American University of Beirut, Lebanon  
American University of Iraq  
American University of Kurdistan, Iraq  
American University of Kuwait  
American University of Nigeria  
American University of Paris, France  
American University of Sharjah, United Arab Emirates  
Booth University College, Canada  
CETYS University, Mexico  
Forman Christian College, Pakistan  
Franklin University Switzerland  
John Cabot University, Italy  
Lebanese American University, Lebanon  
Philadelphia University-Jordan  
Saint Monica University, Cameroon  
Universidad de Monterrey, Mexico  
Universidad Latina de America, Mexico

AFFILIATE MEMBERS
Accreditation Council for Business Schools and Programs, KS  
American Academy of Religion, GA  
American Council of Learned Societies, NY  
American Councils for International Education, DC  
American Historical Association, DC  
American Student Assistance, MA  
Appalachian College Association, KY  
Associated Colleges of the Midwest, IL  
Associated Colleges of the South, GA  
Association of Advanced Rabbinical and Talmudic Schools, NY  
Association of Catholic Colleges and Universities, DC  
Association of Independent California Colleges and Universities  
Association of Independent Colleges and Universities of Ohio  
Association of Presbyterian Colleges and Universities, GA  
Association of Reformed Colleges and Universities, SD  
Christian College Consortium, MA  
Coalition for College Cost Savings, SC  
Colleges of the Fenway, MA  
Concordia University System, MO  
Conference for Mercy Higher Education, MD  
Council for Advancement and Support of Education, DC  
Council for Christian Colleges & Universities, DC  
Council of American Overseas Research Centers, DC  
Council of Colleges and Universities of the Christian Church (Disciples of Christ), IL  
Council on Independent Colleges in Virginia  
Council on Library and Information Resources, DC  
Council on Undergraduate Research, DC  
EDUCAUSE, DC  
Evangelical Lutheran Church in America, IL  
Federation of Independent Illinois Colleges & Universities  
Gilder Lehrman Institute of American History, NY  
IDEA, KS  
Iowa Association of Independent Colleges and Universities  
Lutheran Educational Conference of North America, SD  
Mennonite Education Agency, IN  
Modern Language Association, NY  
National Association of Independent Colleges and Universities, DC  
National Humanities Alliance, DC  
National Student Clearinghouse, VA  
Nazarene Colleges Council of Education, KS  
New American Colleges and Universities, MD  
New England Board of Higher Education, MA  
North American Coalition for Christian Admissions Professionals, IN  
Online Consortium of Independent Colleges & Universities, CO  
Project Pericles, NY  
Society for Classical Studies, NY  
Society of Biblical Literature, GA  
The Great Lakes Colleges Association, MI  
The Phi Beta Kappa Society, DC  
Tuition Plan Consortium/Private College 529 Plan, MO  
United Methodist Church/General Board of Higher Education and Ministry, TN  
Women’s College Coalition, GA  
Yes We Must Coalition, MA
STATE COUNCIL MEMBERS
Alabama Association of Independent Colleges and Universities
Arkansas’ Independent Colleges and Universities
Associated Colleges of Illinois
Association of Independent Colleges and Universities of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Council of Independent Nebraska Colleges Foundation
Florida Independent College Fund
Independent College Fund of Maryland
Independent College Fund of New Jersey
Independent Colleges and Universities of Texas Foundation
Independent Colleges of Indiana
Independent Colleges of Washington
Independent Higher Education of Colorado Fund
Iowa College Foundation
Louisiana Independent College Foundation
Michigan Colleges Alliance
Minnesota Private College Fund
Missouri Colleges Fund
New Mexico Independent College Fund
North Carolina Independent Colleges and Universities
North Dakota Independent College Fund
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
Oregon Alliance of Independent Colleges and Universities
South Carolina Independent Colleges and Universities
South Dakota Foundation of Independent Colleges
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and Universities

NEW MEMBERS IN 2016–2017

Institutional Members
Adventist University of Health Sciences, FL
Bacone College, OK
College of the Atlantic, ME
Dean College, MA
Drury University, MO
Gallaudet University, DC
John F. Kennedy University, CA
Lake Forest College, IL
Lipscomb University, TN
Logan University, MO
Marist College, NY
Pitzer College, CA
Trinity International University, IL
Trinity University, TX
Villa Maria College, NY

Affiliate Member
New England Board of Higher Education, MA

NEW MEMBERS IN 2017–2018 (as of October 2017)

Institutional Members
Ave Maria University, FL
Benedict College, SC
Franklin & Marshall College, PA
Hofstra University, NY
Indiana Institute of Technology, IN
Methodist College, IL
Parker University, TX
Pepperdine University, CA
Presentation College, SD
University of Hartford, CT
University of Mobile, AL
University of the Sciences, PA

Affiliate Member
Higher Education Data Sharing Consortium, IN
# CIC STAFF AND SENIOR ADVISORS

## CIC STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sherita C. Ashmon</td>
<td>Conference Manager</td>
</tr>
<tr>
<td>Allison Blackburn</td>
<td>Director of Conferences</td>
</tr>
<tr>
<td>David Brailow</td>
<td>Vice President for Development</td>
</tr>
<tr>
<td>Alana K. Cassidy</td>
<td>Development Manager</td>
</tr>
<tr>
<td>Hollie Chessman</td>
<td>Director of Research Projects</td>
</tr>
<tr>
<td>Sheila Cooper</td>
<td>Office Manager</td>
</tr>
<tr>
<td>Christopher Dodds</td>
<td>Director of Digital Communications and Strategy</td>
</tr>
<tr>
<td>Lynn Donham</td>
<td>Vice President for Communications</td>
</tr>
<tr>
<td>Richard Ekman</td>
<td>President</td>
</tr>
<tr>
<td>Michelle L. Friedman</td>
<td>Director of Programs</td>
</tr>
<tr>
<td>Stephen Gibson</td>
<td>Director of Programs</td>
</tr>
<tr>
<td>Harold V. Hartley III</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td>Philip M. Katz</td>
<td>Director of Projects</td>
</tr>
<tr>
<td>Christoph M. Kunkel</td>
<td>Senior Vice President and Chief of Staff</td>
</tr>
<tr>
<td>Lila M. LaGesse</td>
<td>Director of Print and Digital Publications</td>
</tr>
<tr>
<td>Vanessa N. Long</td>
<td>Manager of State Council Programs</td>
</tr>
<tr>
<td>Paula M. Miller</td>
<td>Editorial and Communications Director</td>
</tr>
<tr>
<td>Cynthia Page</td>
<td>Director of Finance</td>
</tr>
<tr>
<td>Leslie A. Rogers-Brown</td>
<td>Conference Manager</td>
</tr>
<tr>
<td>Carol M. Schuler</td>
<td>Vice President for State Council Programs</td>
</tr>
<tr>
<td>Kelsey A. Sherman</td>
<td>Assistant to the President and Liaison</td>
</tr>
<tr>
<td>Tabitha Truscott</td>
<td>Conference and Program Coordinator</td>
</tr>
<tr>
<td>Keith A. Wallace</td>
<td>Director of Administration</td>
</tr>
<tr>
<td>Kate Webber</td>
<td>Director of Membership Services</td>
</tr>
<tr>
<td>Katherine M. Whatley</td>
<td>Senior Vice President</td>
</tr>
</tbody>
</table>

## CIC ADVISORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel O. Aleshire</td>
<td>Program Evaluator, NetVUE</td>
</tr>
<tr>
<td>Roger Bowen</td>
<td>Senior Advisor and Director, Woodrow Wilson Visiting Fellows Program</td>
</tr>
<tr>
<td>Myrvin Christopherson</td>
<td>Advisor, State Council Programs</td>
</tr>
<tr>
<td>Edward J. Clark</td>
<td>Senior Advisor and Director, Tuition Exchange Program</td>
</tr>
<tr>
<td>David S. Cunningham</td>
<td>Director, NetVUE</td>
</tr>
<tr>
<td>Marylouise Fennell, RSM</td>
<td>Senior Counsel</td>
</tr>
<tr>
<td>Jonnie G. Guerra</td>
<td>Senior Advisor, Annual Programs</td>
</tr>
<tr>
<td>Barbara Hetrick</td>
<td>Senior Advisor and Evaluator, Securing America’s Future Workshops</td>
</tr>
<tr>
<td>Richard T. Ingram</td>
<td>Senior Advisor, President-Board Relations, and Director, Presidents Governance Academy</td>
</tr>
<tr>
<td>Ned Moore</td>
<td>Senior Advisor, State Council Programs</td>
</tr>
<tr>
<td>S. Georgia Nugent</td>
<td>Senior Fellow</td>
</tr>
<tr>
<td>Frederik Ohles</td>
<td>Senior Advisor and Director, Presidential Vocation and Institutional Mission Program</td>
</tr>
<tr>
<td>Judith T. Phair</td>
<td>Senior Advisor, Communications</td>
</tr>
<tr>
<td>Andrea Rehn</td>
<td>Evaluator, Consortium on Digital Resources for Teaching and Research</td>
</tr>
<tr>
<td>Shirley J. Roels</td>
<td>Senior Advisor and Assistant Director, NetVUE</td>
</tr>
<tr>
<td>Mary Pat Seurkamp</td>
<td>Senior Advisor and Director, New Presidents Program</td>
</tr>
<tr>
<td>Allen P. Splete</td>
<td>President Emeritus</td>
</tr>
<tr>
<td>Beverly Daniel Tatum</td>
<td>Senior Advisor and Director, Diversity, Civility, and the Liberal Arts Institute</td>
</tr>
<tr>
<td>Susan Barnes Whyte</td>
<td>Senior Advisor and Director, Consortium on Digital Resources for Teaching and Research</td>
</tr>
<tr>
<td>Laura Wilcox</td>
<td>Senior Advisor, Communications</td>
</tr>
<tr>
<td>Susanne Woods</td>
<td>Senior Advisor, Information Fluency Workshops</td>
</tr>
</tbody>
</table>
PARTICIPANTS IN 2016–2017 PROGRAMS

Presidential Vocation and Institutional Mission 2016–2017 Participants

Susan Agre-Kippenhan  
Vice President for Academic Affairs and Dean of Faculty, Linfield College

Irma Becerra  
Provost and Chief Academic Officer, St. Thomas University (FL)

John A. Chopka  
Vice President for Enrollment Management, Messiah College

Bethami Dobkin  
Provost and Vice President for Academic Affairs, Saint Mary’s College of California

Susan M. Donovan  
Executive Vice President, Loyola University Maryland

Harry E. Dumay  
Senior Vice President for Finance, Saint Anselm College

Travis Feezell  
Provost, University of the Ozarks (AR)

Tony Floyd  
Executive Vice President, Coker College

Moses Goldman  
Executive Vice President and Chaplain, Lane College

Curt Guaglianone  
Vice President for Strategic Planning and Program Development, Heritage University

Matthew Hill  
Vice President for Student Life and Athletics, University of Northwestern-St. Paul

Jay Howard  
Dean, College of Liberal Arts and Sciences, Butler University

Joshua Jacobs  
Vice President for Advancement and Alumni Relations, Central Methodist University

Michael Latham  
Vice President for Academic Affairs and Dean of the College, Grinnell College

Adam Morris  
Vice President for Advancement, Biola University

Timothy Phillips  
Associate Vice President and Dean of Students, St. Ambrose University

R. Scott Sheffield  
Vice President for Academic Affairs and Dean of the Faculty, Brevard College

Charles Lee Stinemetz  
Provost, Ohio Wesleyan University

Linda Strong-Leek  
Associate Vice President for Academic Affairs and Vice President for Diversity and Inclusion, Berea College

Michael Whelan  
Vice President for Academic Affairs, Emerson College

Alumni of Presidential Vocation and Institutional Mission Program Who Have Become Presidents

The following 50 participants have been appointed as a college or university president since completing one of seven Presidential Vocation and Institutional Mission programs for prospective presidents.

Robin E. Baker  
Provost, George Fox University, to president of that university

J. Blair Blackburn  
Executive vice president, Dallas Baptist University, to president, East Texas Baptist University

Nancy H. Blattner  
Vice president and dean for academic affairs, Fontbonne University, to president, Caldwell University

Brian Bruess  
Executive vice president and chief operating officer, St. Catherine University, to president, St. Norbert College

Grant H. Cornwell  
Vice president of the university and dean of academic affairs, St. Lawrence University, to president, The College of Wooster

Christine De Vinne  
Vice president for academic affairs, Notre Dame of Maryland University, to president, Ursuline College

James S. Dlugos  
Vice president and dean for academic affairs, College of Saint Elizabeth, to president, Saint Joseph’s College of Maine

Susan M. Donovan  
Executive vice president, Loyola University Maryland, to president, Bellarmine University

Roger Drake  
Vice president for administration and finance, Lindsey Wilson College, to president, Central Methodist University

Patricia Draves  
Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University

Harry E. Dumay  
Chief financial officer and vice president for finance, Saint Anselm College, to president, Elms College

Sherilyn Emberton  
Provost and vice president for academic affairs, East Texas Baptist University, to president, Huntington University

David R. Evans  
Vice president for academic affairs and dean of the faculty, Buena Vista University, to president, Southern Vermont College
Barbara A. Farley  
Vice president for academic affairs and dean of the college, Augsburg University, to president, Illinois College

Travis Feezell  
Provost, University of the Ozarks (AR), to president, Hastings College

Tracy Fitzsimmons  
Vice president for academic affairs, Shenandoah University, to president of that university

Scott Flanagan  
Vice president for enrollment and planning, Edgewood College, to president of that college

Vivia L. Fowler  
Provost and vice president for academic affairs, Wesleyan College, to president of that college

Michael Frandsen  
Vice president for finance and administration, Albion College, to interim president of that university, and to president, Wittenberg University

Bryon Grigsby  
Senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College

Christopher L. Holoman  
Provost and vice president for academic affairs, Hilbert College, to president, Centenary College of Louisiana

Joseph Jones  
Vice rector for academic affairs, Forman Christian College, to president, Fresno Pacific University

Rock Jones  
Executive vice president and dean of advancement, Hendrix College, to president, Ohio Wesleyan University

Richard Jurasek  
Executive vice president, Antioch College, to president, Medaille College

Chris Kimball  
Provost and vice president for academic affairs, California Lutheran University, to president of that university

David A. King  
Provost, Eastern University, to president, Malone University

David Livingston  
Vice president for advancement, Mercyhurst University, to president, Lourdes University

James P. Loftus  
Vice president for enrollment management and student services, St. Ambrose University, to president, Cardinal Stritch University

Michael Looney  
Chief academic officer, Schreiner University, to president, University of Pikeville

Charlie T. McCormick  
Provost and vice president for academic affairs, Schreiner University, to president of that university

Susan Pauly  
Vice president for academic affairs and dean of the college, Mount Mercy University, to president, Salem College

Christine Pharr  
Vice president for institutional advancement, College of Saint Mary (NE), to president, Mount Mary University

Brian Ralph  
Vice president for enrollment management, Queens University of Charlotte, to president, William Peace University

James Reynolds  
Vice president for academic affairs, dean of the faculty, and interim president, Wilmington College, to president of that college

Janet H. Robinson  
Provost, Lourdes University, to interim president of that university

Lori Rodrigues-Fisher  
Provost, St. Ambrose University, to chancellor, Trinity College of Nursing and Health Sciences

Gerard J. Rooney  
Executive vice president for enrollment, advancement, and planning, St. John Fisher College, to president of that college

B. David Rowe  
Vice president for advancement, LaGrange College, to president, Centenary College of Louisiana

Suzanne Shipley  
Vice president for academic affairs, Notre Dame of Maryland University, to president, Shepherd University

Jay K. Simmons  
Vice president for academic affairs and dean, LaGrange College, to president, Iowa Wesleyan University

Carolyn Stefanco  
Vice president for academic affairs and dean of the college, Agnes Scott College, to president, The College of Saint Rose

Donald B. Taylor  
Provost and vice president for academic affairs, Benedictine University (IL), to president, Cabrini University

Keith Taylor  
Provost and vice president for academic affairs, Gannon University, to president of that university

Doris A. Tegart  
Executive vice president, Bellarmine University, to interim president of the university

Marion Terenzio  
Vice president for external relations and interim provost, Barton College, to president, Culver-Stockton College

Susan Traverso  
Provost and senior vice president, Elizabethtown College, to president, Thiel College

Burton Webb  
Vice president for academic affairs, Northwestern Nazarene University, to president, University of Pikeville

Jann Rudd Weitzel  
Provost and vice president for academic affairs, Lindenwood University, to president, Cottey College

Cynthia Zane  
Chief academic officer and dean of the faculty, Mount St. Joseph University, to president, Hilbert College
Executive Leadership Academy 2016–2017 CIC Participants

Grant Azdell  
Vice President for Student Affairs, Randolph-Macon College

Brett Bradfield  
Provost and Vice President for Academic Affairs, University of Sioux Falls

Mark Braun  
Provost and Dean of the College Emeritus, Gustavus Adolphus College

Melinda Cook  
Chief of Staff and Vice President for Strategy and Planning, Fisher College

Boyd Creasman  
Vice President for Academic Affairs, West Virginia Wesleyan College

Keith Dunn  
Senior Vice President for Academic Affairs and Dean of the College, Millsaps College

Marcheta Evans  
Provost and Vice President for Academic Affairs, Our Lady of the Lake University (TX)

A. Gigi Fansler  
Vice President for Academic Affairs, Lincoln College

Gareth Fowles  
Vice President for Enrollment Management, Lynn University

Wesley Fugate  
Vice President and Chief of Staff, Secretary of the Board of Trustees, Randolph College

Sue Head  
Vice President for Cultural Affairs and Dean of Character Education, College of the Ozarks (MO)

Stephen H. Kolison, Jr.  
Executive Vice President and Provost, University of Indianapolis

Kara Kolomitz  
Vice President for Enrollment and Student Affairs, Regis College (MA)

Theresa Kriese  
Executive Vice President and Chief Finance Officer, Dakota Wesleyan University

Melissa Morriss-Olson  
Provost and Vice President for Academic Affairs, Bay Path University

Lynn Morton  
President, Warren Wilson College

Leanne Neilson  
Provost and Vice President for Academic Affairs, California Lutheran University

Polly Peterson  
Executive Vice President, University of Jamestown

Matthew Poslusny  
Senior Vice President and Provost, Meredith College

Joe Ritter  
Provost, Principia College (IL)

Holly Sheilley  
Vice President for Student Life and Enrollment, Transylvania University

Tracy Stewart  
Provost, Alaska Pacific University

Michael Thomas  
President and CEO, New England Board of Higher Education

Alumni of Executive Leadership Academy Who Have Become Presidents

Since 2009, 67 participants from the Council of Independent Colleges and the American Association of State Colleges and Universities have been appointed as a college or university president or chancellor since completing the Executive Leadership Academy. The following are the 38 CIC participants who advanced to presidencies.

Makola M. Abdullah  
Provost and Vice President for Academic Affairs, Florida Memorial University, to president, Virginia State University

Jeffrey Abernathy  
Vice president for academic affairs and dean of the college, Augustana College (IL), to president, Alma College

Charlotte Borst  
Vice president for academic affairs and dean of faculty, Whittier College, to president, The College of Idaho

Brett Bradfield  
Provost and vice president for academic affairs, University of Sioux Falls, to president of that university

Marc Camille  
Vice president for enrollment management and communications, Loyola University Maryland, to president, Albertus Magnus College

Seamus Carey  
Dean of the College of Arts and Sciences, Sacred Heart University, to president, Transylvania University

Deborah Carlson  
Vice president of organizational development, Nebraska Methodist College, to president of that college

Andrea Chapdelaine  
Provost and vice president for academic affairs, Albright College, to president, Hood College

Gregg Chenoweth  
Vice president for academic affairs, Olivet Nazarene University, to president, Bethel College (IN)

Ronald Chesbrough  
Vice President for Student Affairs, Hastings College, to president, Cazenovia College

John Comerford  
Vice president for institutional advancement, Westminster College (MO), to president, Blackburn College

Christine De Vinne  
Vice president for academic affairs, Notre Dame of Maryland University, to president, Ursuline College
Gregory Dewey
Provost, University of La Verne, to president, Albany College of Pharmacy and Health Sciences

Patricia H. Draves
Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University

Sherilyn Emberton
Vice president for academic affairs, Lincoln Memorial University, to president, Huntington University

Travis Feezell
Provost, University of the Ozarks, to president, Hastings College

Scott Flanagan
Executive vice president, Edgewood College, to president of that college

James Fleming
University vice president and interim vice president for advancement, Wheeling Jesuit University, to president of that university

Mary Ann Gawelek
Provost and dean of the faculty, Seton Hill University, to president, Lourdes University

Bryon Lee Grigsby
Senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College

Bobby Hall
Executive vice president and provost, Wayland Baptist University, to president of that university

Susan Hasseler
Senior vice president for academic affairs and dean of the college, Augustana College (SD), to president, Muskingum University

Tina S. Holland
Senior vice president, Holy Cross College, to president, Franciscan Missionaries of Our Lady University

Laurie Joyner
Vice president for planning and dean of the college, Rollins College, to president, Wittenberg University

Lucas Lamadrid
Vice president for enrollment management and student affairs, Belmont Abbey College, to president, Marymount California University

Richanne C. Mankey
Vice president for academic affairs and dean of students, Daemen College, to president, Defiance College

Earl Martin
Executive vice president, Gonzaga University, to president, Drake University

D. Mark McCoy
Dean of the School of Music, DePauw University, to president of that university

Suzanne Mellon
Executive vice president, Saint Anselm College, to president, Carlow University

Kim Mooney
Provost and vice president for academic affairs, Franklin Pierce University, to president of that university

Lynn M. Morton
Provost and Vice President for Academic Affairs, Queens University of Charlotte, to president, Warren Wilson College

Jonathan Peri
Vice president and general counsel, Neumann University, to president, Manor College

Christine Plunkett
Vice president for administration and finance, Burlington College, to president of that college

Brian Posler
Executive vice president for academic affairs and dean of the College of Arts and Sciences, Baker University, to president, Lake Erie College

Sue Stuebner
Executive vice president and chief operating officer, Allegheny College, to president, Colby-Sawyer College

John Swallow
Provost, Sewanee: The University of the South, to president, Carthage College

C. Reynold Verret
Provost, Wilkes University, to president, Xavier University of Louisiana

Marylou Yam
Provost and vice president for academic affairs, Saint Peter’s University, to president, Notre Dame of Maryland University
Senior Leadership Academy 2016–2017 Participants

Jann Adams
Associate Provost for Faculty Affairs and Professor of Psychology, Morehouse College

Carrie Albers
Associate Vice President for Development, Hamline University

Clay Ballantine
Chief Advancement Officer, Hampshire College

Kristine Calara
Associate Vice President for University Advancement, California Lutheran University

Kathleen Poorman Dougherty
Dean of Humanities, Social Sciences, and Education, Mount Mary University

John Downey
Dean of Students, Queens University of Charlotte

Karla Erickson
Associate Dean and Professor of Sociology, Grinnell College

Joseph Grilli
Director of Corporate and Institutional Recruitment, Misericordia University

Lisa Henderson
Assistant Provost, Baldwin Wallace University

Ronald Herms
Dean, School of Humanities, Religion, and Social Sciences, Fresno Pacific University

Boone Hopkins
Dean, School of the Arts, Converse College

Kathleen LeBesco
Interim Vice President for Academic Affairs and Dean of the College, Marymount Manhattan College

Kathryn LaFontana
Vice President for Academic Affairs, Ursuline College

Greg Madson
Academic Dean, University of Providence

Regina Matheson
Dean, Graduate Education, St. Ambrose University

Todd McDorman
Senior Associate Dean of the College and Professor of Rhetoric, Wabash College

Alfred Mueller
Dean, Division of Arts and Sciences, Neumann University

Cynthia Nicholson
Dean, School of Arts and Sciences, Chowan University

Gerardo Ochoa
Assistant Dean for Diversity and Community Partnerships, Linfield College

Dave Ramsaran
Professor of Sociology and Director of the Honors Program, Susquehanna University

Lauren Schellenberger
Chair of the Division of Applied Liberal Arts and Sciences, Culver-Stockton College

Joel Shrock
Associate Provost and Dean, School of Humanities and Behavioral Science, Anderson University (IN)

Michael Sosulski
Provost, Wofford College

Karen Soul
Vice Provost, Centenary College of Louisiana

Kristin Stuempfle
Associate Provost for Academic Assessment and Dean of Natural Sciences, Mathematics, and Computer Science, Gettysburg College

Mary H. Van Brunt
Dean, School of Business, Arts, and Media, Cabrini University

Daniel Walther
Chair of the Department of History and Director of the German Institute, Wartburg College

Janice Warner
Dean, School of Business and Digital Media, Georgian Court University

Robert Wilson
Associate Provost, Cedar Crest College

Leyte Winfield
Associate Professor and Chair of Chemistry and Biochemistry;Interim Associate Provost for Research, Spelman College

LEFT: Participants in the 2016–2017 Presidential Vocation and Institutional Mission program met in Peachtree City, Georgia, for their final seminar. RIGHT: Members of the 2016–2017 Executive Leadership Academy cohort gathered for their final seminar, June 19–21, 2017, in Washington, DC.
Consortium for Online Humanities Instruction I 2017–2018 Sustaining Institutions

Concordia College (MN)  Lesley University  Sweet Briar College
Connecticut College  McDaniel College  Trinity College (CT)
Elizabethtown College  Moravian College  University of St. Francis (IL)
Gordon College  Park University  Wartburg College
Grand View University  Saint Michael’s College  
Hiram College  Saint Vincent College  

Consortium for Online Humanities Instruction II Participating Institutions

Bloomfield College  Gettysburg College  Siena College
Carlow University  Lasell College  Simpson College (IA)
Carroll College (MT)  Mount Mary University  St. Edward’s University
Carroll University (WI)  Northwestern College (IA)  St. Olaf College
Claffin University  Randolph-Macon College  Ursuline College
Clarke University  Rosemont College  Walsh University (OH)
Concordia University Texas  Shenandoah University  Wesleyan College (GA)

Consortium on Digital Resources for Teaching and Research Participating Institutions

Albright College  Hartwick College  Presbyterian College
Allegheny College  Hollins University  Roanoke College
Bellarmine University  Hope College  Rosemont College
Bennington College  Illinois College  Saint Mary’s College (IN)
Caldwell University  Keuka College  St. Lawrence University
Campbellsville University  Limestone College  St. Thomas University (FL)
Central Methodist University  Linfield College  Tuskegee University
Chatham University  Manhattanville College  University of Dubuque
Coker College  Martin Methodist College  University of Puget Sound
Elmhurst College  Misericordia University  University of Saint Mary
Gannon University  Moravian College  Washington and Lee University
Gettysburg College  Muhlenberg College  Wheaton College (MA)
Guilford College  Nebraska Wesleyan University  Wilson College
Hampden-Sydney College  Ottawa University  Wofford College

Intergenerational Connections 2017–2018 Participating Institutions

Bay Path University  Franciscan Missionaries of Our Lady University  Rust College
Bridgewater College  Goodwin College  Shenandoah University
Caldwell University  Hilbert College  Springfield College
Campbell University  Holy Names University  Wheeling Jesuit University
Coe College  Jarvis Christian College  Whitman College
Dominican University of California  Meredith College  Wofford College
Dominican University (IL)  Pfeiffer University  
Elizabethtown College  

COUNCIL OF INDEPENDENT COLLEGES
Teaching Interfaith Understanding Seminar 2017 Participants

Martha Beck  
Professor of Philosophy, Lyon College

James Bowley  
Professor of Religious Studies, Millsaps College

Christopher Ciocchetti  
Associate Professor of Philosophy, Centenary College of Louisiana

Melissa Conroy  
Associate Professor Religion, Muskingum University

Katherine Dugan  
Assistant Professor of Religion, Springfield College

Ann Duncan  
Associate Professor of Religion, Goucher College

Tamara Gieselman  
Faculty in Residence, Religion, Law, Politics, and Society, University of Evansville

Lynn Japinga  
Professor of Religion, Hope College

Timothy Knepper  
Professor of Philosophy and Religion, Drake University

Lillian Larsen  
Associate Professor of Religion, University of Redlands

Samira Mehta  
Assistant Professor of Religious Studies, Albright College

Bryan Rennie  
Professor of Social Sciences and Humanities, Westminster College (PA)

Veronica Riha  
Professor of Biology, Madonna University

Jason Ripley  
Associate Professor of Religion, St. Olaf College

Valerie Edwards Robeson  
Associate Professor of Social Science, Saint Mary's University of Minnesota

Robin Rosenthal  
Professor of Psychology, Columbia College (SC)

Clare Rothschild  
Professor of Theology, Lewis University

Demetrius Semien  
Assistant Professor of Sociology, Spring Hill College

Catherine Sherron  
Professor of Philosophy, Thomas More College

Tanja Stampfl  
Associate Professor of English, University of the Incarnate Word

Nicole Torbitzky  
Assistant Professor of Religion, Lindenwood University

Andrew Walsh  
Professor of Religion and Philosophy, Culver-Stockton College

Mark Waters  
Professor of Religion and Servant Leadership, McMurry University

Jesse Weins  
Associate Professor of Criminal Justice, Dakota Wesleyan University

Annette Wilson  
Assistant Professor of Curriculum and Instruction, Bennett College
American History Seminar 2017 Participants

Michael Bailey  
Associate Professor of Government, Berry College

Alvin Beggs  
Assistant Professor of History, Lourdes University

Kevin Casey  
Professor of History, Alverno College

Roger Chapman  
Professor of History, Palm Beach Atlantic University

Ann Collins  
Associate Professor of Political Science, McKendree University

Gerard Fitzpatrick  
Professor of Politics, Ursinus College

Sean Flynn  
Professor of History, Dakota Wesleyan University

Tobias Gibson  
Associate Professor of Political Science, Westminster College (MO)

Caleb Goltz  
Assistant Professor of Political Science, Hartwick College

Lilly Goren  
Professor of Politics and Global Studies, Carroll University (WI)

John Hanley  
Assistant Professor of Political Science, Duquesne University

Andrea Hatcher  
Associate Professor of Politics, Sewanee: The University of the South

Preston Jones  
Professor of History, John Brown University

Craig Kaplowitz  
Professor of History, Judson University

William Kelly  
Assistant Professor of History, Morehouse College

Magdalena Krajewska  
Assistant Professor of Political Science, Wingate University

William Leeman  
Associate Professor of History, Salve Regina University

Brenda Taylor Matthews  
Professor of History, Texas Wesleyan University

Kevin McMahon  
Professor of Political Science, Trinity College (CT)

John Recchiuti  
Professor of History, University of Mount Union

Wesley Renfron  
Associate Professor of Political Science, St. John Fisher College

Brian Roberts  
Professor of Political Science, Principia College (IL)

Gregory Shufeldt  
Assistant Professor of Political Science, Butler University

Erika Smith  
Assistant Professor of History, Nichols College

Robert Strong  
Professor of Politics, Washington and Lee University

Sabrina Thomas  
Assistant Professor of Political Science, Wabash College

Barbara Trish  
Professor of Political Science, Hanover College

Mi Yung Yoon  
Associate Professor of Political Science, Augustana College (IL)

Ancient Greece in the Modern Classroom Seminar 2017 Participants

Eva Cadavid  
Associate Professor of Philosophy, Centre College

Brett Coppenger  
Assistant Professor of Philosophy, Tuskegee University

Walker Cosgrove  
Associate Professor of History, Dordt College

Christopher Edelman  
Associate Professor of Philosophy, University of the Incarnate Word

David Goldberg  
Associate Professor of Philosophy, Westminster College (PA)

Wendy Hyman  
Associate Professor of English, Oberlin College

Elizabeth Imafuji  
Associate Professor of English, Anderson University (IN)

Adam Kotisko  
Assistant Professor of Humanities, North Central College

Anne Mamary  
Professor of Philosophy, Monmouth College (IL)

Holly Moore  
Associate Professor of Philosophy, Luther College

Danny Muñoz-Hutchinson  
Associate Professor of Philosophy, St. Olaf College

Fiona Harris Ramsby  
Assistant Professor of Writing and Rhetoric, Bloomfield College

Angela Sabates  
Associate Professor of Psychology, Bethel University (MN)

Brian Schwartz  
Assistant Professor of Physics and Astronomy, Carthage College

Robert Sharp  
Associate Professor of Philosophy, Muskingum University

Sophia Stone  
Assistant Professor of Philosophy, Lynn University

John Vonder Bruegge  
Assistant Professor of Religion, Northwestern College (IA)
Teaching European Art in Context Seminar 2017 Participants

Sherman Anderson
Associate Professor of Liberal Arts,
Kansas City Art Institute

Elizabeth Bailey
Professor of Art, Wesleyan College (GA)

Chris Balaschak
Associate Professor of Art,
Flagler College

Adrienne Baxter Bell
Professor of Art History,
Marymount Manhattan College

Brian Bockelman
Associate Professor of History,
Ripon College

Barbara Bushey
Professor of Art, Hillsdale College

Lucia Carter
Associate Professor of History,
Mars Hill University

Garth Claassen
Professor of Art, The College of Idaho

Nan Covert
Associate Professor of Art,
Bridgewater College

Jodi Eastberg
Associate Professor of History,
Alverno College

Libby Escobedo
Associate Professor of Art History,
Aurora University

David Faldet
Professor of English, Luther College

Anne Greeley
Assistant Professor of Art History,
Indiana Wesleyan College

Martha Gyllenhaal
Associate Professor of Art and Art History,
Bryn Athyn College

Scott Hess
Professor of English, Earlham College

Kimberly Jones
Associate Professor of Art History,
Sweet Briar College

Heather Logsdon
Assistant Professor of Art and Design,
Kentucky Wesleyan College

Michael Mulvey
Assistant Professor of History,
St. Thomas University (FL)

Marc Muneal
Associate Professor of English,
Averett University

Sheila Nowinski
Assistant Professor of History,
Thiel College

John Rhett
Professor of Art, Houghton College

Lesley Shipley
Assistant Professor of Art History,
Randolph College

Heidi Strobel
Assistant Professor of History,
The College of Wooster

Elisabeth West
Associate Professor of English,
Drake University

Information Fluency in the Disciplines Workshop 2017 Participating Institutions

Agnes Scott College
Allbright College
Bay Path University
Bethany College (WV)
Bluefield College
Butler University
Calvin College
Carroll College (MT)
Clark Atlanta University
Coker College
College of Saint Mary (NE)
Concordia College (MN)
Daemen College
Friends University
Hesston College
Hope College
John Carroll University
Kalamazoo College
Knox College
Lindenwood University
Linfield College
Principia College
The College of Idaho
The College of St. Scholastica
Tuskegee University
Valparaiso University

Woodrow Wilson Visiting Fellows 2016–2017 Host Institutions

Benedictine University (IL)
Bryant University
California Baptist University
Campbell University
Carthage University
Chatham University
Concordia University Irvine
Davenport University
Duquesne University
Fontbonne University
Furman University
Gannon University
Hampden-Sydney College
Jarvis Christian College
Lindenwood University
Marlboro College
McKendree University
Methodist University
Mount Ida College
Mount St. Joseph University
Muhlenberg College
Park University
Saint Leo University
Simmons College
St. Ambrose University
St. Joseph’s College (NY)
The College of Wooster
The University of Findlay
Universidad del Valle de México UVM
University of Mount Union
Washington & Jefferson College
Webster University

NetVUE Teaching Vocational Exploration Seminar 2017 Participants

**Loye S. Ashton**
Associate Professor of Religious Studies and Director, Center for International Studies and Global Change, Tougaloo College

**Geoffrey W. Bateman**
Assistant Professor and Chair, Department of Peace and Justice Studies, Regis University (CO)

**Sheila Bauer-Gatsos**
Assistant Professor of English, Dominican University (IL)

**Lindsey Bosko-Dunbar**
Assistant Professor of Mathematics and Faculty Director of Pathways to Purpose, Spring Hill College

**Deirdre E. Egan-Ryan**
Associate Professor of English and Director of Academic Service Learning, St. Norbert College

**Judy B. Ericksen**
Associate Professor of Occupational Therapy, Elizabethtown College

**Antonios Finitis**
Associate Professor of Hebrew Bible, Pacific Lutheran University

**Matthew Friesen**
Assistant Professor of Sociology, Bluffton University

**Daniel J. Issing, CSC**
Associate Professor of Theology, King’s College (PA)

**Stephanie L. Johnson**
Associate Professor of English and Director of the Honors Program, The College of St. Scholastica

**Jodie Kocur**
Associate Professor of Psychology, California Lutheran University

**Esteban Loustaunau**
Associate Professor of Spanish and Director of the SOPHIA Program, Assumption College

**Giffen M. Maupin**
Assistant Professor of English, Hendrix College

**Rachel F. Pickett**
Associate Professor of Psychology, Concordia University Wisconsin

**Rebecca Pruitt**
Associate Professor and Program Director, Early Childhood Special Education, Lewis University

**Daniel J. Ross**
Associate Professor of Mathematics, Maryville College

**Robin Shura**
Associate Professor of Sociology, Hiram College

**Brian A. Smith**
Assistant Professor of Hebrew Bible and Chair, Department of Biblical and Religious Studies, Messiah College

**Erin A. VanLaningham**
Associate Professor of English, Loras College

**Lori A. Walters-Kramer**
Assistant Professor of Communication Studies, Monmouth College (IL)
NetVUE Scholarly Resources Project Seminar Three Participants

Florence D. Amamot
Associate Professor and Sponberg Chair in Ethics in English and Associate Professor in Japanese Studies and Gender, Women, and Sexuality Studies, Gustavus Adolphus College

Rahuldeep Singh Gill
Campus Interfaith Strategist and Associate Professor of Global Religions, California Lutheran University

Katherine J. Jones
Associate Professor of Religion and Associate Provost for Curriculum and Co-Curriculum, Wofford College

Rachel S. Mikva
Associate Professor of Jewish Studies, and Director, Center for Jewish, Christian, and Islamic Studies, Chicago Theological Seminary

Younus Y. Mirza
Assistant Professor of Islam, Allegheny College

Anantanand Rambachan
Professor of Religion, Philosophy, and Asian Studies, St. Olaf College

Tracy W. Sadd
Chaplain and Executive Director for Purposeful Life Work and Ethical Leadership, Elizabethtown College

Matthew R. Sayers
Assistant Professor of Religion and Philosophy, Lebanon Valley College

Noah Silverman
Senior Director of Faculty Initiatives, Interfaith Youth Core

Homayra Ziad
Scholar of Islam, Institute for Islamic, Christian, and Jewish Studies

NetVUE Program Development Grants Round Five Recipients

Dakota Wesleyan University
Edgewood College
Grove City College
Huntingdon College
Linfield College
Malone University

Merrimack College
Morningside College
Newberry College
Pfeiffer University
Randolph-Macon College
Saint Mary's University of Minnesota

Trinity University (TX)
University of Findlay
University of Mary (ND)
University of San Diego
Waynesburg University
Wingate University

NetVUE Professional Development Awards 2017 Recipients

Aurora University
Azusa Pacific University
Bay Path University
Bennett College
Concordia University, St. Paul
Eckerd College
Franciscan University of Steubenville
Gordon College
Goshen College

Hastings College
Heritage University
Le Moyne College
Maryville College
Marywood University
Mount St. Mary's University (MD)
Muskingum University
Our Lady of the Lake University (TX)
Saint Mary's College (IN)

Southern Adventist University
St. Thomas University (FL)
Susquehanna University
Thiel College
Transylvania University
University of Mount Union
Ursuline College
Viterbo University
Wesleyan College

Vocation Exploration Renewal Grants 2016 Recipients

Ashland University
Assumption College
Bluffton University
Butler University
Calvin College
Elizabethtown College
Erskine College
Fairfield University
Franciscan Missionaries of Our Lady University
Georgetown College (KY)
Goshen College

Grand View University
Gustavus Adolphus College
Hendrix College
Holy Cross College (IN)
Hope College
Houghton College
Luther College
Manchester University
Marian University (IN)
Messiah College
Millaps College
Montreat College

Nebraska Wesleyan University
Our Lady of the Lake University (TX)
Palm Beach Atlantic University
Saint Louis University
Saint Mary's College (IN)
St. Edward's University
University of Dayton
University of Indianapolis
Valparaiso University
Wartburg College
Adrian College
Albion College
Allegheny College
Alma College
Alverno College
Aquinas College (MI)
Augustana University (SD)
Azusa Pacific University
Baker University
Baldwin Wallace University
Bard College at Simon's Rock
Bay Path University
Baylor University
Bellarmine University
Biola University
Birmingham-Southern College
Bluffton University
Bucknell University
Buena Vista University
Cabrini University
Caldwell University
Capital University
Carroll College (MT)
Central College
Centre College
Centre College
Charleston Southern University
Clarke University
Coker College
College of the Atlantic
Colorado College
Columbia College
Connecticut College
Cornell College (IA)
Cottey College
Culver-Stockton College
Dallas Baptist University
Denison University
DePauw University
Duane University
Duke University
Drew University
Duquesne University
Earlham College
Eastern University
Emory & Henry College
Erskine College
Ferrum College
Flagler College
Franklin Pierce University
Furman University
Gannon University
George Fox University
Gettysburg College
Gonzaga University
Goodwin College
Goshen College
Goucher College
Graceland University
Grinnell College
Gustavus Adolphus College
Gwynedd Mercy University
Hampden-Sydney College
Hampshire College
Hanover College
Hastings College
Haverford College
Heidelberg University
Hollins University
Holy Family University
Hope College
Illinois College
John Carroll University
Juniata College
Kansas City Art Institute
Kenyon College
Knox College
Lafayette College
LaGrange College
Lake Forest College
Landmark College
Lewis & Clark College
Luther College
Lynn University
Manhattanville College
Marian University (IN)
Marymount Manhattan College
Marywood University
McDaniel College
McKendree University
MidAmerica Nazarene University
Middlebury College
Midland University
Mizercordia University
Molloy College
Moravian College
Morningside College
Mount Aloysius College
Mount Ida College
Mount Saint Mary College
Mount St. Mary's University (MD)
Muhlenberg College
Nebraska Wesleyan University
Neumann University
North Central College
Northwest Nazarene University
Northwestern College (IA)
Notre Dame de Namur University
Oberlin College
Ohio Dominican University
Ohio Northern University
Ohio Wesleyan University
Otterbein University
Pace University
Pacific Union College
Pine Manor College
Presbyterian College
Prescott College
Randolph-Macon College
Regis University
Ripon College
Rivier University
Robert Morris University
Roger Williams University
Rollins College
Saint John's University (MN)
Saint Mary's College (IN)
Saint Mary's College of California
Saint Michael's College
Seattle Pacific University
Sewanee: The University of the South
Shenandoah University
Simmons College
Southern Methodist University
Southern Virginia University
Southwestern University
St. Bonaventure University
St. Lawrence University
St. Louis College of Pharmacy
St. Olaf College
Stevenson University
Stonehill College
Swarthmore College
Sweet Briar College
Taylor University
Texas Christian University
The Sage Colleges
Tiffin University
Transylvania University
Trinity College (CT)
Trinity University
Trocaire College
Union College (NE)
University of Dallas
University of Denver
University of Evansville
University of La Verne
University of Mount Union
University of Puget Sound
University of Redlands
University of Scranton
University of the Sciences
Wabash College
Wagner College
Walsh University
Warner Pacific College
Warren Wilson College

Wartburg College
Washington & Jefferson College
Western New England University
Westmont College
Wheaton College (MA)
Wheeling Jesuit University

Whittier College
Whitworth University
Widener University
Willamette University
Wilmington College
Wilson College
Wittenberg University

U.S.-Mexico Higher Education Summit Participating Institutions

Augustana College (IL)
California Baptist University
California Lutheran University
Campbell University
CETYS Universidad
Council of Independent Colleges
Dominican University (IL)
Drew University
Instituto Tecnológico y de Estudios Superiores de Occidente
Instituto Tecnológico y de Estudios Superiores de Monterrey, Guadalajara
Federation of Private Institutions of Higher Education (FIMPES)
Kalamazoo College
Loras College
Millsaps College
Moravian College
Mount St. Joseph University
Nebraska Methodist College
Newbury College
Olivet College
Rockford University
Santander Universidades and Universia
Schreiner University
St. Ambrose University
Talladega College
Tougaloo College
Universidad Autónoma de Guadalajara
Universidad de Celaya
Universidad de Guadalajara
Universidad De La Salle Bajo
Universidad del Valle de Atemajac
Universidad Latina de América
Universidad Marista de Guadalajara
Universidad Panamericana, Guadalajara
Universidad TecMilenio Guadalajara

Universidad Vasco de Quiroga
U.S. Consulate in Guadalajara
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CIC connects campus leaders in various ways, including listservs, online communities, and task forces. There also are several ways to reach CIC.

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