The Council of Independent Colleges (CIC) is an association of 765 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. CIC also conducts the largest annual conferences of college and university presidents and of chief academic officers in the United States. 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

The year 2020 is already one for the history books.

Over the past months, our campuses have confronted disruption brought about by two crises in American public health: the novel coronavirus pandemic and the centuries-long plague of systemic racism. We may have experienced the crises differently depending on our mission, geographic location, student demographic, or institutional resources. But there is no question that we are all working to find the most honest and honorable paths forward to lead our colleges and universities to a better place.

The support of fellow leaders of independent institutions is critical. As chair of the CIC Board of Directors and as president of a small private liberal arts college, I have seen firsthand the important role that CIC membership plays in helping our community of independent higher education leaders navigate challenge. The programs described in this annual report are a case in point. They document the power of the CIC community in sustaining private colleges and universities through the most extraordinary times.

CIC has been particularly successful this year in connecting member presidents, chief academic officers, advancement officers, and faculty leaders in conversation about the issues that matter most. You will read here about new grants focused on tracing the legacies of American slavery and on teaching students about civil debate in a democratic society. You will read about established and emerging leaders discussing the skills necessary for sustaining institutions through hard times. You will read about the efforts of like-minded faculty members working to ensure that the humanities remain central to our core missions. And you will read about how CIC, during spring and summer 2020, nimbly changed course in response to the pandemic to create new kinds of programming that would benefit all of us. I’d like to congratulate the staff team who, under Richard Ekman’s leadership, did all this so gracefully.

This report also demonstrates that member institutions vote with their feet. Membership and participation remain at their highest levels this year. CIC was created by the community of smaller independent colleges and universities to leverage the wisdom of the sector. It has been generously supported by private philanthropy to achieve this goal. The past months have shown that sharing wisdom has never been more important. And participating in CIC has never been a smarter investment.

Sincerely,

Katherine Bergeron
President, Connecticut College
Chair, CIC Board of Directors
PRESIDENT’S PERSPECTIVE

This 2019–2020 Annual Report represents a divided year.

From the summer of 2019 through the early spring of 2020, CIC leapt from strength to strength. Important new programs, supported by major grants, were about to launch, including an innovative project on the legacies of American slavery and a faculty seminar on teaching civil discourse in deliberation about controversial topics. A new series of workshops, designed to help campus leaders address public misperceptions about private higher education, brought programs to campuses in New England, the South, and the Pacific Northwest. In the fall and winter of 2019–2020, the Institute for Chief Academic Officers and the Presidents Institute welcomed record-setting numbers of participants with engaging programs that were well received and generously supported by sponsoring organizations. In short, the first three-quarters of the academic year demonstrated CIC’s dynamic leadership and ongoing success, combining longstanding offerings with new opportunities. This report reflects all of that.

It also reflects the ways in which, when a pandemic swept across the globe and disrupted the normal operations of colleges and universities and the organizations that support them, CIC showed perhaps the most impressive strength of the year: the ability to recognize what its members needed and to pivot effectively and thoughtfully to new topics and new modes of engagement. In the last quarter of the year, scheduled programs had to be deferred or reconceived. Planning processes and standing conferences were postponed or translated into online formats. As member colleges and universities faced new challenges, emergent issues suddenly became top priorities. CIC moved with its members, adjusting to their changing circumstances in real time.

Longstanding CIC resources demonstrated their value in new ways. The use of CIC’s listservs for presidents and cabinet-level officers mushroomed as colleagues shared information and ideas with those in similar circumstances. CIC’s new Online Course Sharing Consortium saw sharply increased growth as its power to help students stay on track when institutional curricula were unavoidably disrupted became clear. Research that CIC had published on teaching the humanities online received fresh attention as courses in all disciplines moved online.

New CIC offerings responded to new campus needs. A summer series of webinars addressed pandemic-related topics, from legal issues to facilities planning to governance to enrollment, attracting hundreds of campus leaders. Planned programs, including seminars on public humanities, gatherings of the Executive Leadership and Senior Leadership Academies, and NetVUE meetings, were redeveloped and offered as interactive online experiences.

Perhaps paradoxically, the disruption that caused CIC to change many of its plans for the spring led to what we now regard as the greatest accomplishment of the year. Staying in close touch with its members, CIC deployed its resources to create value for them in new ways. Spring 2020 was not the spring we had planned, but it certainly was a time of successful adaptation and a demonstration that the organization can match its members in agility, nimbleness, creativity, and mission focus.

None of us knows what 2020–2021 will bring. Whatever that may be, my colleagues here at CIC and I will be working—perhaps in unanticipated ways—to support our members and advance independent higher education as diligently as CIC colleges and universities support their students and faculty. We face the coming year together.

Sincerely yours,

Richard Ekman
President, Council of Independent Colleges
DEVELOPING LEADERS

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

The 2020 Presidents Institute—CIC’s 50th such gathering—took place in Marco Island, Florida, January 4–7.
PROGRAMS FOR PRESIDENTS

Presidents Institute

CIC’s premier event is the largest annual meeting of college and university presidents in the United States. In 2020, CIC celebrated the 50th anniversary of the Presidents Institute and hosted the largest number of participants ever—including 371 presidents, 178 spouses and partners, and a total of 887 participants. The Institute took place January 4–7, at the JW Marriott Marco Island hotel in Marco Island, Florida. Participants came from as far as Bulgaria, Canada, Costa Rica, France, Morocco, and the United Arab Emirates. And for the sixth consecutive year, CIC welcomed a sizable delegation of private university rectors and higher education leaders from Mexico.

The 2020 Presidents Institute explored how, in response to formidable challenges, campus leaders forge healthy institutions that change students’ lives. Through conference sessions, workshops, roundtables, and meetings, participants engaged in candid discussions, learned from experts, and networked with colleagues who face similar challenges and opportunities. Keynote speaker Nathan D. Grawe opened the Institute by exploring “Demographics, Demand, and Destiny: Implications for the Health of Independent Institutions.” Grawe is Ada M. Harrison Distinguished Teaching Professor of the Social Sciences at Carleton College and author of Demographics and the Demand for Higher Education (2018). Plenary speaker Mariët Westermann, vice chancellor and chief executive of New York University Abu Dhabi and a longtime champion of the humanities and the liberal arts, offered perspectives on “International Education in an Age of Closing Borders: Why and How.” Jonathan McBride, former managing director and global head of inclusion and diversity at investment management and financial planning giant BlackRock, addressed “The Future of Work: Preparing Graduates for Diverse, Purpose-Driven Workplaces” in a plenary session moderated by Katherine Bergeron, president of Connecticut College. And during the closing plenary session on “Presidential Leadership for Healthy Institutions”...
Leadership for Healthy Institutions,” a panel of presidents shared how they have guided their institutions along sustainable paths and responded to pressing challenges (see box, page 5).

Under the theme “Presidential Leadership: Courageous, Resilient, Inclusive,” the 2021 Presidents Institute will be held virtually January 4–7.

Presidential Spouses and Partners Program

CIC also provides special programming for spouses and partners of presidents during the Presidents Institute. Spouses of 176 college and university presidents participated in the 2020 Presidents Institute Spouses and Partners Program. The program opened with a luncheon session on “Presidential Spouses and Partners: Evolving Expectations,” led by L. Jay Lemons, president of Academic Search and president emeritus of Susquehanna University, and Susan Resneck Pierce, president emerita of the University of Puget Sound. Lemons and Pierce shared their perspectives on the evolving role of the president’s spouse or partner and discussed the challenges they face in the current private higher education environment.

New Presidents Program

Each year, CIC offers a program for college presidents in their first or second year—and concurrently sessions for their spouses or partners—that addresses the practical needs and strategic questions for success as leaders of independent colleges and universities. Held just prior to the Presidents Institute, the intensive two-day workshop includes sessions on enrollment and marketing, financial fundamentals, board relations, institutional advancement, and strategic and innovative presidential leadership, among other key topics. In 2020, 47 new presidents and 25 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 paired 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 an eighth year.

In summer 2020, CIC developed virtual programs for new presidents—including online briefings on financial management and board relations that took place in September and lengthier, interactive workshops on critical leadership issues that will take place in December and in January 2021.

Presidents Governance Academy

Launched in 2014, CIC’s Presidents Governance Academy is a two-day intensive and highly participatory workshop designed to help experienced CIC member presidents strengthen board governance policies and practices and to sustain effective president-board relations. Twenty presidents from a wide array of CIC member colleges and universities participated in the seventh Academy, which took place in Marco Island, Florida, January 3–4, 2020, just prior to the Presidents Institute. During the first seven academies, the program was supported by the Henry Luce Foundation and led by Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and president emeritus of the Association of Governing Boards of Universities and Colleges, and Richard J. Cook, president emeritus of Allegheny College. To date, more than 100 CIC member presidents have explored strategies to strengthen trustees’ policies and practices through the program.
In summer 2020, CIC offered two related webinars exclusively for member presidents on the implications of current crises for institutional governance at small and mid-sized independent colleges and universities. Both programs were developed and moderated by the new co-directors of the Presidents Governance Academy: Michele D. Perkins, president of New England College, and Thomas L. Hellie, president emeritus of Linfield University.

Conversation between Foundation Officers and College and University Presidents

This biennial meeting is designed to acquaint CIC member presidents with philanthropic foundations and their leaders who support independent colleges. Through the event, presidents of independent colleges and universities and State Council executives learn about the evolving funding priorities and support interests of foundations, and foundation leaders connect with presidents to better understand the distinctive pedagogical approaches and support needs of liberal arts colleges. The 30th Conversation between Foundation Officers and College and University Presidents took place virtually on October 19, 2020. Exploring the theme “Philanthropy and Independent Higher Education: Trends and Opportunities in a Time of Crisis,” the event brought together 103 presidents and 17 foundation staff members.

PROGRAMS FOR CHIEF ACADEMIC OFFICERS

CIC offers several programs for CAOs, including the annual Institute for Chief Academic Officers as well as the Presidential Vocation and Institutional Mission Program for prospective presidents and the Executive Leadership Academy (see page 9).

Institute for Chief Academic Officers

CIC’s 47th Institute for Chief Academic Officers, with chief advancement and public relations officers, took place in Baltimore, Maryland, November 2–5, 2019. The Institute’s theme, “Change: Continuity, Connection, and Communication,” provided a framework for discussion of how to balance adaptation and continuity, ensure institutional success, and sustain robust learning communities. The program focused on topics at the critical intersection of academic programs, advancement, and public relations and was developed in cooperation with the Council for Advancement and Support of Education (CASE). The 2019 Institute was once again the largest annual conference of CAOs held by any higher education association in the United States. The event attracted 332 chief academic, advancement, and public relations officers, and a grand total of 554 people. Participants traveled from as far as Greece and Pakistan and from all across the continental United States, Hawaii, and Puerto Rico.

The program featured plenary presentations by prominent higher education leaders on key aspects of the work of all three senior campus officers. In a keynote conversation on “Philanthropic Support for Higher Education,” Sue Cunningham, president and CEO of CASE, and Robert O. Carr, founder and chair of the nonprofit charity Give Something Back, explored the motivation for philanthropic support of higher
In his thought-provoking presentation, Illah R. Nourbakhsh explored the ethical dimensions of technology. Nourbakhsh is K&L Gates Professor of Ethics and Computational Technologies and director of the Community Robotics, Education, and Technology Empowerment Lab at Carnegie Mellon University and co-author of *AI and Humanity* (2020). A critic of “techno-optimism,” he grounds his work in cross-cultural and interdisciplinary studies. His plenary address considered, among other topics, the economic implications of Chinese local government programs to reduce the number of human workers by replacing them with robots, the moral implications of human cruelty toward robots, and the psychological implications of retail advertisements with sensors that can read the emotions and reactions of nearby shoppers.

Nourbakhsh argued that education at all levels has an urgent responsibility to prepare students to engage the ethical considerations and challenges presented by artificial intelligence. In his view, nothing less than a fundamental redefinition of what it means to be human is underway, driven by the recognition that digital technology fueled by the sophisticated analysis of massive data sets can replicate many functions formerly believed to be distinctively human. “What does it mean,” he asked, “when we can create a better version of ourselves?” This is one of the key questions today’s students must be prepared to face in their future work environments and as citizens.

Unless educators help students develop the philosophical capabilities to engage questions of meaning, value, and human identity, Nourbakhsh warned Institute participants, humans may lose the ability to shape and develop “rather than simply consume” innovations in AI. Students preparing to face a world defined by artificial intelligence need much more than philosophy, however: They also need to understand the principles on which science and technology work and the ways in which human decisions are influenced. Essentially, today’s students need to be prepared to integrate the intellectual frameworks of the humanities, the sciences, and the social sciences. For Nourbakhsh, science, philosophy, and communication should be cultivated in all students, whatever careers they may intend to follow. As many participants noted after the plenary address, colleges and universities rooted in the liberal arts are uniquely well-suited to develop curricula and pedagogies that unite these intertwined educational priorities.

For the podcast of Nourbakhsh’s address, visit www.cic.edu/2019CAOIresources.
OTHER PROGRAMS FOR CAMPUS LEADERS

Presidential Vocation and Institutional Mission Program

This yearlong program of readings, consultations, and seminars helps prospective presidents, together with their spouses or partners, reflect on their sense of calling as it is related to the missions of the institutions they might lead. Generous funding from Lilly Endowment Inc. has supported the program since its inception in 2005. Through 2020, 201 senior administrators, many with their spouses or partners, have completed the program for prospective presidents. Of these, 68 participants—or 34 percent—have been appointed as presidents. (For the list of those who have been named to presidencies, see pages 59–60.)

The 2019–2020 cohort of 20 prospective presidents and 17 accompanying spouses participated in a summer seminar in Woodstock, Vermont, July 14–17, 2019, and a winter seminar in Atlanta, Georgia, February 24–25, 2020. (For the participants list, see page 58.) Harry E. Dumay, president of Elms College, and his wife, Maggie Dumay, who recently completed the program as a prospective presidential couple, served as guest speakers in July; Laurie M. Joyner, president of Saint Xavier University, who participated in the parallel program for experienced presidents and their spouses and partners in 2013–2014, served as guest speaker in February. The program is directed by Frederik Ohles, CIC senior advisor and president emeritus of Nebraska Wesleyan University. Experienced presidents and presidential spouses serve as program facilitators. In February 2020, CIC selected 20 prospective presidents, many of whom will be joined by spouses or partners, for the next program offering. (For the list of those selected, see page 58.) The program was scheduled to begin with an opening seminar in July 2020. Due to the coronavirus pandemic, however, the program has been postponed by one year.

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 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. Linda M. Bleicken, president of AALI, directs the program. The SLA is generously supported by AALI and Academic Search. With additional support from AALI, CIC offers a small number of fellowships to enhance the gender, racial, and ethnic diversity of campus leaders.

Forty-one administrators participated in the 2019–2020 SLA, which opened with a seminar in Baltimore, Maryland, November 1–3, 2019, just prior to CIC’s Institute for Chief Academic Officers. The cohort’s closing seminar took place virtually on June 1–3, 2020. (For the participants list, see page 61.) In February 2020, CIC selected 17 participants for the 2020–2021 ELA cohort, which met for a virtual introduction and brief orientation on May 19 and for a virtual opening seminar June 25–27. (For the participants list, see page 61.)

Since 2009, 100 of the participants in the ten cohorts that have completed the Executive Leadership Academy have been appointed as presidents or chancellors, and many more have advanced to other senior positions. (For the list of those CIC participants who have been named to presidencies, see pages 62–63.) 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 yearlong 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. Linda M. Bleicken, president of AALI, directs the program. The SLA is generously supported by AALI and Academic Search. With additional support from AALI, CIC offers a small number of fellowships to enhance the gender, racial, and ethnic diversity of campus leaders.

Forty-one administrators participated in the 2019–2020 SLA, which opened with a seminar in Baltimore, Maryland, November 1–3, 2019, just prior to CIC’s Institute for Chief Academic Officers. The cohort’s closing seminar took place virtually on June 18–20, 2020. (For the participants list, see page 64.) CIC selected the 2020–2021 SLA cohort—39 participants—in March 2020. They participated in a virtual introduction and brief orientation to the program on May 29 and a series of core informational webinars throughout the summer. They will meet again during the Institute for Chief Academic Officers in November. (For the participants list, see page 65.)
Since 2010, ten cohorts have completed the Senior Leadership Academy, of which 153 participants have experienced career advancement. In addition to the professional advancement of participants, successful outcomes also occur when participants strengthen their leadership in their current positions.

Workshops for Department and Division Chairs

This annual series of professional development workshops for department and division chairs takes place in four cities across the country each spring. The workshops are led by experienced chief academic officers, department chairs, and attorneys specializing in higher education. The program includes separate sections—one for new chairs and one for experienced chairs and deans—on serving as the department or division chair, understanding the department or division budget, using data effectively, building a collegial department, and becoming a campus leader. Exploring the theme “Achieving High Quality in Changing Times,” the 19th series of workshops was scheduled to take place in Des Moines, Iowa, April 2–4; Mobile, Alabama, May 7–9; Portland, Maine, May 19–21; and Long Beach, California, June 3–5. Due to the pandemic, the 2020 series was canceled. The series will resume in spring 2021 with workshops held in St. Louis, Missouri, April 8–10; Jacksonville, Florida, May 5–7; Minneapolis, Minnesota, May 26–28; and Tacoma, Washington, June 7–9.

PROGRAMS FOR NetVUE MEMBER LEADERS

Established in 2009 through a generous grant from Lilly Endowment Inc. and supported by member dues, CIC’s national Network for Vocation in Undergraduate Education (NetVUE) fosters 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, campus visits and consulting services, online resources and networking, and the development of scholarly resources. 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 2020, the network included a total of 267 colleges and universities and six organizational members.

NetVUE Conference

CIC hosted the 2019 NetVUE Conference March 21–23, in Louisville, Kentucky. Under the theme “Broadening the Scope of Vocational Exploration,” the fifth biennial conference focused on the importance of an expanded understanding of vocation and calling across all aspects of undergraduate education. Nearly 700 participants representing teams from 196 colleges and universities took part, making this by far the largest NetVUE Conference to date. Campuses were represented by three- to five-person teams of presidents, chief academic officers, chief student affairs officers, faculty members, religious life staff, and directors of vocation initiatives, career centers, and student success programs. The event was generously supported by Lilly Endowment Inc. The next NetVUE Conference will be held in Dallas, Texas; it was originally scheduled for March 18–20, 2021, but will now take place March 24–26, 2022. During the originally-scheduled dates, NetVUE will host a series of virtual events for member institutions.

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, and consulting to its 27 State Councils, and organizes conferences, webinars, and workshops.

State Councils Annual Conference

This annual meeting provides an opportunity for CIC state executives and key staff to explore emerging trends in independent higher education and how they can most effectively benefit their member institutions through resources and connections with other organizations. The meetings feature presentations by foundation and corporate executives and nationally recognized experts as well as opportunities to network and learn from colleagues. Fifty-one State Council executives, staff members, and supporters gathered in Pittsburgh, Pennsylvania, September 10–12, for the 2019 State Councils Annual Conference. With the theme “Bridging the Future,” participants explored how their organizations can create opportunities for the next generation of students and their colleges and universities. Keynote speaker Sue Cunningham, president and CEO of the Council for Advancement and Support of Education, explored recent Pew Research Center data that show how perceptions of and giving to higher education have changed in recent years and argued how future shifts could shape fundraising practices. Her insight focused on the continuing importance of the “tried and true” of fundraising—building
relationships, engaging donors in the life of the organization, and communicating clearly about mission and impact. Among other highlights, Eduardo Martinez, president of the UPS Foundation and chief diversity and inclusion officer for UPS, recognized a CIC/UPS Scholarship recipient during the opening reception and participated in a plenary conversation on philanthropic initiatives with Richard Ekman, president of CIC. Martinez affirmed the corporation’s commitment to higher education and to supporting educational opportunities through philanthropic initiatives worldwide. The 2020 State Councils Annual Conference was scheduled to take place in Austin, Texas, April 26–28, but was postponed due to the coronavirus pandemic. The next conference will take place April 25–27, 2021.

In addition to the State Councils Annual Conference, CIC state executives also participate in CIC’s annual Presidents Institute and the biennial Conversation between Foundation Officers and College and University Presidents.

New Virtual Programming for Campus Leaders

With the coronavirus pandemic creating the need for new, urgent programming that would be easily accessible by leaders of member institutions, CIC developed and hosted virtual discussions on a wide range of topics in spring and summer 2020:

- “Fall 2020 Preparation: Online Course Sharing Applications to Retain More Students and Optimize the Curriculum” (in partnership with Acadeum and Gray Associates, June 23)
- “Avoiding Melt and Enrollment Short-Fails in the COVID-19 Era” (in partnership with EAB, July 23)

**Online Learning**

- “Effective Online Instruction” series (hosted by the Association of College and University Educators, in collaboration with CIC, the American Association of State Colleges and Universities, American Council on Education, Association of Public and Land-Grant Universities, and National Association of System Heads)
  - “Welcoming Students to Your Online Environment” (April 2)
  - “Managing Your Online Presence” (April 6)
  - “Organizing Your Online Courses” (April 9)
  - “Planning and Facilitating Quality Discussions” (April 14)
  - “Recording Effective Micro-Lectures” (April 17)
  - “Engaging Students in Readings and Micro-Lectures” (April 20)

For more information and to view recorded webinars, visit [www.cic.edu/resources-research/webinars](http://www.cic.edu/resources-research/webinars).
IMPROVING EDUCATIONAL EFFECTIVENESS

CIC supports practical, sustainable, and cost-effective ways to improve the quality of independent higher education. Initiatives and programs offered in 2019–2020 enabled member institutions to share online courses; improved teaching, learning, and research in American history, interfaith understanding, sciences, and classics; addressed issues of conflict and inclusion on campus; brought distinguished visiting fellows to campuses; encouraged valuable service learning experiences; and promoted vocational exploration in undergraduate education, among other outcomes.
CIC Online Course Sharing Consortium

CIC announced the Online Course Sharing Consortium (CIC-OCSC) in 2018. This member service is offered through an arrangement with Acadeum, a technology company with an online platform where independent colleges can share courses and easily transfer credits and financial aid. The initiative aims to help students stay on track or get ahead and complete their degrees through the occasional use of online courses offered by other CIC Institutional Member consortium participants that are closely aligned in academic standards and educational philosophies, avoiding the burden of transferring courses from outside institutions and utilizing capacity at CIC institutions. Moreover, it allows institutions to pre-approve transcript credits at the home institution as well as to transfer financial aid, thereby preventing revenue losses that occur when students seek credits at community colleges or other institutions. Since the CIC-OCSC was first launched in November 2018, it has continued to expand. When campuses were forced to suspend in-person instruction due to the coronavirus pandemic in March 2020, many college presidents and chief academic officers turned to the Consortium to expand online course offerings to meet students’ immediate course needs. The result has been a sharp increase in Consortium members, to over 200 institutions that offer a broad catalog of about 3,000 courses with a variety of sections and schedules. (For the list of Consortium member institutions, see page 66.)

CIC and Acadeum hosted free webinars on the Consortium in April, “COVID-19 Recovery Strategy: Using Course Sharing to Retain More Students This Summer and Beyond,” and in June, “Fall 2020 Preparation: Online Course Sharing Applications to Retain More Students and Optimize the Curriculum.” Those and other webinars about the Consortium are available on the CIC website (www.cic.edu/OnlineCourseSharing).

Humanities Research for the Public Good

CIC’s Humanities Research for the Public Good program brings scholarship in the humanities into communities through student-led public programs that draw upon institutional library or archival collections. In December 2017, CIC received a $1,290,000 grant from the Andrew W. Mellon Foundation to be used over approximately three years to help institutions make greater use of materials in their special collections, libraries, archives, or museums for both undergraduate research and community engagement. Two cohorts of approximately 25 institutions will participate in the program over two academic years.

CIC announced the program and solicited applications for the 2019–2020 cohort in September 2018. Through a highly competitive application process, CIC selected 25 institutions in February 2019. (For the list of participating institutions, see page 67.) Each institutional team—consisting of a faculty member, a collections professional, and a senior administrator—collaborates with a local community organization on a project designed to showcase a significant collection of primary source materials held by the institution and address a topic of public concern. Student researchers draw upon the collections to design public programs that highlight the relevance of the collections to local community interests. The inaugural Humanities Research for the Public Good workshop took place in Washington, DC, June 26–28, 2019. Due to the pandemic, the closing workshop scheduled for April 2020 was postponed. Meanwhile, CIC hosted a virtual workshop for campus project leaders and their student researchers on April 24, 2020. After issuing a call to submit proposals for the second cohort in September 2019, CIC selected 24 participants in March 2020. The opening workshop for the second cohort will be held in Washington, DC, in summer 2021. The project is directed by Anne M. Valk, executive director of the American Social History Project and Center for Media and Learning at the Graduate Center of the City University of New York. In summer 2020, the project received supplemental funding from the National Endowment for the Humanities (NEH) and received an award from the Society of American Archivists (see box, page 14).
Legacies of American Slavery: Reckoning with the Past

In September 2019, CIC received a $2.67 million grant from the Andrew W. Mellon Foundation to support a national network of independent colleges and universities to deepen public understanding of the many legacies of slavery and their continuing impact on American life and culture. In partnership with the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University (GLC), CIC will select six institutions across the United States to serve as regional collaboration partners. Each “hub” institution will focus on a single theme related to a legacy of slavery that is especially relevant to its region. The project is directed by Pulitzer Prize-winning historian David Blight, Sterling Professor of American History at Yale and director of the GLC. The project received supplemental funding from NEH in summer 2020.

CIC issued a call for regional collaboration partners in January 2020, followed by a webinar for prospective applicants in February that attracted more than 90 participants from 68 institutions. In May, CIC selected 19 institutions from 44 applicants to participate in a planning conference originally scheduled to take place at Yale University in August. Due to the pandemic, the planning meeting was redesigned as a series of seven virtual sessions between August and October, including two plenary sessions devoted to network planning and current themes in the scholarship of slavery and its legacies and four smaller meetings with groups of institutional finalists. The six regional collaboration partners will be selected at the end of this planning process. Over four years, these six partners will collaborate with other CIC member institutions, local and national civic organizations, and K–12 schools to address American slavery’s

Deliberation & Debate: Advancing Civil Discourse through Courses for First-Year Students

CIC recently launched a new series of workshops, Deliberation & Debate: Advancing Civil Discourse through Courses for First-Year Students. The workshops were developed in response to recent episodes on campuses that have raised questions about the preparedness of today’s students to discuss controversial issues with respect for a diversity of ideas and opinions. The workshops are designed to prepare faculty members who teach first-year courses to use techniques that promote civil discourse—such as logical argument, the use of evidence, and empathic listening—in either new or modified courses that are taken by a large proportion of first-year students. Generously supported by the Charles Koch Foundation, and with supplemental funding from NEH, each workshop will accommodate about 20 teams of two faculty members who regularly teach first-year courses and who have the institution’s approval to design new courses or integrate aspects of civil debate into existing courses.

CIC announced the program in December 2019 and selected 21 teams out of 40 nominations to participate in the first workshop. (For the participating institutions, see page 67.) The workshop was originally scheduled to take place in July 2020 but has been rescheduled to take place in Washington, DC, July 25–28, 2021; an introductory online gathering was held for participants on September 25. The second workshop in the series will be offered in 2022. Michael Gilligan, CIC senior advisor and president emeritus of the Henry Luce Foundation, leads the workshops.

CIC Wins Public Advocacy Award from Society of American Archivists

CIC’s Humanities Research for the Public Good received a 2020 J. Franklin Jameson Archival Advocacy Award from the Society of American Archivists. The award honors an individual, institution, or organization that promotes greater public awareness, appreciation, or support of archival activities or programs. CIC was nominated for the award by one of the program participants, Sally Childs-Helton, head of special collections, rare books, and university archives at the Butler University library. Childs-Helton commented, “Over the years, I have never seen an organization more deserving of this award, and I’m thrilled that CIC is being recognized. The Humanities Research for the Public Good program and grants have been extremely powerful in connecting undergraduates to archives, and archives to communities.” The award also affirms CIC’s programmatic commitment over many years to libraries and archives.
continuing influence through research activities, undergraduate courses, curricular development, and public events. Each collaboration partner will host a regional conference in 2021 and public activities in 2021–2023. The project will culminate in a national conference in winter 2023–2024.

American History Seminar

To help faculty members at CIC institutions strengthen their teaching and advance their research, CIC and the Gilder Lehrman Institute of American History are cosponsoring an American history seminar for the 19th year. CIC announced the new seminar for faculty members in history and related fields, “The American Civil War: Origins and Consequences,” in November 2019 and selected 25 participants in March 2020. (For the participants list, see page 68.) Gary W. Gallagher, John L. Nau III Professor in the History of the American Civil War Emeritus at the University of Virginia, will lead the seminar. Held at the University of Virginia in Charlottesville, the seminar will provide participants a forum to address the issues that divided the nation during the Civil War era and that continue to resonate today. Participants will explore the drama and tragedy of this tumultuous period, particularly the central role of slavery in precipitating sectional tensions and secession; the ways in which military and civilian affairs intersected and influenced one another; the question of what the war left unresolved; and how Americans have remembered the conflict. The seminar was originally scheduled to take place in June 2020 and has subsequently been rescheduled for June 20–25, 2021. The seminar is generously funded by the Andrew W. Mellon Foundation, with supplemental funding from NEH.

Teaching Interfaith Understanding Seminar

CIC has offered a series of summer seminars for faculty members in partnership with Interfaith Youth Core (IFYC) since 2015. Long supported by the Henry Luce Foundation, the seminars were designed to broaden faculty members’ knowledge and perspectives to help them strengthen the teaching of interfaith understanding, develop new courses and resources, and encourage the development of an expanding network of educators committed to teaching this subject. Twenty-five CIC faculty members from various fields participated in the final seminar in the series, held in Chicago, Illinois, June 16–20, 2019.

In October 2019, CIC announced the first of a new series of three seminars on Teaching Interfaith Understanding, now generously supported by Lilly Endowment Inc. In addition to sessions exploring case studies drawn from seminar participants’ experiences, site visits, and course and syllabi work, the new seminar series will emphasize vocation issues and core texts. Some sessions will draw on the most recently published Network for Vocation in Undergraduate Education book, Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy (2018). Eboo Patel, founder and president of IFYC, and Laurie Patton, president of Middlebury College and a distinguished scholar of South Asian religions, will continue to lead these seminars. In February 2020, CIC selected 25 faculty members to participate in the first of the new seminars. (For the participants list, see pages 68–69.) Originally scheduled to be held in Chicago, Illinois, in June 2020, the seminar was rescheduled due to the pandemic and will now take place in Chicago, June 13–17, 2021. In the interim, IFYC is providing supporting services to the selected participants, thanks to supplemental funding from NEH. In June 2020, these faculty members were able to convene online for a webinar on “Interfaith Studies and Racial Justice.”

New Currents in Teaching Philosophy

In September 2018, CIC received a $730,000 grant from the Andrew W. Mellon Foundation to support a new initiative to strengthen the teaching of philosophy at smaller liberal arts colleges. To help attract more students to philosophy courses, recruit more minors and majors, and sustain and strengthen the philosophy programs at independent colleges and universities, CIC will offer three annual institutes devoted to New Currents in Teaching Philosophy. Led by Edward J. (Ned) Hall, Norman E. Vuilleumier Professor of Philosophy and chair of the philosophy department at Harvard University, each institute will take place over five days and will feature as presenters leading philosophers from public and private research universities who also are innovators in the teaching of philosophy. CIC issued a call for nominations for the inaugural institute in September 2019 and selected 30 participants out of 79 nominations in March 2020. (For the participants list, see page 69.) Originally planned to take place in July 2020, the inaugural institute was postponed due to the pandemic and will now be held in Baltimore, Maryland, in July 2021. This first institute will include sessions on current moral and social issues, the philosophy of the good life, philosophy of mind at the intersection of neuroscience and technology, and theories of justice, as well as sessions on innovative pedagogy for the philosophy classroom. CIC hosted a special webinar on July 27, 2020, for all faculty members who were nominated to participate in the 2020 program. Two additional institutes will take place in 2022 and 2023. The initiative received supplemental funding from NEH.
and learning practices, and exploring resources on active learning and student cognition. Due to the disruption of the spring 2020 semester, team members who participated in the first seminar will continue to collect final data on the impact of curricular changes through 2022; and team members selected for the second seminar will continue to collect initial background data through the 2020–2021 academic year.

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. Twenty-two CIC faculty members participated in a seminar on “Art and Society in Britain, Hogarth to Turner (1730–1851)” held at the Yale Center for British Art in New Haven, Connecticut, July 21–26, 2019. (For the participants list, see page 70.) The seminar offered participants the chance to immerse themselves in British art from the age of William Hogarth, who came to prominence in the 1730s, to the death of William Turner in 1851, the year of the Great Exhibition. The seminar was led by Tim Barringer, Paul Mellon Professor of the History of Art and chair of the department at Yale University. Additional funds from this grant are being used (through a no-cost extension) to support faculty development grants to further teaching and research outcomes generated by participation in one of the seminars that were held from 2015 to 2018. CIC made grants to ten of the 25 applicants. (For the list of recipients, see page 70.) Re-grant activities will conclude in December 2021.

Thanks to a new grant from the Samuel H. Kress Foundation, CIC will offer two more art history seminars—to be held in 2022 and 2023. Exploring “Making and Knowing European Art,” the summer 2022 seminar will be held at Oberlin College’s Allen Memorial Art Museum.

Ancient Greece in the Modern College Classroom Seminar

The 14th and final seminar in CIC’s Ancient Greece in the Modern College Classroom series took place at the Center for Hellenic Studies (CHS) in Washington, DC, July 25–29, 2019. These seminars began in 2006 in partnership with Harvard University’s Center for Hellenic Studies. Initially supported by the Gladys Krieble Delmas Foundation and the Center for Hellenic Studies itself, beginning in 2012 the seminars continued with generous support from the Andrew W. Mellon Foundation. Intended for non-specialists, the seminars were designed to encourage the teaching of classical texts “across the curriculum,” especially on campuses with small classics programs. Over the

Seminars on Science Pedagogy

CIC’s Seminars on Science Pedagogy are designed to improve teaching effectiveness and student learning in introductory biology, chemistry, and physics courses on CIC member campuses. The seminars use methods based on research in cognition and neuroscience that have been shown by Stanford University physicist and Nobel Laureate Carl Wieman, with colleagues at the University of Colorado at Boulder, the University of British Columbia, and Stanford University, to yield significant increases in student learning in science courses at all levels. The first seminar, which took place on the campus of Holy Names University in Oakland, California, July 15–19, 2019, was funded by the W. M. Keck Foundation and the National Science Foundation. The seminar was facilitated by Warren Code, associate director, Science Centre for Learning and Teaching, and Georg Rieger, physics instructor, both of the University of British Columbia, and Michelle Smith, associate professor of ecology and evolutionary biology at Cornell University. Carl Wieman also met with the group to provide an overview and to lead a discussion on the value of building expertise in students through deliberative, guided practice. A second seminar, originally planned to take place at Holy Names in July 2020 and now rescheduled for July 11–17, 2021, also is funded by the Keck Foundation.

CIC selected ten institutional teams to participate in the first seminar and nine teams for the second seminar. (For the list of institutions, see page 70.) Each team consists of four faculty members from at most two departments. Teams spend the academic year prior to the seminar collecting baseline data on student learning in existing classes, reflecting on current teaching
years, their programs addressed the Iliad and Odyssey, lyric poetry and the poetry of Hesiod; the Histories of Herodotus; Athenian drama; and other topics. In summer 2019, 20 faculty members from as many institutions focused on “The Ancient Greek Hero.” (For the participants list, see page 71.) The seminars recognized the centrality of classical texts to the humanities and the liberal arts and were led by Greg Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of CHS; and Kenneth Scott Morrell, professor of Greek and Roman studies at Rhodes College.

Consortium for Online Humanities Instruction

Forty-two CIC member institutions participated in two cohorts of the Consortium for Online Humanities Instruction between 2014 and 2018. The goals of the project were to explore how online instruction can improve student learning outcomes in upper-division humanities courses; determine how smaller, independent liberal arts institutions can make more effective use of instructional resources through online humanities instruction and institutional collaboration; and provide an opportunity for CIC member institutions to build capacity for online humanities instruction and share their successes with other like-minded colleges. Each institution developed, revised, and then shared a pair of online courses in the humanities with students from other institutions in the cohort. Ithaka S+R, CIC’s partner organization for this project and a leading research and consulting service, created, catalog, and manage valuable collections and make them widely available. It also explains how the tool can be used to improve such administrative functions as student recruitment, preservation of historical artifacts, and alumni communication. Importantly, the publication highlights the challenges that participating institutions faced and overcame, as well as how the Consortium’s work is being sustained through collaborations with other institutions, nonprofit entities, and the larger community. Finally, the report includes thumbnail sketches of the digitization work on collections at several CIC member institutions. The report was co-authored by Barbara Hetrick, CIC senior advisor, and Deanna Marcum, former managing director of Ithaka S+R, who served as primary evaluator of CIC’s Consortium for Online Humanities Instruction initiative. The report is available on the CIC website (www.cic.edu/OnlineHumReport). All activities related to this project were completed by May 31, 2020.

Report SHOWCASES HOW CAMPUSES CAN ‘BRING COLLECTIONS TO LIGHT’

An April 2020 report, Bringing Collections to Light, highlights a five-year project in which 42 member colleges and universities digitized large collections of materials in support of teaching, learning, and student/faculty research. With support from the Andrew W. Mellon Foundation, and in partnership with ITHAKA, members of the CIC Consortium on Digital Resources for Teaching and Research used Shared Shelf (JSTOR Forum) software to create, catalog, and manage valuable collections and make them widely available. The report describes the establishment of the Consortium and how participating institutions learned to preserve and catalog their collections. It provides many examples of the ways in which CIC librarians and faculty and staff members used JSTOR Forum to enhance teaching and student learning, student research, and faculty scholarship. It also explains how the tool can be used to improve such administrative functions as student recruitment, preservation of historical artifacts, and alumni communication. Responding to participants’ desires to continue working together on the initiative, CIC invited participants from both cohorts to apply for Continuing Collaboration Grants to explore new approaches to developing and sharing online humanities courses. Five proposals for smaller consortia, engaging 13 institutions from the original Consortia, were selected and funded in January 2019, and projects continued through the 2019–2020 academic year. (For the list of institutions, see page 71.) Finally, as another way to share the lessons of this project, CIC developed a small peer-to-peer consulting program for 2019–2020 that facilitated visits to 16 CIC member institutions that are exploring or expanding online instruction in the humanities. (For the list of institutions, see page 71.) Experienced faculty members and administrators from the two Consortia served as consultants.

In July 2019, CIC published a final report on lessons learned from the initiative: Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges. The report was co-authored by Barbara Hetrick, CIC senior advisor, and Deanna Marcum, former managing director of Ithaka S+R, who served as primary evaluator of CIC’s Consortium for Online Humanities Instruction initiative. The report is available on the CIC website (www.cic.edu/OnlineHumReport). All activities related to this project were completed by May 31, 2020.
Consortium on Digital Resources for Teaching and Research

CIC received a grant from the Andrew W. Mellon Foundation in 2014 to provide CIC members access to the JSTOR Forum (previously named Shared Shelf) application and service—a means to organize, preserve, and share unique collections of digital artifacts. CIC then partnered with Artstor, which had developed the Shared Shelf platform and later merged with ITHAKA, to create the Consortium on Digital Resources for Teaching and Research. The program provided participating CIC member institutions access to JSTOR Forum to store and manage media in support of teaching, learning, and student and faculty research. It also provided the opportunity to participate in a users’ consortium. Directed by Susan Barnes Whyte, library and media services director at Linfield University, the project worked to improve teaching and learning at liberal arts colleges; encourage faculty members at small institutions to collaborate in both scholarship and teaching through 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. The 42 teams accepted for the project in 2015 participated in three annual workshops, with the final workshop taking place in 2017. Throughout the years, the teams also uploaded content to the JSTOR Forum platform and used materials in the classroom.

In spring 2018, CIC and the Andrew W. Mellon Foundation agreed to extend the project for another year using remaining grant funds, which covered most of the cost of Consortium members’ JSTOR Forum licensing fees. In November 2018, CIC awarded 17 Consortium Development Grants to Consortium member institutions with projects that were likely to expand in the future; the grant program activities ended in December 2019. (For the list of grant recipients, see page 71.) In April 2020, CIC published a report on the lessons learned during the project (see box, page 17). Brining Collections to Light: Using Digital Media to Strengthen Teaching and Research is available on the CIC website (www.cic.edu/DigitalCollectionsReport).

Diversity, Civility, and the Liberal Arts Institutes

CIC developed the Diversity, Civility, and the Liberal Arts Institutes with the support of a grant from the Andrew W. Mellon Foundation in December 2016. The program used the most precious resource that independent colleges and universities have to understand human behavior—that is, teaching, learning, and research in the liberal arts—to address issues of conflict and inclusion on America’s college campuses. During two four-day Institutes, teams of faculty members and administrators from CIC member institutions came together with distinguished scholars to explore significant trends that are reshaping the 21st-century campus; engage both classic and recent scholarship that can frame discussions of controversial topics and help colleges transform protests into teachable moments; explore effective approaches to inclusive pedagogy; and develop realistic plans to support diversity and civility on campus. Beverly Daniel Tatum, president emerita of Spelman College and a nationally recognized authority on race in America, directed the Institutes.

CIC selected 25 institutional teams for the first Diversity, Civility, and the Liberal Arts Institute, which took place in Atlanta, Georgia, June 3–6, 2018. CIC selected an additional 25 teams for the second and final Institute, which was held in Atlanta, Georgia, June 2–5, 2019. Participating campuses submitted final progress reports in early 2020. CIC staff and the external evaluators are preparing a report on lessons learned to be shared with all CIC members in 2021.

Intergenerational Connections: Students Serving Older Adults

This initiative, launched in 2016, empowered college students to help low-income older adults (ages 50 and older) tackle key life challenges and by doing so acquire valuable co-curricular and service learning experiences. Developed with the support of grants totaling $896,636 from the AARP Foundation, the initiative provided CIC member colleges and universities with funds to create or expand campus-based projects that engaged students in addressing four needs of older adults in their campuses’ communities: healthy diets, safe and affordable housing, income-generation, and reduced social isolation.

During the 2017–2018 academic year, a cohort of 21 CIC institutions participated in the initiative. During 2018–2019, a cohort of 14 renewal grant recipients and 22 new grantees participated. Students implemented a diverse range of projects, with some conducting home safety checks, working with older adults in community gardens, and teaching older adults how to stay connected with family members and friends using smart phones, email, and social media sites. Faculty and staff members at participating institutions also joined 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. A national conference of teams from 38 participating institutions in the first and second cohorts of the project took place July 29–31, 2019, in Washington, DC. The conference focused on sharing best practices for student engagement and developing intergenerational connections as well as discussions about project sustainability. In April 2020, CIC released an online report, Fostering Resilience through Intergenerational Connections, which explores best practices and lessons learned throughout the project and is available at www.cic.edu/IntergenerationalConnectionsReport (see box, page 19).
Independent Pathways: Community College Transfer in the Liberal Arts

This CIC-sponsored pilot program in partnership with North Carolina Independent Colleges and Universities (NCICU) is designed to create pathways that encourage community college students to pursue bachelor’s degrees in liberal arts disciplines at independent colleges. In February 2019, the Teagle Foundation awarded CIC a $400,000 grant for the three-year project to determine best practices for community college to private college transfer pathways that will be instructive for other states. The state of North Carolina has already implemented a similar program.

Consortium for Instructional Excellence and Career Guidance

Thanks to a $1,199,620 grant from the Strada Education Network in 2017, CIC launched a three-year initiative—the Consortium for Instructional Excellence and Career Guidance—to enhance faculty members’ use of teaching practices that promote retention, degree completion, deeper levels of learning, and greater career readiness. Each institution accepted into the Consortium had the opportunity to include faculty members in a special program developed by the Association of College and University Educators (ACUE): an online course in “Effective Teaching Practices” that led to a certificate in effective instruction. Through an online series of modules, the course prepared faculty members to use evidence-based teaching practices that equip students with higher-order skills prized by employers and help students understand the relevance of their education to a variety of careers and the availability of viable career options. In spring 2018, CIC selected 26 institutions (two institutions partnered) to participate in the Consortium. Nine institutions enrolled additional faculty members beyond their allotted number at their own expense. A total of 538 CIC faculty members engaged in the program during the 2018–2019 academic year, and 450 participants received certificates after completing the course. (For the list of participating institutions, see page 72.) Participating institutions submitted data in June 2019 as part of the ongoing evaluation process. Data collection for the Consortium will continue through 2020; CIC extended the deadline for the submission of final reports due to campus closings related to the coronavirus pandemic.

Report Provides ‘How to’ Guide for Effective Intergenerational Projects

An April 2020 report, Fostering Resilience through Intergenerational Connections, highlights lessons learned and best practices developed by the 43 institutions that participated in CIC’s Intergenerational Connections: Students Serving Older Adults project. The online report is designed to be a practical resource for academic leaders, faculty members, students, and representatives of community organizations who seek to begin, improve, or expand efforts to foster intergenerational initiatives in campus communities.

The report compiles information that participating institutions conveyed to CIC throughout the project, especially during quarterly webinars, in grant reports, and during the July 2019 culminating conference. Some of the best practices and lessons learned during the course of this project include the following recommendations for campuses: conduct a needs assessment before beginning project planning and project activities; develop a comprehensive and rigorous assessment plan; set clear expectations of the services provided to older adults and the time commitments required by all participants; and maintain constant, clear, and open communication with students and representatives at the community partner organizations. The report was co-written by Barbara Hetrick, CIC senior advisor and former senior vice president, and Kelsey A. Sherman Creech, executive assistant to the president and assistant secretary, CIC Board of Directors.

As part of an Intergenerational Connections project, Virginia Wesleyan University students taught older adults cybersecurity and online safety tips.
which announced on June 30 that it will change its name. Once the foundation has announced its new name, CIC will revisit the name of the Visiting Fellows program. The Visiting Fellows program is directed by CIC Senior Advisor Roger Bowen.

Network for Vocation in Undergraduate Education

In addition to its biennial national conferences, CIC’s Network for Vocation in Undergraduate Education (NetVUE) offers many programs to foster the intellectual and theological exploration of vocation among college and university students, including regional gatherings and multi-campus collaborations, campus visit and consulting services, an annual faculty development seminar, the development of scholarly resources on a wide range of vocation-related topics, and online resources and networking. (For information on the NetVUE grant and award opportunities, see pages 30–31.) NetVUE is generously supported by Lilly Endowment Inc. and member dues. Lilly Endowment’s support of NetVUE since its inception equals more than $26 million, including over $9 million—CIC’s largest grant ever—in November 2018. In 2020, participating institutions began to assume full financial support of the core network operations through member dues.

Regional Gatherings

NetVUE supported six regional gatherings for faculty and staff members of NetVUE colleges and universities during the 2019–2020 academic year; the events were held at Pepperdine University, Geneva College, Lipscomb University, the American Academy of Religion Annual Meeting, Occidental College, and Huntingdon College. The gatherings provide participants...
with opportunities to exchange knowledge, program ideas, and effective practices during years without a national conference. Two additional gatherings that had been scheduled for the spring and summer of 2020 were postponed due to the pandemic and will now be held in the fall of 2021 and summer of 2022.

Faculty Seminars

CIC offers multidisciplinary seminars to help faculty members of NetVUE institutions strengthen the teaching of vocational exploration, develop new courses, design new course content, create or improve pedagogical resources, and expand a network of faculty members who are committed to teaching the intellectual and theological exploration of vocation. Twenty faculty members, specializing in a wide range of academic disciplines and hailing from across the country, participated in the third Teaching Vocational Exploration seminar, which took place in Chicago, Illinois, June 17–21, 2019. The next seminar, which was scheduled to take place in Chicago, Illinois, in June 2020, has been postponed to 2021. CIC invited nominations for the June 2020 seminar in May 2019 and selected 24 participants in November 2019; these participants have been invited to the 2021 seminar, and almost all expect to participate. (For the participants list, see pages 72–73.)

Scholarly Resources Project

NetVUE’s Scholarly Resources Project develops new materials for teaching and research on the theological exploration of vocation. From 2013 to 2017, three cohorts of scholars 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 2016; the second cohort’s book, Vocation across the Academy: A New Vocabulary for Higher Education, in 2017; and the third cohort’s book, Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy, in 2019. All three books are being used by faculty reading groups and others at many NetVUE member and nonmember institutions. Part of a grant that Lilly Endowment Inc. awarded CIC in 2018 will help produce two additional books in this project. An advisory group was convened to plan for the project in August 2019, and Erin VanLaningham, associate professor of English at Loras College and director of the project, has secured the first book’s contributors. CIC will convene three gatherings of contributors for the next volume. The first gathering of the contributors had been scheduled to occur in summer 2020, but will now take place in summer 2021.

Online Resources

NetVUE also provides a number of online resources for its members, including dedicated webpages within CIC’s website; an online community; a publicly-accessible blog, www.vocationmatters.org; and a Twitter feed, @vocationmatters. Over spring and summer 2020, NetVUE broadened its range of online resources and hosted a series of webinars, focusing particularly on how leaders might continue the work of supporting their students’ vocational exploration in the midst of the current public health crisis and social unrest. NetVUE also organized informal virtual gatherings for various campus constituencies in order to encourage campus leaders to share best practices as they support their students’ vocational discernment in a virtual environment.

CIC Tuition Exchange Program

CIC’s Tuition Exchange Program (CIC-TEP) is a benefit available to members that allows employees, spouses, and dependents to attend—tuition free—any college or university in the network. The program began more than 40 years ago, when a small group of member presidents suggested that CIC create a program with minimal rules and low fees that they could offer as a benefit to their employees and as a recruitment incentive for faculty and staff. Over the decades, thousands of employees and their spouses and dependents have been able to attend college tuition-free. During the 2019–2020 academic year, 436 colleges and universities (roughly two-thirds of all CIC members) from 48 states and five countries were participating in the program. More than 2,000 students were able to fulfill their educational goals over the year thanks to CIC-TEP. Making the program easy for institutions to administer, the program’s online portal allows CIC-TEP liaisons to send and receive all student applications online.
PROVIDING RESEARCH, NEWS, AND INFORMATION

CIC serves as a national voice for independent higher education. Through its research and data-informed initiatives, publications and media outreach efforts, and special initiatives such as workshops, CIC promotes the distinctive qualities of liberal arts education offered by small and mid-sized, teaching-oriented, private colleges and universities.
PUBLISHING IN-DEPTH RESEARCH STUDIES AND FACT SHEETS

Research Reports

In addition to reports that analyze CIC’s Consortium for Online Humanities Instruction, Consortium on Digital Resources for Teaching and Research, and Intergenerational Connections: Students Serving Older Adults program (see pages 17–19), CIC released four research reports in 2019–2020. The reports are available at www.cic.edu/CICreports.

Chief Academic Officers at Independent Colleges and Universities

An October 2019 CIC report, A Study of Chief Academic Officers at Independent Colleges and Universities, 2009–2019, focuses on the current characteristics, duties, and career aspirations of chief academic officers at CIC member institutions as well as how they have changed over a decade of considerable evolution in American higher education. The study is based on a survey instrument originally administered in 2009 and 2013 by the American Council on Education and extends the research originally published in CIC’s 2009 report, A Study of Chief Academic Officers of Independent Colleges and Universities, 2009–2019.

Key findings include that in 2019, the average age of chief academic officers at CIC institutions was 58 years old, identical to 2013 and only one year older than their average age of 57 in 2009; and the 2019 respondents were split evenly between male and female (50 percent each), a notable change from 2009 (61 percent male, 39 percent female). The top frustration of CIC CAOs in 2019 was never having enough money to carry out plans (58 percent); the second-highest frustration was lack of time to think and reflect (49 percent), followed closely by faculty resistance to change (45 percent) as the third-highest frustration. Other topics covered in the report include CIC chief academic officers’ principal working relationships, career alterations, and time-consuming functions. The report also examines CAO respondents’ interest—or lack thereof—in ascending to a college presidency.

Student Debt Fact Sheet

To help campus leaders and the broader public better understand news regarding college affordability and student debt levels, in November 2019, CIC released updated analyses on student debt. The slideshow presentation, “Student Debt: Know the Facts,” is designed to help college and university presidents counter misperceptions with data and provide explanations that can be shared with their leadership team, trustees, alumni, prospective students and their families, and journalists. CIC finds that too few campus constituents and the broader public realize that, properly understood and managed, student debt can represent a responsible investment with remarkable lifelong returns. Accurate information, such as provided in “Student Debt: Know the Facts,” is needed to inform public understanding of the true value of an independent college education.

Implications of State “Free College” Programs

A May 2020 research report explores one of the most discussed issues in higher education: “free college.” State “Free College” Programs: Implications for States and Independent Higher Education and Alternate Policy Approaches analyzes so-called free college models adopted in New York, Tennessee, Oregon, and Washington. The authors examine college participation, degree attainment, costs to families, and costs to states to determine whether current programs are actually realizing the goal of increased degree completion at reduced cost. The authors find that the free college initiatives frequently promoted may not effectively meet their stated goals. Initiatives in two states direct support exclusively to students in public two-year colleges. Only Washington State’s approach supports a full range of student choice by allowing low-income students to choose between two-year and four-year institutions in either the public or private sectors. In fact, projection models suggest that state grant programs that allow students to use tuition grants at the institution of their choice, including independent colleges and universities, yield better, more cost-effective results.

This is the third in a series of research reports commissioned by CIC and written by William Zumeta, professor of public policy and higher education at the University of Washington, and Nick Huntington-Klein, assistant professor of economics at California State University, Fullerton (now assistant professor of economics at Seattle University). The Charles Koch Foundation provided generous support for the preparation of this report.

Esports and Independent Colleges

CIC released Esports and Independent Colleges: Ready Player 509 (and Counting) in June 2020. Esports have seen a meteoric rise in popularity in recent years. This kind of competition is increasing faster than any athletic sport on college campuses, including at private nonprofit colleges such as those belonging to CIC, and can be conducted under conditions...
of quarantine or social distancing. The report explores the emerging issues of governance, diversity, intellectual property, cost, and enrollment in collegiate esports. It outlines the strategic issues that college leaders should consider as they choose whether and how to involve their campuses in esports. Chapters offer perspective and guidance on the management and challenges of esports on campus and include, for example, an examination of the pros and cons of three potential models for esports, which can be established as a traditional athletic program, a club sport, or an academic program.

The report was written by David Welch Suggs, Jr., associate professor in the Grady College of Journalism and Mass Communications; Jennifer May-Trifiletti, doctoral student at the Institute of Higher Education; James C. Hearn, professor and associate director in the Institute of Higher Education; and Julianne O’Connell, doctoral student at the Institute of Higher Education, all at the University of Georgia. (Hearn, Suggs, and May-Trifiletti also are authors of Taking the Field: Intercollegiate Athletics on CIC Campuses, published by CIC in 2018.)

The Impact of Football on Independent Colleges

In June 2020, when many colleges were deciding whether to move forward with a football season in the fall, CIC released a report that provides a critical look at whether the advantages of offering this popular sport outweigh the disadvantages. Pass or Run? The Impact of Football on Independent Colleges compares the experiences of CIC colleges and universities that have adopted football in recent decades with those that have never sponsored the sport. The report addresses questions such as: Does enrollment, and male enrollment in particular, increase at institutions adopting football programs? Do application numbers and yield rates change? And does net tuition revenue increase?

The authors found that for many situations, adding a football team produced short-term benefits but mixed or even negative long-term effects. For example, average enrollment at football-adopting colleges and universities increased steadily for the years leading up to football adoption, but it leveled off in the years following. Although adding football may benefit institutions that seek to appeal to a broader range of students, institutions must also weigh football challenges, such as potential head injuries. The report was written by David Welch Suggs, Jr., Jennifer May-Trifiletti, and James C. Hearn of the University of Georgia.

Research Digest

CIC began publishing a Digest of Recent Research in fall 2016. The Digest highlights timely and pertinent research from scholarly journals and other publications that independent college and university presidents and other senior campus leaders may find helpful. Edited by Matthew J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration at Ohio State University, each Digest offers a brief summary of selected articles that includes a discussion of the findings and implications for action by campus leaders. With generous support from the Spencer Foundation, CIC published the seventh edition in January 2020 and will release the eighth in December 2020. John M. Braxton, professor emeritus of higher education at Vanderbilt University, was the founding editor and prepared the first three editions of the Digest.

PROMOTING DATA-INFORMED DECISION MAKING THROUGH BENCHMARKING REPORTS

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 revenues and financial aid; and institutional resources and expenditures. Drawing from a database of nearly 800 nondoctoral independent colleges and universities, the KIT compares institutional performance over a five-year period by region, 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 16th annual KIT reports to Institutional Member presidents in June 2020. Ruffalo Noel Levitz (RNL) provides financial support for the KIT through an in-kind donation. A sample report is available at www.cic.edu/KIT.

Financial Indicators Tool

First released in 2007, the Financial Indicators Tool (FIT) 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...
2020 Key Indicators Tool Tracks Modest Decline in Part-Time Faculty

CIC released the latest edition of the Key Indicators Tool (KIT) in June 2020. This long-standing benchmarking service provides CIC member institutions with customized five-year-trend data on institutional performance indicators such as faculty composition and compensation. The 2020 reports show a modest decline in the share of part-time faculty at small and mid-sized independent colleges and universities in fall 2018. Baccalaureate arts and sciences colleges consistently have the lowest share of part-time faculty, ranging from 11 to 12 percent over the five years analyzed by the report, while master’s-level universities tend to have levels of 30 percent or higher. Much has been made about the “adjunctification of the faculty” across higher education—the increasing reliance on part-time or adjunct faculty members to fill vital teaching roles. However, many smaller private colleges pride themselves in fielding full-time, tenure-track faculty members in the classroom and tout this as a marker of higher educational quality.

Notes: Data in figure are presented as medians using 2018 Basic Carnegie Classifications. n=672. Definition: Full-time equivalent (FTE) for part-time instructional faculty as a percentage of total instructional faculty FTE. Source: Council of Independent Colleges 2020 Key Indicators Tool.

Other Benchmarking Services

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

In addition, CIC offers Organizational Gift and Income Benchmarking Reports to State Councils. The benchmarking service compares 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.

DOCUMENTING THE INDEPENDENT SECTOR OF HIGHER EDUCATION

Charts and Data Website

Since 2005, CIC has developed and maintained a section on its website to provide empirical evidence of the superior performance of CIC colleges and universities as “making the case” resources. Staff members update figures, tables, and other comparative tools with the most recent information available from a variety of data sources. Data from the website are used by CIC in presentations about the independent sector and assist presidents and other institutional leaders in preparing articles and speeches and in compiling comparative data for institutional purposes. All resources are accessible for download at www.cic.edu/resources-research/charts-data.
seven individuals. Teams normally consist of the institution’s president and a mix of senior administrators, faculty leaders, and trustees. The workshops are offered free of charge to CIC member institutions, thanks to generous support by the Henry Luce Foundation, EAB, Sage Scholars Inc., and Sodexo.

The first three Talking about Private Colleges workshops took place at Bay Path University on September 25, 2019; Wofford College on November 19, 2019; and the University of Puget Sound on February 27, 2020. Workshops scheduled for spring and fall 2020 were rescheduled because of the coronavirus pandemic, which has raised new questions for higher education and fueled new (mis)perceptions. The series will “reboot” in spring 2021 with new content and dates. Recognizing that changed social, economic, and political conditions have brought new questions to the fore and require re-focused arguments for the value of independent colleges, CIC staff, led by CIC Senior Fellow and Illinois Wesleyan University President S. Georgia Nugent, will adjust the workshop content to address shifts in the public’s questions and perceptions related to the pandemic, economic distress, and renewed concerns about racial injustice.

INCREASING VISIBILITY IN THE NATIONAL MEDIA

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

CIC continues 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 2019–2020 were the following:


For a selection of stories about CIC, see the box below. The news stories also are available at www.cic.edu/CIC-in-the-News.

Selected News Articles

During 2019–2020, 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:

As many colleges and universities moved their spring 2020 courses online to support efforts to slow the spread of the coronavirus, CIC’s Consortium for Online Humanities Instruction and Online Course Sharing Consortium received renewed media attention. For instance, the Forbes column “This Time of Adversity Calls for a New Approach to Meeting Demand in Online Education” referenced the Online Course Sharing Consortium (April 6, 2020). The Inside Higher Ed article “The Networked University in a Pandemic—and Beyond” (March 24) discussed online learning collaborations among colleges and universities and referenced both of these CIC consortia. The Inside Higher Ed story “As Human as Possible” (March 16) quoted CIC President Richard Ekman and Consortium for Online Humanities Instruction participant Kevin Gannon, professor of history and director of the Center for Excellence in Teaching at Grand View University, about lessons participants learned through the initiative. The University Business article “How to Prep Faculty for e-Learning during Coronavirus Closures” (March 13) discussed the related CIC report, Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges, and the Buffalo News story “Colleges Must Make COVID-19 Contingency Plans as Spring Break Looms” (March 10) stated that Hilbert College is using CIC materials as a resource.

Several publications interviewed CIC for stories concerning enrollment and financial pressures that colleges are facing in the coronavirus era. For example, a Washington Post story on Sweet Briar College “This College Is Tiny and Isolated, and for Some Students during the Pandemic, That Sounds Perfect” quoted Richard Ekman about the advantages of small colleges—that “they can be nimble and creative” (June 27). The Inside Higher Ed article “‘Just No Comparison’ for Pandemic’s Financial Shock” (April 27) quoted Ekman extensively about the financial implications of the current situation. A story on the front page of the New York Times “Colleges Running Low on Money Worry Students Will Vanish, Too” (April 16) quoted Ekman about fall enrollment concerns. The quotation was repeated in a Nonprofit Quarterly article “With COVID Comes Changes to Higher Education—Will Some Be Permanent?” (April 17). The Forbes story “Boston University Is First to Announce It May Postpone Opening Its Campus Until January 2021?” (April 13) quoted Ekman about how independent colleges are assessing when to re-open their campuses. A FOX Business story “Boston University Leaves Coronavirus-Prompted Fall 2020 Postponement Option Open” (April 16) referenced Ekman’s quotation in the Forbes article. The Bloomberg article “Colleges with Empty Campuses Face an Uncertain Financial Future” (April 8) quoted Ekman extensively; the story appeared in several outlets including MSN Money. The Chronicle of Higher Education column “The Pandemic Is Already Hitting Sectors Unevenly, Never Mind the Hitches in Federal Relief” (April 8) quoted Ekman regarding the pressures campuses are experiencing and how their communities may also feel related effects soon. The Forbes article “Coronavirus Silver Lining: Easier to Get into Many Top Colleges” (March 22) quoted Ekman about the economic impact of the coronavirus on small colleges that lack deep resources. The Times Higher Education story “U.S. Colleges Face ‘Serious Jeopardy’ in Recruitment Struggles” (March 31) quoted Ekman about the additional enrollment pressures colleges may face this fall due to the coronavirus. And the Connecticut Mirror story “Online or in Person, No Easy Course for Colleges in the Fall” (May 18) quoted CIC Vice President for Communications Jo Ellen Parker on the uncertainty about college enrollments this fall; the story also appeared in the Hartford Business Journal.
Ofering Grants and Scholarships

CIC administers several 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 these initiatives.
STATE COUNCIL GRANT PROGRAMS

CIC’s State Councils are state-based 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, these grants are awarded to State Councils to enhance their capacity to raise funds on behalf of their member institutions. In 2019–2020, CIC provided $92,460 to ten State Councils through the competitive Capacity-Building Grant program. (For the list of recipients, see page 73.) These grants address operational needs and help State Councils succeed by offsetting the costs of consultants, new staff, or marketing materials that will improve fundraising.

First Opportunity Partners Grants

Thanks to a $100,000 grant received in May 2020 from the UPS Foundation’s Diversity and Inclusion Program, CIC offered these competitive grants to State Councils to fund 18-month projects that expand college access and success for first-generation, low-income, minority, and new American students at independent colleges and universities. The grants fund multi-college projects, with project leadership and matching funds provided by State Councils. In October 2019, CIC awarded four conditional grants for the 2019–2020 grant cycle to the Independent College Fund.

CIC, UPS Partner on Diversity Initiatives with State Councils

The UPS Foundation awarded CIC a $100,000 grant in July 2019 to support the First Opportunity Partners program, which aims to expand college access and success for first-generation, low-income, and minority students at independent colleges and universities. These competitive grants to CIC State Councils fund multi-college projects. The State Councils have six months to raise matching funds for the grants and an additional 12 months to complete their proposed projects. In October 2019, CIC selected the projects of four State Councils for the next round of funding.

- **The Independent College Fund of New Jersey** will provide first- and second-year students from educationally- and economically-challenged backgrounds with professional development opportunities to prepare them for internships, apprenticeships, and experiential learning opportunities that can bridge the gap to post-graduate employment. The project, Building Talent Pathways, aims to build skills, generate confidence in career choices, and promote career placement. It will combine online training with campus-based coaching sessions and presentations by staff from New Jersey’s Educational Opportunities Fund and corporate executives. Students who complete the program will qualify to participate in a paid outreach program to high school students from a similar demographic background.

- **Michigan Colleges Alliance** (MCA) will develop the Fulfilling the Promise initiative to improve persistence and degree attainment rates among students who are part of the Kalamazoo Promise scholarship program. Nearly 200 students at MCA’s 14 member campuses receive these scholarships, and of these students, nearly 55 percent are from low-income families, 62 percent are minority students, and 42 percent need math remediation courses in college. The Fulfilling the Promise project will create “smart classrooms” and a cross-campus mentoring system to bolster the success of first-year Kalamazoo Promise students at MCA institutions.

- **Minnesota Private College Fund** (MPCF) will extend admission outreach efforts to first-generation students, students of color, and Native American students through new videos that will incorporate authentic voices of individuals from all backgrounds and perspectives. The videos will focus on themes such as “affording private colleges,” “thinking early—why college?” and “thinking early—why private colleges?” MPCF will distribute the videos to member institutions, use them at MPCF admission events as part of MPCF’s marketing of Minnesota Private College Week, and incorporate them into social media advertising.

- **North Carolina Independent Colleges and Universities** (NCICU) will create a Minority Male Mentoring Program designed to increase persistence, retention, and graduation rates among minority male students at ten NCICU member colleges. The project will focus on mentoring and coaching programs for first- and second-year African American, Latino, and Native American male students with undecided majors. In addition, at least 75 percent of the student participants on each campus must qualify for need-based financial aid.
Together, the campaigns are projected to raise at least $153,000 for students at 122 private colleges and universities during the 2020–2021 academic year.

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 member dues. To date, the Lilly Endowment has provided CIC over $26 million in support of NetVUE programs and services. Two-thirds of the Lilly Endowment funds to CIC are designated to support vocational exploration activities on NetVUE member campuses through a range of NetVUE grant programs.

Program Development Grants

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. In fall 2019, CIC awarded $433,533 in grants to nine NetVUE member institutions to develop a wide variety of new initiatives. (For the list of recipients, see page 73.) To date, seven rounds of these grants, totaling over $7 million, have been awarded to 159 NetVUE member institutions.

Professional Development Awards

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. In spring 2020, CIC granted Professional Development Awards to 26 NetVUE member institutions. (For the list of recipients, see page 73.) In this seventh round of selection, CIC awarded nearly $250,000, bringing the total provided for NetVUE Professional Development Awards to over $1.2 million since 2014.

Vocation Across the Academy Grants

In 2017, CIC announced a NetVUE grant program designed to help colleges and universities strengthen the link between career preparation and their students’ exploration of meaning, purpose, and identity. Specifically, the three-year grants support campus-wide initiatives at NetVUE member institutions to...
expand ongoing programming in the intellectual and theological exploration of vocation across the liberal arts and applied professional fields. Up to $25,000 per proposal may be requested with the expectation that the institution raise a matching amount from new third-party funds; institutions that succeed in raising the donor match are awarded an additional amount in NetVUE funding (for 2020, this amount will be equal to the original request). In spring 2019, CIC awarded Vocation across the Academy Grants totaling over $435,000 to 18 NetVUE member institutions for projects that began that summer. (For the list of recipients, see page 74.) Five of the grants were awarded through a new NetVUE Community Partnerships initiative that connects grantee institutions with local businesses, nonprofits, and community organizations. With the first three rounds of Vocation across the Academy awardees selected, 51 NetVUE institutions will potentially receive over $4 million in CIC and donor-match funding.

Grants for Reframing the Institutional Saga

CIC’s newest grant program will offer grants of up to $40,000 over two years for institutions to re-examine and reframe the way they narrate their histories. Many NetVUE member colleges and universities have strong historical ties to a specific religious tradition, a particular educational philosophy, or a pioneering educator. These elements of an institution’s heritage are important, but their significance may not always be clear in the midst of changes in its demographic profile, surrounding community, and founding organizations. These changes can influence student recruitment and retention, curriculum design, and the composition of faculty. The purpose of this grant program is to enable institutions to produce an updated account of their history and mission in light of their current context. CIC received an initial round of applications by the program’s August 14, 2020, deadline and will announce the awardees in November. CIC anticipates announcing a second round of grants in 2021. Approximately 20 institutions will receive awards in each round.

Grants for NetVUE Organizational Members

Supported by a new award from Lilly Endowment Inc., CIC will offer grants to NetVUE organizational members of $3,000 to $25,000, based on size of the organization and the percentage of the organization’s institutions that also are members of NetVUE. The grants will be used to strengthen these higher education associations and can be used to host a gathering of the organization (for example, in conjunction with the biennial NetVUE Conference). They also can be used for other projects relevant to vocation, such as a faculty seminar, or to bring a speaker on vocational themes to the organization’s annual meeting. CIC issued an official invitation for applications in March 2020, with proposals accepted on a rolling basis.

SCHOLARSHIP PROGRAMS

CIC/UPS Scholarships

In July 2019, CIC provided a total of $1,608,000 in grants to 27 State Councils to distribute to their member colleges as scholarships for first-generation, minority, low-income, or new American students. One student at each of the State Councils’ 536 member colleges and universities received a $3,000 scholarship for the 2019–2020 academic year. CIC provides the scholarships through an annual drawdown from the CIC/UPS Educational Endowment. From the program’s inception in 1985 through June 2020, CIC has given $59,232,435 to State Councils to distribute as scholarship support for their member colleges, which has in turn benefited 21,248 students.

CIC/SAGE Scholarships

In 2020, SAGE Scholars Inc. partnered with CIC on “gap” scholarships for a second year in a row. In July, CIC distributed, with support from SAGE Scholars, $25,000 in gap scholarships to students at 25 private colleges and universities that are members of five CIC State Councils: Iowa College Foundation, Michigan Colleges Alliance, Minnesota Private College Fund, Ohio Foundation of Independent Colleges, and Virginia Foundation for Independent Colleges. The scholarships will provide $1,000 in funding to incoming first-year students who need financial assistance with expenses beyond the cost of attendance. Each of the five State Councils chosen by CIC on the basis of their commitment to fundraising for student scholarships will select institutions and students for the individual awards.

Davies-Jackson Scholarship

In 2003, CIC began administering 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 January 2020, two seniors from CIC institutions were selected for the award: Lexi Covalson from Oglethorpe University, who will continue her studies in English; and Hunter Ridley from Augusta College (IL), who will be the first scholarship recipient to read in geography. With these new awards, a total of 33 students have 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. (now Academic Search). 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.” Profits from Academic Search enable AALI to support CIC and AASCU leadership development initiatives. The arrangement serves higher education 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, is president of AALI and director of the Executive and Senior Leadership Academies.

STRENGTHENING INSTITUTIONAL OPERATIONS

CIC Online Course Sharing Consortium and Acadeum

CIC offers the CIC Online Course Sharing Consortium (CIC-OCSC) through an arrangement with Acadeum, a technology company with an online platform where independent colleges can share courses and easily transfer credits and financial aid. The initiative aims to help students stay on track or get ahead and complete their degrees through the occasional use of online courses offered by other CIC Institutional Member consortium participants that are closely aligned in academic standards and educational philosophies. Moreover, it allows institutions to pre-approve transcript credits at the home institution as well as to transfer financial aid, thereby preventing revenue losses that occur when students seek credits at other institutions. CIC staff work closely with the Acadeum team to communicate the benefits of the Consortium and to help institutional leaders identify effective strategies for leveraging the Consortium on their campuses. Since the CIC-OCSC was launched in 2018, it has expanded rapidly. The Consortium now serves more than 200 institutions that share a broad catalog of more than 3,000 courses with a variety of sections and schedules.

Apple Digital Initiatives

CIC and Apple have collaborated since 2011 to provide focused learning experiences for senior administrators of CIC member campuses. Apple hosted multi-day workshops for presidents and campus teams in 2011 and 2018, and participated in sessions on digital initiatives during past CIC Presidents Institutes and Institutes for Chief Academic Officers. CIC and Apple planned to co-host the 2020 Presidents Forum at Apple, March 9–10, on the new Apple Park campus in Cupertino, California. The third of such events since 2011, the new forum was designed to allow 25 competitively selected CIC member presidents to engage in focused discussions on the practical aspects of deploying or strengthening digital learning initiatives. With case studies of CIC member institutions that recently launched new initiatives, presentations from Apple executives, and hands-on learning opportunities, presidents and Apple Education staff planned to explore how CIC institutions can use mobile and digital technology initiatives to support student learning, success, retention, and recruitment. Thirty-six presidents responded to the call for interested participants, and 25 were selected to participate. After significant planning, this event was canceled in March due to the COVID-19 pandemic. CIC and Apple will collaborate on a future forum for CIC member presidents.
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 2020, approximately 614 CIC colleges and universities (93 percent of CIC’s institutional members) have used NSSE to assess student engagement in the first and senior years. CIC has helped its member colleges navigate through the array of assessment initiatives that are underway—those by regional accreditors, foundation-supported projects, and various campus efforts—focusing on specific aspects of the overall topic at different times.

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 can increase an institution’s presence abroad and advance internationalization of the campus. Opportunities include academic exchanges, overseas language immersion, and educational development programs. In summer 2019, the partnership sponsored its fourth Taiwan Intensive Summer Language Program (TISLP), which included five students from four CIC member institutions: DePauw University, Kenyon College (two students), McDaniel College, and Swarthmore College. Also offered is the Tradition and Modernity in Taiwan (TMT) Program, which is taught in English. Six students from CIC member institutions participated in the summer 2019 TMT Program: Albion College, DePauw University, Hope College, McDaniel College, Pepperdine University, and Tuskegee University.

CIC has been working since 2014 with higher education organizations in Mexico—the Federation of Private Institutions of Higher Education (FIMPES) and Santander Universidades and Universia Mexico—to increase the number of student and faculty exchanges between CIC member institutions and Mexican private colleges and universities. Groups of Mexican rectors participated in the 2014–2020 Presidents Institutes, providing an opportunity to get to know each other and to discuss possible opportunities for exchange. After CIC and its sister organizations hosted U.S.-Mexico Higher Education Summits in Guadalajara, Mexico, in March 2017 and in Chicago, Illinois, in April 2019, institutions developed several partnerships.

For the 12th 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 2019–2020, 18 CIC member institutions hosted a total of 51 international UGRAD students. The institutions included Bennett College, Carroll College (MT), Chatham University,
Endicott College, Juniata College, Keuka College, Marymount University (VA), Maryville College (TN), Mercyhurst University, North Central College (IL), Otterbein University, Presbyterian College, St. Ambrose University, St. Catherine University, St. Norbert College, University of Evansville, University of the Incarnate Word, and Valparaiso University.

ADVANCING MEDIA RELATIONS AND 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; 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. In 2019, more than 200 CIC member institutions belonged to the Partnership. (For the most recent list of participating institutions, see pages 74–75.)

The 16th annual CIC/New York Times Partnership in Education Presidents Council meeting—the only such meeting of college and university presidents hosted by the New York Times—took place in New York City on October 15, 2019. Presidents Council Chair John C. Knapp, president of Washington & Jefferson College, moderated a two-hour conversation among the 20 presidents, Times national education reporter Anemona Hartocollis, and Times national immigration reporter Caitlin Dickerson. Topics included issues in higher education that were likely to become prominent talking points during the 2020 political campaigns. Danny Anderson, president of Trinity University (TX), was elected chair of the 2020 CIC/New York Times Partnership Presidents Council.

The CIC/New York Times Partnership in Education also enables students from CIC member institutions to participate in the annual Student News Editors Workshop at the New York Times office in New York City. During the workshop, participants explore the role of a newspaper in society, meet with Times correspondents and editors, develop their journalistic skills, and network. Forty-three student newspaper editors from 23 CIC member colleges and universities participated in the April 2019 workshop. Due to the pandemic, the 2020 workshop was canceled; the next workshop will take place in spring 2021.

SUPPORTING CIVIC AND FEDERAL AID INITIATIVES

Student Aid Alliance

CIC works with the National Association of Independent Colleges and Universities (NAICU), the American Council on Education, and other higher education 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.
2019–2020 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.
2020 LIFETIME DISTINGUISHED ACHIEVEMENT AWARD

CIC awarded a special honor, the Lifetime Distinguished Achievement Award, to Eugene M. Tobin. A devoted supporter of the liberal arts and champion of the arts and humanities, Tobin has always recognized that high-quality higher education is an essential driver of social mobility. Consequently, he has worked tirelessly to expand access to independent higher education in the liberal arts tradition for students from all walks of life. Co-author (with William G. Bowen and Martin Kurzweil) of the award-winning book *Equity and Excellence in American Higher Education* (2005), he has consistently emphasized the notion that equity and excellence are intertwined and has encouraged independent colleges and universities to advance them as one. Tobin served the Andrew W. Mellon Foundation for 16 years, initially as senior advisor to then-president William G. Bowen. As senior program officer in the foundation’s program for Higher Education and Scholarship in the Humanities, he held special responsibility for grantmaking to liberal arts colleges. In this role, he championed programs that helped institutions amplify their distinctive strengths while working together to advance shared goals. Among his decades of service in higher education, Tobin spent 23 years at Hamilton College, serving as a faculty member, department chair, dean of faculty, and president. Tobin has served on several boards, including of The New School’s Eugene Lang College of Liberal Arts, and is co-author (with Bowen), of *Locus of Authority: The Evolution of Faculty Roles in the Governance of Higher Education* (2015).

2020 AWARD FOR PHILANTHROPY (INDIVIDUAL)

Timothy H. Ubben and Sharon Williams Ubben received the 2020 Award for Philanthropy (Individual). Loyal supporters of DePauw University since their graduation in 1958, Timothy and Sharon Ubbens’ philanthropy for their alma mater and their gifts and commitments to the Posse Foundation are remarkable. Their support has established the Timothy H. & Sharon A. Ubben Scholarship at DePauw; the Ubben Endowed Alumni Legacy Scholarship; the Ubben Fund for DePauw Scholarship; the Ubben Endowment for the DePauw Trust; and the Timothy and Sharon Ubben Endowed Lectureship. The Ubbens also established 15 endowed faculty chairs and helped create the Robert G. Bottoms Alumni and Development Center. Upon graduating from DePauw, Mrs. Ubben worked as a schoolteacher in Indiana and Florida, and later operated a tour company. Mr. Ubben earned a MBA from Northwestern University, and later founded the Chicago-based investment firm Lincoln Capital Management, from which he retired as chair in 1999. Mr. Ubben joined the Posse Foundation’s national board of directors in 2000 and spearheaded the opening of the Chicago, Illinois, chapter that same year, becoming Posse Chicago’s founding board chair. The Posse Foundation identifies, recruits, and trains student leaders (named Posse Scholars) from high schools to form multicultural teams called Posses. Thanks to the Ubbens’ support, eight CIC member institutions became Posse Chicago partners—Agnes Scott, Connecticut, Middlebury, Oberlin, St. Olaf, and Trinity Colleges, and Denison and DePauw Universities.
2020 AWARD FOR PHILANTHROPY (ORGANIZATION)

The Raskob Foundation for Catholic Activities, Inc. received the 2020 Award for Philanthropy (Organization). An independent, private family foundation, the Raskob Foundation includes more than 125 family members across five generations and has distributed over $200 million in grants to Catholic organizations and programs throughout the world during its 75-year history. Educational institutions are the primary recipients of the foundation’s generous support. Recently, it awarded grants ranging from $500 to $30,000 to Catholic colleges and universities for a range of activities, including tuition for students in need, sports and science equipment, and facilities upgrades. More than 20 CIC member institutions across the country have in recent years received grants from the foundation, including Ave Maria University, Avila University, Belmont Abbey College, College of Mount Saint Vincent, Elms College, Gonzaga University, Hilbert College, Loyola University Maryland, Molloy College, Neumann University, Notre Dame of Maryland University, Regis College (MA), Rockhurst University, Saint Peter’s University, Saint Xavier University, Siena College, University of the Incarnate Word, University of Saint Joseph, University of Scranton, and Wheeling University. The Raskob Foundation has supported a wide variety of projects within these CIC institutions. Patrick W. McGrory, chair of the Raskob Foundation board of directors, accepted the award.

2020 ALLEN P. SPLETE AWARD FOR OUTSTANDING SERVICE

CIC presented the 2020 Allen P. Splete Award for Outstanding Service to Peter T. Ewell (right). Ewell, president emeritus of the National Center for Higher Education Management Systems (NCHEMS), has been a pioneer in the use of metrics to increase the effectiveness of colleges and universities and in the use of assessment to improve student learning. His career has balanced research with practical engagement: In addition to serving NCHEMS since 1981, he has been a consultant to numerous institutions and state systems on collecting and using assessment information in planning, evaluating, and budgeting. Ewell has been a friend and frequent partner of CIC and CIC programs since 1998, when he and CIC joined forces to promote the use of the National Survey of Student Engagement, one of the most powerful tools available for documenting the impact of a liberal arts education. A champion for the independent sector, he received CIC’s Academic Leadership Award in 1998; delivered plenary addresses for the Institute for Chief Academic Officers in 2007 and the Presidents Institute in 2010; and served as consultant and presenter for CIC’s Collegiate Learning Assessment Consortium and Degree Qualifications Profile Consortium from 2010 through 2013. He continued his partnership with CIC through the National Institute for Learning Outcomes Assessment. A prolific scholar, Ewell has written seven books and numerous articles on improving undergraduate instruction through the assessment of student outcomes. (Pictured are MaryAnn Baenninger, then chair of the CIC Board of Directors and president of Drew University; and Ewell.)
2019 CHIEF ACADEMIC OFFICER AWARD

Leanne Neilson, provost and vice president for academic affairs of California Lutheran University, received the 2019 Chief Academic Officer Award, which honors a CAO who has served in an exemplary way to enhance the role and work of the private college CAO. Neilson was recognized for her dedicated service to California Lutheran as well as her dedication to helping other campus leaders better understand the challenges facing them. She has led sessions for new campus leaders at CIC’s Department and Division Chairs Workshops since 2013, providing essential advice to hundreds of new chairs. And colleagues have appreciated her skillful leadership of the Chief Academic Officers Task Force and her numerous contributions to the Institute for Chief Academic Officers since first attending in 2007. A visionary leader during a time of tremendous growth for California Lutheran University, Neilson has spearheaded efforts to promote increased student access to a high-quality educational experience. She and her husband, George, recently established an emergency scholarship endowment at the institution, which will allow students with financial difficulties to receive support to complete their degrees. Neilson is a licensed clinical psychologist and has published and presented research on psychological issues that affect college students and on other topics pertinent to higher education administration.

2019 ACADEMIC LEADERSHIP AWARD

CIC presented Judith R. Shapiro (right) with the Academic Leadership Award, which recognizes outstanding contributions to American higher education. She was honored for her distinguished contributions to the work of small and mid-sized nonprofit, independent colleges and universities while she served in all levels of higher education—from faculty member to provost to college president—and as a foundation president. Shapiro was president of the Teagle Foundation from 2014 until 2018 and is Barnard College president and professor of anthropology emerita. Earlier, she was provost and a faculty member at Bryn Mawr College. Shapiro began her academic career as the first woman in the anthropology department at the University of Chicago. Her scholarly accomplishments include numerous publications related to her work on cross-cultural gender differences. She has served as president of the American Ethnological Society and on advisory boards of numerous nonprofit institutions and organizations. In 2002, Shapiro received the National Institute of Social Sciences Gold Medal Award for her contributions to higher education. She is a member of the American Academy of Arts and Sciences and was elected to the American Philosophical Society in 2003. (Pictured are CIC Chief Academic Officers Task Force member Glenn R. Sharfman, provost of Oglethorpe University; and Shapiro.)
Mary Hawkins (left) received the 2019 CIC State Councils Leadership Award. Hawkins is president of Bellevue University (NE), where she earlier served as provost and vice president for enrollment and outreach. Since her arrival in 1995, Bellevue University has changed dramatically in enrollment, geographic reach, scope of programs and services, and in the strong national and international partnerships it is developing. In addition, Hawkins provided the leadership necessary to transform two organizations—the Nebraska Independent College Foundation and the Association of Independent Colleges and Universities of Nebraska—that were experiencing declines in membership and effectiveness. Recognizing that neither organization was sustainable on its own, Hawkins led an effort to merge the missions of the two organizations and launch in 2018 a new state association for Nebraska, the Council of Independent Nebraska Colleges Foundation (CINCF). The new CINCF represents the first time in Nebraska history that all 13 of the state’s independent institutions belong to a single organization. Hawkins provided not only the vision and dedication to create CINCF, but also key resources from her institution to support the fledgling organization with new communications materials, a website, and other professional services. She also met with donors to encourage growth of the CINCF scholarships fund and participated in public events, such as the check presentation with UPS. (Pictured are Mary Hawkins, presidential spouse Jim Hawkins, and Council of Independent Nebraska Colleges Foundation Executive Director Treva Haugaard.)
RECOGNITION OF A. HOPE WILLIAMS, PRESIDING OFFICER, 2013–2020

CIC recognized **A. Hope Williams** (left), who served as presiding officer of the State Councils from 2013 to 2020. In this role, she provided key leadership to the network of state executives during the new organization’s transitional years. Williams serves as president of North Carolina Independent Colleges and Universities (NCICU), the statewide office of the 36 independent colleges and universities in North Carolina. As president, she is the chief executive officer for the NCICU board of directors of college and university presidents and for the Independent College Fund of North Carolina board that includes corporate trustees and raises corporate and foundation funds for student scholarships and programs. She has been president of NCICU since 1992. She chairs the board of Microelectronics Center of North Carolina, serves on the National Advisory Board of the Institute for Emerging Issues, and serves on the boards of the National Student Clearinghouse Research Center; College Foundation, Incorporated; NCWorks Commission; Communities in Schools of North Carolina; and the North Carolina Aquarium Society. (Pictured are Williams and CIC President Richard Ekman.)

RECOGNITION FOR CONSECUTIVE YEARS OF SPONSORSHIP

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

### 10 YEARS

**CapEd**

*Capital Education (CapEd)* is a full-service provider of online and post-traditional learning solutions to colleges and universities. The firm’s collective experience and diversity of partnerships have led to a deep understanding of both institutions of higher education and the learners that engage with them. This expertise comes alive in partnerships where CapEd endeavors to align partners’ programs and missions to create highly engaged student experiences. The firm’s solutions-focused relationships are custom built to support the broadest strategic intents of their partners, allowing for packages that range from comprehensive revenue-share to fee-for-service engagements.

**The Dysart Group**

*The Dysart Group* is a higher education consulting firm specializing in admissions, financial aid, retention, pricing, and revenue growth. The firm’s consulting services have aided nearly 200 colleges and universities throughout the country. Its clients have been able to increase new student enrollments by as much as 70 percent, stabilize or reduce financial aid costs, and improve retention rates by as much as 7 percent in a single cycle. Working collaboratively, the Dysart Group has been able to achieve extraordinary outcomes.
ABOUT CIC

With a large 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 grants for programs and projects, contributions, and sponsorships for annual events and conferences. CIC received financial support between July 1, 2019, and June 30, 2020, from the following donors and sponsors:

AARP Foundation
ACT | NRCCUA
Ad Astra
AE7 Architects & Planners
AGB Consulting
AGB Search LLC
Academic Search
American Academic Leadership Institute
American Council of Learned Societies
APL nextED
Aramark
Ardeo Education Solutions
Art & Science Group, LLC
Asset Strategy Consultants
Association of College and University Educators (ACUE)
AVI Food Systems, Inc.
BKD CPAs & Advisors
Blue Moon Consulting Group
Bon Appétit Management Company
BrightDot LLC
C&W Services
Campus Labs
Capital Education
Capture Higher Ed
Casagrande Consulting, LLC
Changing Our World, Inc.
Charles Koch Foundation
Collegis Education
Credo
Derck & Edson, LLC
Dynamic Campus
EAB
EIIA
Ellucian
Emerge Education
Emeriti Retirement Health Solutions
E-Y Parthenon
Farrell Day
GMB Architecture + Engineering
Goff Public
Gonser Gerber LLP
Gray Associates
GreenFig
Haley Associates Higher Education Executive Search + Consulting
Hanover Research
Hastings+Chivetta Architects, Inc.
HigherEdJobs
Hunter Global Education, LLC
Huron
Hyatt-Fennell, Executive Search
IDEA
Interfolio
Jenzabar
Johns Hopkins University Press
Johnson, Grossnickle and Associates
Kaludis Consulting
Knack
Lilly Endowment Inc.
McAllister & Quinn
Metc Culinary Management
MindEdge Learning
National Management Resources Corporation
National Science Foundation
Nelson Mullins Riley & Scarborough LLP
Orbis Education
Parkhurst Dining
Partners Development
Pioneer College Caterers
RH Perry & Associates
Buffalo Noel Levitz (RNL)
SAGE Scholars Inc.
Santander Universidades and Universia
Samuel H. Kress Foundation
SimpsonScarborough
Sodexo
Spelman Johnson
St. John’s College, University of Cambridge
Stamats
Steptoe & Johnson PLLC
Stevens Strategy, LLC
Strada Education Network
Synergis Education
The Andrew W. Mellon Foundation
The Center for Higher Education Leadership
The Collaborative
The Dysart Group
The Gladys Krieble Delmas Foundation
The Henry Luce Foundation, Inc.
The Registry
The Spencer Foundation
The Teagle Foundation
The UPS Foundation, Inc.
The Washington Center
TIAA
Two Ocean Education Partners
U3 Advisors
W. M. Keck Foundation
Wiley Education Services
Witt-Coyne, LLC
Yaffe & Company, Inc.
Ziegler
Financial Statement

Statement of revenues, expenses, and change in assets without donor restrictions for the year ended June 30, 2020.

Revenues

- Membership Dues $4,586,928
- Participant Registration Fees $1,174,596
- Foundation Grants and Corporate Support $5,319,624
- Endowment Assets Released (4.5 Percent Drawdown) $1,905,795
- Interest, Dividends, and Other Income $1,901,184

Revenues $14,888,127

Net Realized and Unrealized Gains/Losses on Investments $(358,190)

Total Revenues $14,529,938

Expenses

- Programs, Projects, and Services $8,105,283
- Grants/Scholarships to Colleges, Universities, and State Council Members $3,505,936
- Administrative and Supporting Services $1,759,960

Total Expenses $13,371,179

Net Assets

Change in Net Assets without Donor Restrictions $1,158,759

A copy of the audited financial statements will be provided upon request.
Board of Directors (October 2020)

EXECUTIVE COMMITTEE

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Katherine Bergeron
President, Connecticut College

Vice Chair for Programs
Michael C. Maxey
President, Roanoke College

Secretary and Vice Chair for Membership
Roslyn Clark Artis
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MaryAnn Baenninger
Past President, Drew University

Ex Officio
Richard Ekman
President, Council of Independent Colleges

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President, Trinity University (TX)

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President, Springfield College

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Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

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President, Ohio Foundation of Independent Colleges

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John R. Swallow
President, Carthage College

Ex Officio
Kelsey A. Sherman Creech
Assistant Secretary, Board of Directors, and Executive Assistant to the President, Council of Independent Colleges
Advisory Committees and Task Forces

2020 PRESIDENTS INSTITUTE

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Mary-Beth A. Cooper
President, Springfield College

Elizabeth Davis
President, Furman University

Elizabeth J. Stroble (Vice Chair)
Chancellor, Webster University

Christina R. Cutlip
Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

Michael Gilligan
President Emeritus, The Henry Luce Foundation

Roslyn Clark Artis
President, Benedict College

Paul C. Pribbenow
President, Augsburg University

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President, Bay Path University

Paul Hennigan
President, Point Park University

Mary B. Marcy
President, Dominican University of California

Logan C. Hampton
President, Lane College

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Jennifer Troha (Chair)
Presidential Spouse, Juniata College

Lisa Evans
Presidential Spouse, University of the Incarnate Word

Cayce McCormick
President Spouse, Schreiner University

Robyn Allers
Presidential Spouse, McDaniel College

John Gnadinger
Presidential Spouse, Carroll University (WI)

J. Lawrence Smith
President Spouse, York College of Pennsylvania

Christine Burns-DiBiasio
Presidential Spouse, Ohio Northern University

Constance Currier Holoman
Presidential Spouse, Centenary College of Louisiana

Lillian Kay Webb
Presidential Spouse, University of Pikeville

2019 INSTITUTE FOR CHIEF ACADEMIC OFFICERS, WITH CHIEF ADVANCEMENT AND PUBLIC RELATIONS OFFICERS, TASK FORCE

Glenn R. Sharfman (Chair)
Provost, Oglethorpe University

Cynthia K. Kosso
Provost and Dean of the Faculty, Moravian College

Marc Roy
Provost, Albion College

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

Yolanda W. Page
Vice President for Academic Affairs, Dillard University

Aimee Sapp
Vice President and Dean of Academic Affairs, William Woods University

Regina Biddings-Muro
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J. Andrew Prall
Provost, St. Edwards University

Caroline J. Simon
Provost and Executive Vice President, Whitworth University

Kelly Brown
Vice President for Advancement, St. John’s College (MD)

Dean A. Pribbenow
Vice President for Academic Affairs and Academic Dean, Edgewood College

James Watt
Vice President for Advancement, Juniata College
NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NetVUE)
ADVISORY COUNCIL

Stephen R. Briggs
President, Berry College

Graciela Caneiro-Livingston
Provost, Nebraska Wesleyan University

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President, Wartburg College

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Vice Chancellor Emeritus and Professor of Mathematics, Sewanee: The University of the South

Charlie T. McCormick
President, Schreiner University

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

Kathleen F. Weaver
Associate Provost for Research and Professional Development, Loyola Marymount University (VA)

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

William (Bill) J. Spiker
(Presiding Officer)
President, Ohio Foundation of Independent Colleges

Mike Backer
President, Missouri Colleges Fund

Robert P. Bartlett
President, Michigan Colleges Alliance

Paul Cerkenik
President, Minnesota Private College Fund

Lou Manzione
President, Independent College Fund of New Jersey

Paul C. Pribbenow
President, Augsburg University
2019–2020 CIC Institutional Members Profile

Institution Size by FTE Enrollment
- <1,000: 21%
- 1,000–2,000: 21%
- 2,001–3,000: 34%
- >3,000: 24%

2018 Basic Carnegie Classification
- Doctoral/Research: 4%
- Master’s: 44%
- Baccalaureate: 40%
- Other: 12%

Undergraduate Enrollment by Age Group
- Under 22: 67%
- 22–24: 12%
- 25–34: 12%
- 35 and over: 9%

Admissions Selectivity
- Highly Selective <50%: 13%
- Very Selective 50–75%: 18%
- Selective 76–85%: 53%
- Less Selective >85%: 12%

TOTAL ENROLLMENT BY RACE AND ETHNICITY

CIC Institutions
- White: 58%
- Hispanic: 11%
- Black or African American: 15%
- Asian: 12%
- Other: 4%

Public Four-Year Institutions
- White: 52%
- Hispanic: 17%
- Black or African American: 14%
- Asian: 10%
- Other: 7%
CORE REVENUES

CIC Institutions

- Tuition and fees: 55%
- State and local appropriations*: 15%
- Government grants and contracts: 13%
- Private gifts: 10%
- Investment return: 2%

Public Four-Year Institutions

- Tuition and fees: 20%
- State and local appropriations*: 14%
- Government grants and contracts: 22%
- Private gifts: 19%
- Investment return: 2%

*State and local appropriations = 0.1%

CORE EXPENSES

CIC Institutions

- Instruction: 37%
- Research: 19%
- Public service: 17%
- Academic support: 14%
- Student services: 9%
- Institutional support: 1%

Public Four-Year Institutions

- Instruction: 27%
- Research: 25%
- Public service: 11%
- Academic support: 11%
- Student services: 8%
- Institutional support: 5%
- Other: 5%

Members of CIC (June 2020)

CIC continues its steady membership growth and now serves 689 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 83 national, state, and regional organizations are Affiliate or State Council members.

INSTITUTIONAL MEMBERS

Alabama
Birmingham-Southern College
Huntingdon College*
Miles College
Oakwood University
Samford University*
Spring Hill College*
Stillman College*
Tuskegee University
University of Mobile*
Arkansas
Central Baptist College
Hendrix College*
John Brown University*
Lyon College
Philander Smith College*
University of the Ozarks*
California
Azusa Pacific University*
Biola University
Brandman University
California Baptist University
California Lutheran University*
Concordia University Irvine
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names University
La Sierra University
Life Pacific University
Marymount California University
Mills College
Mount Saint Mary's University
Notre Dame de Namur University*
Pacific Union College
Pepperdine University*
Pitzer College
Point Loma Nazarene University*
Saint Mary's College of California
Scripps College
Simpson University
University of La Verne*
University of Redlands
University of the Pacific
Westmont College*
Whittier College
William Jessup University
Woodbury University
Colorado
Colorado Christian University
Colorado College
Naropa University
University of Denver
Connecticut
Albertus Magnus College
Connecticut College
Goodwin University
Mitchell College
Trinity College
University of Bridgeport
University of Hartford
University of New Haven
University of Saint Joseph
Delaware
Goldey-Beacom College
Wesley College
Wilmington University
Florida
AdventHealth University*
Ave Maria University
Beacon College
Bethune-Cookman University
Eckerd College*
Edward Waters College
Flagler College
Florida Memorial University
Jacksonville University
Lynn University
Palm Beach Atlantic University*
Rollins College
Saint Leo University
Southeastern University
St. Thomas University
Stetson University
Warner University
Georgia
Agnes Scott College*
Berry College*
Brenau University
Clark Atlanta University
Covenant College*
LaGrange College*
Life University
Morehouse College*
Oglethorpe University
Piedmont College*
Reinhardt University*
Shorter University
Spelman College*
Thomas University
Wesleyan College*
Young Harris College
Hawaii
Chaminade University of Honolulu
Hawaii Pacific University
Idaho
Northwest Nazarene University
The College of Idaho
Illinois
Augustana College*
Aurora University*
Benedictine University*
Blackburn College*
Columbia College Chicago
Concordia University Chicago
DePaul University*
Dominican University*
Elmhurst University*
Eureka College
Greenville University*
Illinois College*
Illinois Wesleyan University*
Judson University
Alaska
Alaska Pacific University
Arizona
Prescott College
Arkansas
Central Baptist College
Hendrix College*
John Brown University*
Lyon College
Philander Smith College*
University of the Ozarks*

Knox College
Lake Forest College
Lewis University*
Lincoln College
MacMurray College
McKendree University
Methodist College
Millikin University
Monmouth College*
National Louis University
North Central College*
North Park University*
Principia College
Quincy University
Rockford University
Saint Xavier University
St. Augustine College
Trinity Christian College*
University of St. Francis*
Wheaton College*

Indiana
Anderson University*
Butler University*
Calumet College of St. Joseph
DePauw University
Earlham College*
Franklin College*
Goshen College*
Grace College and Seminary*
Hanover College*
Holy Cross College*
Huntington University
Indiana Institute of Technology
Indiana Wesleyan University*
Manchester University*
Marian University*
Oakland City University*
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
Divine Word College
Dordt University
Drake University
Grace 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 St. Mary*

Kentucky
Alice Lloyd College
Bellarmine University*
Berea College
Brescia University
Campbellsville University
Centre College
Georgetown College*
Kentucky Wesleyan College*
Lindsey Wilson College*
Midway University
Spalding University
Thomas More University
Transylvania University*
Union College*
University of Pikeville*
University of the Cumberlands

Louisiana
Centenary College of Louisiana*
Dillard University
Franciscan Missionaries of Our Lady University*
University of Holy Cross

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 University 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 University*
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*
Lesley University
Merrimack College*
Nichols College
Pine Manor College
Regis College
Simmons University
Springfield College
Stonehill College*
Western New England University
Wheaton College
Michigan
Adrian College
Albion College*
Alma College*
Andrews University*
Aquinas College*
Baker College
Calvin University*
Cornerstone University*
Finlandia University*
Hillsdale College
Hope College*
Kalamazoo College
Madonna University
Olivet College
Siena Heights University
Spring Arbor University

Minnesota
Augsburg University*
Bethany Lutheran College
Bethel University*
College of Saint Benedict
Concordia College*
Concordia University, St. Paul*
Gustavus Adolphus College*
Hamline University
North Central 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

Mississippi
Mississippi College*
Rust College
 Tougaloo College*

Missouri
Avila University
Central Methodist University*
College of the Ozarks*
Columbia College
Cottey 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
Stephens College
University of Health Sciences and Pharmacy in St. Louis
Webster University
Westminster College
William Jewell College
William Woods University*

Montana
Carroll College*
Rocky Mountain College
University of Providence*

Nebraska
Bellevue University
Bryan College of Health Sciences
College of Saint Mary
Doane University
Hastings College*
Midland University
Nebraska Methodist College
Nebraska Wesleyan University*
Union College*

Nevada
Sierra Nevada College

New Hampshire
Colby-Sawyer College*
Franklin Pierce University
New England College
Rivier University*
Saint Anselm College
Southern New Hampshire University

New Jersey
Bloomfield College*
Caldwell University
Centenary University
Drew University*
Fairleigh Dickinson University
Felician University
Georgian Court University*
Monmouth University
Rider University
Saint Elizabeth 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*
Elmira College
Hartwick College
Hilbert College
Hofstra University
Houghton College*
Ithaca College
Keuka College
Le Moyne College*
Manhattan School of Music
Manhattanville College
Maria College
Marymount Manhattan College
Medaille College
Mercy College
Molloy College
Mount Saint Mary College
New York Institute of Technology
Nyack College
Pace University
Paul Smith's College
Roberts Wesleyan College*
Russell Sage College
Siena College
St. Bonaventure University
St. John Fisher College
St. Joseph's College
St. Lawrence University
St. Thomas Aquinas College
The College of Saint Rose
The King's College
Utica College
Villa Maria College
Wagner College*
Wells College

North Carolina
Barton College
Belmont Abbey College
Bennett College
Brevard College
Campbell University*
 Catawba College*
Chowan University
Gardner-Webb University
Guilford College
High Point University
Johnson C. Smith University
Lycoming College
Manor College
Marywood University*
Mercyhurst University
Messiah University*
Misericordia 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*
Susquehanna University*
Swarthmore College
Thiel College*
University of Scranton*
Ursinus College*
Washington & Jefferson College*
Widener University
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
Benedict College*
Charleston Southern University
Clifford University
Coker University*
Columbia College
Converse College
Erskine College
Furman University*
Limestone University
Morris College
Newberry College*
Presbyterian College*
Southern Wesleyan University
Spartanburg Methodist College
Voorhees College
Wofford College*
South Dakota
Augustana University*
Dakota Wesleyan University*
Mount Marty University
Presentation College
University of Sioux Falls*

Tennessee
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 University
Union University

Texas
Austin College*
Baylor University*
Criswell College
Concordia University Texas*
Dallas Baptist University
East Texas Baptist University
Hardin-Simmons University
Huston-Tillotson University
Jarvis Christian College*
LeTourneau University*
McMurry University
Our Lady of the Lake University*
Parker University
Schreiner University*
Southwestern Adventist University
Southwestern University*
St. Edward’s University*
St. Mary’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
Goddard College
Landmark 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
Mary Baldwin University
Marymount University
Randolph College
Randolph-Macon College*
Regent University
Roanoke College*
Shenandoah University
Southern Virginia University
Sweet Briar College
University of Lynchburg
University of Richmond
Virginia Union University*
Virginia Wesleyan University
Washington and Lee University

Washington
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 University

Wisconsin
Alverno College
Cardinal Stritch University*
Carroll University*
Carthage College*
Concordia University Wisconsin*
Edgewood College*
Holy Family College
Lakeland University
Marin University
Mount Mary University*
Northland College
Ripon College
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)
Trocaire 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
American University of Kuwait
American University of Nigeria
American University of Paris, France
American University of Sharjah, United Arab Emirates
Booth University College, Canada
Canadian Mennonite University, Canada*
CETYS University, Mexico
Forman Christian College, Pakistan
Franklin University Switzerland
John Cabot University, Italy
AFFILIATE MEMBERS

Accreditation Council for Business Schools and Programs
American Academy of Religion
American Council of Learned Societies
American Councils for International Education
American Historical Association
Appalachian College Association
Associate Colleges of the South
Associated Colleges of the Midwest
Association of Advanced Rabbinical and Talmudic Schools
Association of Catholic Colleges and Universities*
Association of Independent California Colleges and Universities
Association of Independent Colleges & Universities in Massachusetts
Association of Independent Colleges and Universities of Ohio
Association of Presbyterian Colleges and Universities*
Christian College Consortium
Coalition for College Cost Savings
 Colleges of the Fenway
Concordia University System
Conference for Mercy Higher Education
Council for Advancement and Support of Education
Council for Christian Colleges & Universities*
Council of American Overseas Research Centers
Council of Colleges and Universities of the Christian Church (Disciples of Christ)
Council of Independent Colleges in Virginia
Council on Library and Information Resources
Council on Undergraduate Research
EDUCAUSE
  Federation of Independent Illinois Colleges & Universities
  Gilder Lehrman Institute of American History
  Higher Education Data Sharing Consortium
IDEA
  Independent College Enterprise
  Institute for Study Abroad
  Lutheran Educational Conference of North America
  Millennium Campus Network
  Modern Language Association
  National Association of Independent Colleges and Universities
  National Association of Intercollegiate Athletics
  National Humanities Alliance
  National Student Clearinghouse
  Nazarene Colleges Council of Education
  Network of ELCA Colleges and Universities*
  New American Colleges and Universities
  New Hampshire College & University Council
  North American Coalition for Christian Admissions Professionals
  Project Pericles
  Society for Classical Studies
  Society of Biblical Literature
  The Annapolis Group of Liberal Arts Colleges, Inc.
  The Great Lakes Colleges Association
  The Phi Beta Kappa Society

The Washington Center
Tuition Plan Consortium/Private College 529 Plan
United Methodist Church General Board of Higher Education and Ministry*
Women's College Coalition
Yes We Must Coalition

STATE COUNCIL MEMBERS

Alabama Association of Independent Colleges and Universities
Arkansas' Independent Colleges and Universities
Associated Colleges of Illinois
Association of Independent California Colleges and Universities
Association of Independent Colleges & Universities in Massachusetts
Association of Independent Colleges and Universities of Ohio
Association of Presbyterian Colleges and Universities*
Christian College Consortium
Coalition for College Cost Savings
 Colleges of the Fenway
Concordia University System
Conference for Mercy Higher Education
Council for Advancement and Support of Education
Council for Christian Colleges & Universities*
Council of American Overseas Research Centers
Council of Colleges and Universities of the Christian Church (Disciples of Christ)
Council of Independent Colleges in Virginia
Council on Library and Information Resources
Council on Undergraduate Research
EDUCAUSE
  Federation of Independent Illinois Colleges & Universities
  Gilder Lehrman Institute of American History
  Higher Education Data Sharing Consortium
IDEA
  Independent College Enterprise
  Institute for Study Abroad
  Lutheran Educational Conference of North America
  Millennium Campus Network
  Modern Language Association
  National Association of Independent Colleges and Universities
  National Association of Intercollegiate Athletics
  National Humanities Alliance
  National Student Clearinghouse
  Nazarene Colleges Council of Education
  Network of ELCA Colleges and Universities*
  New American Colleges and Universities
  New Hampshire College & University Council
  North American Coalition for Christian Admissions Professionals
  Project Pericles
  Society for Classical Studies
  Society of Biblical Literature
  The Annapolis Group of Liberal Arts Colleges, Inc.
  The Great Lakes Colleges Association
  The Phi Beta Kappa Society

The Washington Center
Tuition Plan Consortium/Private College 529 Plan
United Methodist Church General Board of Higher Education and Ministry*
Women's College Coalition
Yes We Must Coalition

Lebanese American University, Lebanon
Philadelphia University-Jordan, Jordan
Redeemer University, Canada
Saint Monica University, Cameroon
The American University in Dubai, United Arab Emirates
Universidad de Monterrey, Mexico
Universidad Latina de América, Mexico
Universidad Politecnica Internacional, Costa Rica

Maria College, NY

Maria College, NY
NEW MEMBERS IN 2019–2020

Institutional Members
Baker College, MI
Criswell College, TX
Fairleigh Dickinson University, NJ
Manhattan School of Music, NY
Maria College, NY
Miles College, AL
Oakland City University, IN
Reed College, OR
Shorter University, GA
Spartanburg Methodist College, SC
University of Holy Cross, LA
University of New Haven, CT
Voorhees College, SC

Affiliate Members
Associated Colleges of the South
Independent College Enterprise
Millennium Campus Network
New Hampshire College & University Council
The Annapolis Group of Liberal Arts Colleges, Inc.

International Members
The American University in Dubai
Redeemer University, Canada
Universidad Politecnica Internacional, Costa Rica

NEW MEMBERS IN 2020–2021
(as of October 2020)

Institutional Members
Beloit College, WI
Bethel University, IN
Hannibal-LaGrange University, MO
Nazareth College, NY
Trevecca Nazarene University, TN
CIC Staff and Senior Advisors (October 2020)

CIC STAFF

Sherita C. Ashmon  
Conference Manager

Allison Blackburn  
Executive Director of Conferences

David G. Brailow  
Vice President for Development

Alana K. Cassidy  
Development Manager

Sheila Cooper  
Office Manager

Heather M. Cox  
Publications Manager/Designer

Christopher Dodds  
Director of Digital Communications and Strategy

Richard Ekman  
President

Michelle L. Friedman  
Director of Programs

Stephen Gibson  
Director of Programs

Harold V. Hartley III  
Senior Vice President

Philip M. Katz  
Director of Projects

Christoph M. Kunkel  
Senior Vice President and Chief of Staff

Vanessa N. Long  
Manager of State Council Programs

Paula M. Miller  
Editorial and Communications Director

Kerry Pannell  
Vice President for Academic Programs

Jo Ellen Parker  
Vice President for Communications

Robert Powers  
Director of Finance

Leslie A. Rogers-Brown  
Conference Manager

Samantha Sabalis  
Development Officer

Carol M. Schuler  
Vice President for State Council Programs

Kelsey A. Sherman Creech  
Executive Assistant to the President and Assistant Secretary, Board of Directors

Kathleen Smith  
Projects Manager

Tabitha Truscott  
Conference and Program Coordinator

Keith A. Wallace  
Director of Administration

Kate Webber  
Director of Membership Services

CIC ADVISORS

Daniel O. Aleshire  
Program Evaluator, NetVUE

Roger Bowen  
Senior Advisor and Director, Visiting Fellows Program

Edward J. Clark  
Senior Advisor and Director, Tuition Exchange Program

David S. Cunningham  
Director, NetVUE

Tom Falkner  
Evaluator, Faculty Development Programs

Marylouise Fennell, RSM  
Senior Counsel

Michael Gilligan  
Senior Advisor

Jonnie G. Guerra  
Senior Advisor, Annual Programs

Edward J. Hall  
Senior Advisor and Director, New Currents in Teaching Philosophy Institutes

Thomas L. Hellie  
Co-Director, Presidents Governance Academy

Barbara Hetrick  
Senior Advisor

Lynn Hunnicutt  
Assistant Director, NetVUE

Norval C. Kneten  
Senior Advisor, Online Course Sharing Consortium

Ned Moore  
Senior Advisor

S. Georgia Nugent  
Senior Fellow

Frederik Ohles  
Senior Advisor and Director, Presidential Vocation and Institutional Mission Program

Michele D. Perkins  
Co-Director, Presidents Governance Academy

C. Hannah Schell  
NetVUE Online Community Coordinator

Mary Pat Seurkamp  
Senior Advisor and Director, New Presidents Program

Lynne M. Spoolhof  
Program Manager, NetVUE

Anne M. Valk  
Senior Advisor and Director, Humanities Research for the Public Good

Katherine M. Whatley  
Senior Advisor, Academic Programs

Laura Wilcox  
Senior Advisor, Communications
Program Participants
Presidential Vocation and Institutional Mission 2019–2020 Participants

**Bellarmine University**
Sean Ryan, Senior Vice President

**Benedict College**
Ceeon D. Quiett Smith, Chief of Staff

**Brevard College**
Debora D’Anna, Vice President for Student Success and Dean of Students

**Concordia College (MN)**
Lisa Sethre-Hofstad, Vice President for Student Development and Campus Life

**Culver-Stockton College**
William F. Sheehan, Jr., Vice President for Institutional Advancement and Alumni Programs

**Edgewood College**
Dean A. Priibbenow, Vice President for Academic Affairs and Academic Dean

**Gonzaga University**
Judith A. Biggs Garbuio, Associate Provost for Student Development

**Hanover College**
Dewain Lee, Vice President for Student Life and Dean of Students

**Hiram College**
Elizabeth Okuma, Vice President and Dean of Students

**Juniata College**
Lauren Lee Bowen, Provost

**Kansas Wesleyan University**
Melanie B. Overton, Vice President for Advancement and Admissions

**Methodist College**
Deborah R. Garrison, Provost and Vice Chancellor for Academic Affairs

**Mount Mercy University**
Nathan Daniel Klein, Vice President for Student Success

**Mount St. Mary’s University (MD)**
Wayne Green, Vice President and Chief of Staff

**Reinhardt University (GA)**
Mark A. Roberts, Provost

**St. Ambrose University**
Sandra L. Cassady, Vice President for Strategic Initiatives and Dean of the College of Health and Human Services

**St. Edward’s University**
Kimberly Kvaal, Vice President for Finance and Administration

**St. Lawrence University**
Karl Schönberg, Vice President and Dean of Academic Affairs

**Stephens College**
Brian Sajko, Vice President for Enrollment Management

Presidential Vocation and Institutional Mission Selected 2021–2022 Participants

**Andrews University**
Christon G. Arthur, Provost

**Butler University**
Kathryn A. Morris, Provost and Vice President for Academic Affairs

**College of Saint Mary (NE)**
Sarah Kottich, Executive Vice President for Operations and Planning

**Dominican University (IL)**
Claire M. Noonan, Vice President for Mission and Ministry

**D’Youville College**
Mimi Harris Steadman, Vice President for Academic Affairs

**Guilford College**
Ara Serjoie, Vice President for Advancement

**Indiana Wesleyan University**
Abson Predestin Joseph, Dean, Wesley Seminary

**Jarvis Christian College**
Charles Smith, Vice President for Student Services

**La Salle University**
Dawn Souffleris, Vice President for Student Affairs and Enrollment Management

**Lindsey Wilson College**
Patricia Parrish, Vice President for Academic Affairs

**Marian University (IN)**
Kenith B. Britt, Senior Vice President and Dean, Fred S. Klipsch Educators College

**McDaniel College**
Julianne Jasken, Executive Vice President and Provost

**Messiah University**
Jon Stuckey, Executive Director of Development

**Mills College**
Julia Chinyere Oparah, Provost and Dean of the Faculty

**North Central University (MN)**
Andrew Charles Denton, Executive Vice President

**Saint Michael’s College**
Dawn Marie Ellinwood, Vice President for Student Affairs and Dean of Students

**Thiel College**
Elizabeth Frombgen, Vice President for Academic Affairs and Dean of the College

**University of Scranton**
Jeffrey Gingerich, Provost and Senior Vice President for Academic Affairs

**Utica College**
Todd Joseph Pfannestiel, Provost and Senior Vice President for Academic Affairs

**Warburg College**
Daniel R. Kittle, Vice President for Student Affairs and Dean of Students
Alumni of Presidential Vocation and Institutional Mission Program Who Have Become Presidents

The following 68 participants have been appointed as president of a college, university, or other higher education institution since completing one of eight 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

Irma Becerra  
Provost and chief academic officer, St. Thomas University, to president, Marymount University (VA)

Mark L. Biermann  
Provost and executive vice president, Valparaiso University, to president, Blackburn College

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

Debbie Lynn Cottrell  
Vice president for academic affairs, Texas Lutheran University, to president of that university

Delmas S. Crisp, Jr.  
Executive vice president and academic dean, Methodist University, to interim president of that university

Suzanne Davis  
Executive vice president and chief legal officer, Greenville University, to acting president of that university

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, Saint Elizabeth University, to president, Saint Joseph’s College of Maine

Bethami Dobkin  
Provost and vice president for academic affairs, Saint Mary’s College of California, to president, Westminster College (UT)

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

Sandra Doran  
Chief of staff, vice president and general counsel, Lesley University, to president, Salem College

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

Shelbyln Emberton  
Provost and vice president for academic affairs, East Texas Baptist University, to president, Huntingtun University

Tracy Y. Espy  
Provost and vice president for academic affairs, Pfeiffer University, to president, Mitchell College

David R. Evans  
Vice president for academic affairs and dean of the faculty, Buena Vista University, to president, Southern Vermont College

Stephanie Fabritius  
Vice president for academic affairs and dean, Centre College, to president, Associated Colleges of the South

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

John Anthony “Tony” Floyd  
Executive vice president, Coker University, to president, Mars Hill University

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 college, and to president, Wittenberg University

Jonathan D. Green  
Provost and dean of the faculty, Illinois Wesleyan University, to president, Susquehanna University

Bryon L. 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. Lofts
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

Joel W. Martin
Provost and dean of the faculty, Franklin & Marshall College, to president, Wagner College

Stacy McAfee
Associate vice president for external relations, strategic partnerships, and presidential initiatives, University of the Pacific (CA), to president, University College of the Cayman Islands

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

John N. McKeegan
Vice president for institutional advancement and general counsel, Linfield University, to president, Mount Aloysius College

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 (WI)

Elfred Anthony Pinkard
Executive vice president and provost, Wilberforce University, to president of that university

Laurie Quinn
Provost and senior vice president for academic affairs, Champlain College, to interim president of that college

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

Rodney Reed
Dean of Christian formation, John Brown University, to chancellor, Indiana Wesleyan University-Marion

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

Mark Roberts
Provost and vice president for academic affairs, Reinhardt University (GA), to interim president of that university

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 Stefancic
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, 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 that university

Marion Terenzio
Vice president for academic affairs and dean of the faculty, Bloomfield College, to president, State University of New York at Cobleskill

Kelly M. Thompson
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 2019–2020 CIC Participants

Butler University
Kathryn A. Morris, Provost and Vice President for Academic Affairs

California Lutheran University
Regina D. Biddings-Muro, Vice President for University Advancement

Gallaudet University
Elavie Ndura, Vice President for Equity, Diversity, and Inclusion

Loyola University Maryland
Robert Kelly, Vice President and Special Assistant to the President

Marywood University
Renee G. Zehel, Vice President for University Advancement

Midland University
Jessica Janssen, Vice President for Institutional Advancement

Misericordia University
Susan Helwig, Vice President for University Advancement

Nichols College
Kerry Calnan, Vice President for Innovation and Institutional Effectiveness

Ohio Northern University
Maria L. Cronley, Provost and Vice President for Academic Affairs

Samford University
Betsy B. Holloway, Vice President for Marketing and Communication

Southern New Hampshire University
Michael Evans, Vice President for Academic Affairs

Spelman College
Ingrid Hayes, Vice President for Enrollment Management

St. Bonaventure University
Joseph Zimmer, Provost and Vice President for Academic Affairs

Talladega College
Lisa Long, Provost and Vice President for Academic Affairs

Thiel College
Ashley Zullo, Vice President for Enrollment Management

Union College (NE)
Frankie Rose, Vice President for Academic Administration

University of La Verne
Sherri G. Mylott, Vice President for University Advancement

University of Saint Francis (IN)
Lance Richey, Vice President for Academic Affairs

Executive Leadership Academy 2020–2021 CIC Participants

Alma College
Matthew P. vandenBerg, Vice President for Advancement and External Relations

Cedarville University
Rick Melson, Vice President for Advancement

Concordia University Chicago
Erik P. Ankerberg, Provost

Endicott College
David Vigneron, Vice President for Institutional Advancement

Hastings College
Susan Meeske, Executive Vice President of Enrollment and Student Experience

Mary Baldwin University
Ty Buckman, Provost

Methodist College
Deborah R. Garrison, Provost and Vice Chancellor for Academic Affairs

Midway University
William Kennedy, Vice President for Admissions and Student Affairs

St. Bonaventure University
Joseph Zimmer, Provost and Vice President for Academic Affairs

Stillman College
C. Mark McCormick, Provost and Vice President for Academic Affairs

Trine University
John Shannon, Vice President for Academic Affairs

Trocadore College
Allyson M. Lowe, Vice President for Academic Affairs

Union College (NE)
Ronnie Hopkins, Provost and Vice President for Academic Affairs

University of Mount Union
Jeffrey Breese, Provost

Voorhees College
Lorna Hernandez Jarvis, Chief Diversity Officer; Associate Vice President for Diversity, Equity, and Inclusion

Wilberforce University
Edward Louis Hill, Vice President for Academic Affairs
Alumni of Executive Leadership Academy Who Have Become Presidents

Since 2009, 100 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 54 CIC participants who advanced to presidencies.

Makola M. Abdullah
Provost and vice president for academic affairs, Florida Memorial University, to president, Virginia State University

Ronald Chesbrough
Vice president for student affairs, Hastings College, to president, Cazenovia College

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

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

Bryan Coker
Vice president and dean of students, Goucher College, to president, Maryville College (TN)

Wesley Fugate
Vice president and chief of staff, Randolph College, to president, Wilson College

Mark Biermann
Provost and executive vice president for academic affairs, Valparaiso University, to president, Blackburn College

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

Mary Ann Gawelek
Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University

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

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

Matthew Giordano
Vice president for academic affairs, Villa Maria College, to president of that college

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

Gregory Dewey
Provost, University of La Verne, to president, Albany College of Pharmacy and Health Sciences

Robert J. Graham
Provost and vice president for academic affairs, Grove City College, to president, Redeemer University

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

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

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

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

Marcheta Evans
Vice president for academic affairs, Our Lady of the Lake University, to president, Bloomfield College

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

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

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

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

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

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

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

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

Mark Husbands
Vice president for academic affairs, Northwestern College (IA), to president, Trinity Western University
David Johns  
Vice president for academic affairs and dean of the college, Union College (KY), to president, Ferrum College

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

Herbert King  
Vice president for institutional advancement, Hampden-Sydney College, to president, Lees-McRae College

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

Michael McDonald  
Provost, Kalamazoo College, to president, the Great Lakes Colleges Association

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

Douglas Palmer  
Provost, Walsh University, to president, Culver-Stockton College

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

Polly Peterson  
Executive vice president, University of Jamestown, to president of that university

Christine Plunkett  
Vice president for administration and finance, Burlington College, to president of Iowa Wesleyan University

David Podell  
Vice president for academic affairs and dean of the faculty, Marymount Manhattan College, to president, MassBay Community 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

Julian Schuster  
Provost, senior vice president, and chief operating officer, Webster University, to president of that university

Karl Solibakke  
Chief operating officer, Northland College, to president of that 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

Michael Thomas  
Senior director and senior vice president, New England Board of Higher Education, to president of that institution

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 2019–2020 Participants

<table>
<thead>
<tr>
<th>College</th>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adrian College</td>
<td>Melissa Stewart</td>
<td>Director, Study Abroad Institute</td>
</tr>
<tr>
<td>Aquinas College (MI)</td>
<td>Heather Kesselring-Quakenbush</td>
<td>Associate Provost, Dean of Curriculum, and Director of the Advantage Center</td>
</tr>
<tr>
<td>Aurora University</td>
<td>Sarah Radtke</td>
<td>Faculty Senate Chair and Chair, Athletic Training Department</td>
</tr>
<tr>
<td>Berry College</td>
<td>Alan Hughes</td>
<td>Chair, Department of Psychology and Co-Chair, Institutional Effectiveness</td>
</tr>
<tr>
<td>Brevard College</td>
<td>Jennifer Frick-Ruppert</td>
<td>Chair, Science and Mathematics Division</td>
</tr>
<tr>
<td>Catawba College</td>
<td>Forrest Anderson</td>
<td>Associate Provost</td>
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<tr>
<td>Claflin University</td>
<td>Echol Nix</td>
<td>Associate Professor of Philosophy and Religion</td>
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<tr>
<td>Columbia College (MO)</td>
<td>Madeleine Schep</td>
<td>Interim Dean of the Faculty and Academic Affairs</td>
</tr>
<tr>
<td>Culver-Stockton College</td>
<td>Kimberly Gaither</td>
<td>Associate Dean for Student Success and Assessment</td>
</tr>
<tr>
<td>Curry College</td>
<td>Carrie L. Cokely</td>
<td>Associate Vice President for Academic Affairs</td>
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<tr>
<td>Denison University</td>
<td>Kimberly Specht</td>
<td>Associate Provost for Faculty Affairs</td>
</tr>
<tr>
<td>Dominican University of California</td>
<td>Laura A. Stivers</td>
<td>Dean, School of Liberal Arts and Education</td>
</tr>
<tr>
<td>Drake University</td>
<td>Renée Cramer</td>
<td>Professor of Law, Politics, and Society</td>
</tr>
<tr>
<td>Drew University</td>
<td>Jessica Lakin</td>
<td>Associate Provost for Academic Administration</td>
</tr>
<tr>
<td>Eckerd College</td>
<td>David Gliem</td>
<td>Chair, Creative Arts Division</td>
</tr>
<tr>
<td>Elizabethtown College</td>
<td>Kyle C. Kopko</td>
<td>Associate Dean of Institutional Effectiveness, Research, and Planning</td>
</tr>
<tr>
<td>Elmhurst University</td>
<td>Paul E. Arriola</td>
<td>Associate Dean of the Faculty</td>
</tr>
<tr>
<td>Friends University</td>
<td>Kenneth M. Stoltzfus</td>
<td>Academic Dean</td>
</tr>
<tr>
<td>George Fox University</td>
<td>Jamie Noling-Auth</td>
<td>Lead University Pastor and Dean for Spiritual and Intercultural Life</td>
</tr>
<tr>
<td>Gettysburg College</td>
<td>Darrien Davenport</td>
<td>Executive Director, Office of Multicultural Engagement</td>
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<tr>
<td>Grinnell College</td>
<td>Mark Levandoski</td>
<td>Associate Dean of the College</td>
</tr>
<tr>
<td>Huntingdon College</td>
<td>Tom Perrin</td>
<td>Associate Provost</td>
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<tr>
<td>Indiana Institute of Technology</td>
<td>Jeffrey S. Leichty</td>
<td>Associate Vice President for Information Technology Services</td>
</tr>
<tr>
<td>Lenoir-Rhyne University</td>
<td>Veronica McComb</td>
<td>Director, Honors Academy</td>
</tr>
<tr>
<td>Mary Baldwin University</td>
<td>Martha Walker</td>
<td>Dean, College of Arts and Sciences</td>
</tr>
<tr>
<td>Monmouth College (IL)</td>
<td>Daniel J. Ott</td>
<td>Chair, Department of Philosophy and Religion and Coordinator of Integrated Studies</td>
</tr>
<tr>
<td>Morningside College</td>
<td>J. Alden Stout</td>
<td>Associate Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Nebraska Wesleyan University</td>
<td>Kathy Wolfe</td>
<td>Dean of Undergraduate Programs</td>
</tr>
<tr>
<td>North Park University</td>
<td>Gregor Thuswaldner</td>
<td>Dean, College of Arts and Sciences</td>
</tr>
<tr>
<td>Northwestern College (IA)</td>
<td>Dean Caldwell</td>
<td>Dean of Natural and Applied Sciences</td>
</tr>
<tr>
<td>Norwich University</td>
<td>Karen L. Hinkle</td>
<td>Associate Provost for Research and Chief Research Officer</td>
</tr>
<tr>
<td>Our Lady of the Lake University</td>
<td>George A. Williams</td>
<td>President of Student Affairs and Dean of Student Success</td>
</tr>
<tr>
<td>Randolph College</td>
<td>Emily Yap Chua</td>
<td>Chair, Department of Music and Director, Guest Artist Series</td>
</tr>
<tr>
<td>Regis College (MA)</td>
<td>Kathryn Edney</td>
<td>Dean, School of Arts and Sciences</td>
</tr>
<tr>
<td>Shenandoah University</td>
<td>Justin Allen</td>
<td>Assistant Vice President for Student Life, Dean of Spiritual Life, and Director of the Institute for Church Professions</td>
</tr>
<tr>
<td>Simpson College</td>
<td>Mark E. Gammon</td>
<td>Associate Dean for General Education</td>
</tr>
<tr>
<td>Spelman College</td>
<td>Andrea Lewis</td>
<td>Chair, Education Department</td>
</tr>
<tr>
<td>St. Norbert College</td>
<td>Karlyn Crowley</td>
<td>Director, Cassandra Voss Center</td>
</tr>
<tr>
<td>Talladega College</td>
<td>Angela Walker</td>
<td>Assistant to the Provost/Vice President for Academic Affairs; Chair, Public Administration Department; and Faculty Development Coordinator</td>
</tr>
<tr>
<td>The College of St. Scholastica</td>
<td>Ryan Sandefeer</td>
<td>Assistant Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Whitworth University</td>
<td>Brooke Kiener</td>
<td>Associate Provost</td>
</tr>
</tbody>
</table>
Senior Leadership Academy 2020–2021 Participants

Alverno College
Jodi Eastberg, Executive Director of Academic Excellence and Women’s Leadership

Augsburg University
Monica Devers, Dean of Professional Studies and Graduate Education

Augustana College (IL)
Kristin Renee Douglas, Associate Dean of the College

Capital University
Stephanie Gray Wilson, Assistant Provost for Experiential Learning

Carson-Newman University
Shawn O’Hare, Dean of the School of Arts, Humanities, and Social Sciences

Centenary College of Louisiana
Cory Wikan, Acting Dean, Hurley School of Music

Central College (IA)
Brian Joseph Peterson, Associate Dean of Curriculum and Faculty Development

Coe College
Mario Affatigato, Assistant to the President for Special Initiatives and Professor of Physics

College of Saint Benedict
Barbara J. May, Academic Dean

Colorado Christian University
Ryan Hartwig, Dean of the School of Humanities and Social Sciences

Columbia College Chicago
Ames Hawkins, Associate Provost for Faculty Research and Development

Culver-Stockton College
Julie Straus, Chair, Division of Business, Education, and Law; Associate Professor of Accounting

DePaul University
Phillip Funk, Associate Dean for Health Programs and Initiatives

Flagler College
Wayne Riggs, Dean of Flagler College in Tallahassee

Hastings College
Annette M. Vargas, Associate Dean of Arts and Humanities; Director of Advising

Hollins University
Michael Gettings, Dean of Academic Success

Houghton College
J. Michael Jordan, Dean of the Chapel

Juniata College
Philip Dunwoody, Director of General Education and Assessment, Professor of Psychology

Kenyon College
Sheryl Hemkin, Associate Provost and Professor of Chemistry

Lane College
Kimberly Lebby, Director of Institutional Research

Mary Baldwin University
Carey L. Usher, Associate Provost

Midway University
Carrie Christensen, Director of Accreditation and Academic Initiatives

New York Institute of Technology
Sheri Elizabeth Kelleher, Assistant Provost

Notre Dame de Namur University
Kelly D. Sorensen, Associate Dean of the College and Professor of Philosophy

Point Loma Nazarene University
Holly Irwin, Vice Provost, Academic Administration

Quincy University
Ken Oliver, Director of MS in Education Counseling; Chair of Education; Professor of School and Community Counseling

Randolph College
Elizabeth A. Perry-Sizemore, Professor of Economics

Robert Morris University (PA)
Maria Kalevitch, Associate Provost for Innovation and Outreach; Dean, School of Engineering, Mathematics, and Science

Saint Leo University
Shadel Hamilton, Senior Associate Vice President, Worldwide Operations

Siena Heights University
Matthew Draud, Dean of the College of Arts and Sciences

St. Catherine University
Tarshia L. Stanley, Dean of the School of Humanities, Arts, and Sciences

Susquehanna University
Katherine H. Straub, Professor of Earth and Environmental Sciences

The College of St. Scholastica
Bret Amundson, Dean of the School of Arts and Letters

Trinity University (TX)
David Ribble, Associate Vice President for Academic Affairs

University of Lynchburg
Bill Lokar, Dean of Lynchburg College of Arts and Sciences

University of Redlands
Gabrielle Alejandra Singh, Associate Vice President for Advancement

Warner Pacific University
Elizabeth DuPriest, Division Chair, Natural Sciences and Health

Wilson College
Joshua Legg, Associate Dean of Academic Affairs and Director, MFA
CIC Online Course Sharing Consortium Member Institutions (October 2020)

Albertus Magnus College
Alderson Broaddus University
American International College
Anderson University (SC)
Andrews University
Aquinas College (MI)
Augustana College (IL)
Baker College
Baldwin Wallace University
Barton College
Bay Path University
Becker College
Bellarmine University
Beloit College
Benedict College
Benedictine College
Bethany Lutheran College
Bethel College (KS)
Bethel University (IN)
Bethel University (MN)
Blackburn College
Bloomfield College
Bluefield College
Bluffton University
Brandman University
Brevard College
Briar Cliff University
Buena Vista University
Calumet College of St. Joseph
Calvin University
Cambridge College
Campbellsville University
Capitol Technology University
Carson-Newman University
Catawba College
Cedar Crest College
Cedarville University
Central College (IA)
Charleston Southern University
Chesnut Hill College
Christian Brothers University
Clarke University (IA)
Coker University
College of Saint Mary (NE)
Columbia College Chicago
Concordia College (MN)
Concordia University Chicago
Concordia University Texas
Concordia University, St. Paul
Converse College
Cornell College
Cornerstone University
Cottey College
Covenant College
Dean College
Defiance College
Dillard University
Dominican College
Dominican University (IL)
Dordt University
Eastern Mennonite University
Edgewood College
Elmhurst University
Elms College
Emory & Henry College
Eureka College
Ferrum College
Finlandia University
Fisher College
Florida Memorial University
Fontbonne University
Franklin University
Freed-Hardeman University
Gardner-Webb University
Geneva College
George Fox University
Georgetown College
Goldey-Beacom College
Goodwin University
Gordon College
Goshen College
Goucher College
Graceland University
Greenville University
Grove City College
Gwynedd Mercy University
Hannibal-LaGrange University
Hartwick College
Hastings College
Heidelberg College
Holy Names University
Hood College
Houghton College
Huntington University
Husson University
Indiana Wesleyan University
Jarvis Christian College
John Brown University
Judson University
Keuka College
King University (TN)
Lasell University
Lee University
Lenoir-Rhyne University
LeTourneau University
Loras College
Lourdes University
Luther College
Malone University
Marian University (IN)
Marietta College
Martin Methodist College
Marymount California University
Maryville College (TN)
McKendree University
McMurry University
Medaille College
Messiah University
Midland University
Millikin University
Molloy College
Monmouth College (IL)
Moravian College
Morningside College
Mount Saint Mary College (NY)
Mount Saint Mary’s University (CA)
Mount St. Joseph University
Muskingum University
Nebraska Methodist College
Nebraska Wesleyan University
New York Institute of Technology
Nichols College
Notre Dame College
Notre Dame de Namur University
Oglethorpe University
Ohio Dominican University
Ohio Northern University
Oliver College
Ottawa University
Otterbein University
Palm Beach Atlantic University
Park University
Queens University of Charlotte
Quincy University
Randolph College
Reinhardt University (GA)
Saint Anselm College
Saint Elizabeth University
Saint Joseph’s College of Maine
Saint Leo University
Saint Mary’s College (IN)
Saint Xavier University
Salem College
Schreiner University
Shorter University
Siena College
Siena Heights University
Simpson University
Southeastern University
Southern Wesleyan University
Spalding University
Springfield College
St. Edward’s University
St. Mary’s University (TX)
Stillman College
Stonehill College
Tabor College

Talladega College
Texas Lutheran University
Texas Wesleyan University
The College of Saint Rose
The University of Findlay
Thiel College
Tiffin University
Trevecca Nazarene University
Trine University
Trinity Christian College
Union College

University of Indianapolis
University of Mobile
University of Mount Union
University of New England
University of Northwestern-St. Paul
University of Pikeville
University of Providence (MT)
University of Rio Grande
University of Saint Mary (KS)
University of St. Francis (IL)
University of the Incarnate Word
University of the Ozarks (AR)
Virginia Wesleyan University
Walsh University
Warner Pacific University
Warren Wilson College
Wesleyan College
Westminster College (UT)
Wheeling University
Widener University
Wilberforce University
Wilkes University
William Peace University
Wilson College
Wingate University
Wisconsin Lutheran College
Wittenberg University
York College of Pennsylvania

Humanities Research for the Public Good 2019–2020 Participating Institutions

Alaska Pacific University
Augustana University (SD)
Berry College
Bethany College (KS)
Butler University
Champlain College
Connecticut College
Daemen College
Fisk University
Franklin College
Gustavus Adolphus College
Hollins University
Lewis & Clark College
Mars Hill University
Messiah University
Oberlin College
Reinhardt University (GA)
Rust College

Saint Mary’s College (IN)
Simmons University
St. Mary’s University (TX)
Stevenson University
The University of Findlay
University of Denver
Wofford College

Deliberation & Debate 2021 Participating Institutions

Alma College
Augsburg University
Aurora University
Bethany College (WV)
Brevard College
Colby-Sawyer College
Converse College
Dillard University
Dominican University (IL)
Eckerd College
Lindenwood University
Luther College
Manchester University
Ohio Dominican University
Roanoke College
Shenandoah University

Springfield College
St. Edward’s University
Wesleyan College
Westminster College (PA)
Willamette University
### American History Seminar 2021 Participants

<table>
<thead>
<tr>
<th>University</th>
<th>Professor</th>
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<tbody>
<tr>
<td>Assumption University</td>
<td>John Bell, Assistant Professor of History</td>
</tr>
<tr>
<td>Carroll College (MT)</td>
<td>Dane Cash, Associate Professor of History</td>
</tr>
<tr>
<td>Centenary University (NJ)</td>
<td>Raymond Frey, Professor of History</td>
</tr>
<tr>
<td>College of the Ozarks (MO)</td>
<td>David Dalton, Professor of History</td>
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<tr>
<td>Concordia College (NY)</td>
<td>Kathryn Galchutt, Professor of History</td>
</tr>
<tr>
<td>Concordia University Texas</td>
<td>Matthew Bloom, Associate Professor of History</td>
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<tr>
<td>Converse College</td>
<td>Angela Elder, Assistant Professor of History</td>
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<td>DePauw University</td>
<td>David Gellman, Professor of History</td>
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<td>Dominican College</td>
<td>Scott White, Assistant Professor of History</td>
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<td>Friends University</td>
<td>Kenneth Spurgeon, Assistant Professor of History</td>
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<tr>
<td>Gustavus Adolphus College</td>
<td>Gregory Kaster, Professor of History</td>
</tr>
<tr>
<td>John Carroll University</td>
<td>Daniel Kilbride, Professor of History</td>
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<td>Lipscomb University</td>
<td>William Steele, Professor of English</td>
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<tr>
<td>Palm Beach Atlantic University</td>
<td>Roger Chapman, Professor of History</td>
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<tr>
<td>Saint Leo University</td>
<td>Daniel DuBois, Assistant Professor of History</td>
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<tr>
<td>Seattle Pacific University</td>
<td>Bill Purcell, Professor of Communications</td>
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<tr>
<td>Simmons University</td>
<td>Stephen Berry, Associate Professor of History</td>
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<td>Spelman College</td>
<td>Brandi Brimmer, Associate Professor of History</td>
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<tr>
<td>Spring Hill College</td>
<td>Nicholas Wood, Assistant Professor of History</td>
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<tr>
<td>Thiel College</td>
<td>James Koshan, Professor of History</td>
</tr>
<tr>
<td>University of Evansville</td>
<td>Daniel Byrne, Associate Professor of History</td>
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<tr>
<td>Viterbo University</td>
<td>Keith Knutson, Professor of History</td>
</tr>
<tr>
<td>Wofford College</td>
<td>Tracy Revels, Professor of History</td>
</tr>
<tr>
<td>Young Harris College</td>
<td>Matthew Byron, Associate Professor of History</td>
</tr>
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</table>

### Teaching Interfaith Understanding Seminar 2021 Participants

<table>
<thead>
<tr>
<th>College</th>
<th>Professor</th>
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</thead>
<tbody>
<tr>
<td>Alverno College</td>
<td>Patricia Lewis, Associate Professor of Religious Studies</td>
</tr>
<tr>
<td>Augustana College (IL)</td>
<td>Khalil Andani, Assistant Professor of Religion</td>
</tr>
<tr>
<td>Baldwin Wallace University</td>
<td>Ellen Posman, Professor of Religion</td>
</tr>
<tr>
<td>Bethany College (KS)</td>
<td>Arminta Fox, Assistant Professor of Philosophy and Religion</td>
</tr>
<tr>
<td>Bethany College (WV)</td>
<td>Holly Hillgardner, Associate Professor of Religious Studies and Philosophy</td>
</tr>
<tr>
<td>Bethel University (MN)</td>
<td>Amy Poppinga, Associate Professor of History</td>
</tr>
<tr>
<td>Bethune-Cookman University</td>
<td>William Rodriguez, Assistant Professor of Religion</td>
</tr>
<tr>
<td>Birmingham-Southern College</td>
<td>Kayla Kauffman, Assistant Professor of Religion</td>
</tr>
<tr>
<td>Capital University</td>
<td>Craig Burgdoff, Professor of Religion and Philosophy</td>
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<tr>
<td>Carroll University (WI)</td>
<td>Pascale Engeljmaier, Associate Professor of Religious Studies</td>
</tr>
<tr>
<td>Clark Atlanta University</td>
<td>Phillip Dunston, Associate Professor of Religion and Philosophy</td>
</tr>
<tr>
<td>Madonna University</td>
<td>Joy Oslund, Associate Professor of Education</td>
</tr>
<tr>
<td>Merrimack College</td>
<td>Mary Kantor, Associate and Adjunct Professor of Religious and Theological Studies</td>
</tr>
<tr>
<td>Messiah University</td>
<td>Bernardo Michael, Professor of History</td>
</tr>
<tr>
<td>Queens University of Charlotte</td>
<td>Dixie Abernathy, Assistant Professor of Education</td>
</tr>
<tr>
<td>Roberts Wesleyan College</td>
<td>Lori Sousa-Meixell, Associate Professor of Social Work</td>
</tr>
<tr>
<td>Saint Francis University (PA)</td>
<td>Aniruddha Bose, Associate Professor of History and Political Science</td>
</tr>
<tr>
<td>Saint Mary’s College of California</td>
<td>Frances Sweeney, Professor of Spanish</td>
</tr>
</tbody>
</table>
New Currents in Teaching Philosophy 2021 Participants

Augustana University (SD)
Leigh C. Vicens, Associate Professor of Philosophy

Baldwin Wallace University
Kelly Coble, Professor of Philosophy and Department Chair

Concordia University Irvine
Daniel Deen, Associate Professor of Philosophy

Converse College
Kevin DeLapp, Dr. Harold E. Fleming Chair of Philosophy and Chair, Department of Religion and Philosophy

Cornell College
Genevieve Migely, Professor of Philosophy

Grinnell College
Jennifer Dobe, Assistant Professor of Philosophy

Hood College
Karen Hoffman, Professor of Philosophy and Department Chair

Illinois Wesleyan University
Andrew Engen, Associate Professor of Philosophy

Lewis & Clark College
Joel Martinez, Associate Professor of Philosophy

Loyola University Maryland
Mavis Biss, Associate Professor of Philosophy

Messiah University
Timothy Schoettle, Associate Professor and Chair of Philosophy

Nebraska Wesleyan University
Lisa Wilkinson, Professor of Philosophy

Norwich University
Daniel A. Morris, Assistant Professor of Philosophy

Ohio Dominican University
Michael Dougherty, Sr. Ruth Caspar Chair and Professor of Philosophy

Randolph College
Kaija Mortensen, Assistant Professor of Philosophy

Regis College (MA)
Bernard Jackson, Assistant Professor of Philosophy

Rollins College
Margaret Ann McLaren, George D. and Harriet W. Cornell Chair and Professor of Philosophy

St. Andrews University
Timothy A. Verhey, Dean of Students and Assistant Professor of Religion and Philosophy

St. Lawrence University
Jeffrey Maynes, Associate Professor and Chair of Philosophy

Stetson University
Melinda Hall, Associate Professor of Philosophy

Stonehill College
Megan K. Mitchell, Assistant Professor of Philosophy

University of Mary (ND)
Donald Bungum, Assistant Professor of Philosophy

University of Mount Union
G. Scott Gravlee, Associate Professor, Philosophy and Religious Studies

University of Providence (MT)
Brendan Palla, Associate Professor of Philosophy

University of the Pacific (CA)
Eleanor E. Wittrup, Assistant Professor of Philosophy

Virginia Wesleyan University
Steven Emmanuel, Professor of Philosophy

Washington & Jefferson College
Gregg Osborne, Associate Professor of Philosophy

Western New England University
Valerie Racine, Assistant Professor of Philosophy

Westminster College (UT)
Kara Barnette, Associate Professor of Philosophy

Wofford College
Stephen Michelman, Professor of Philosophy
Seminar on Science Pedagogy 2019 Participating Institutions

Augsburg University
Berea College
Biola University
Concordia University Texas

Holy Names University
Linfield University
Marymount California University
Rollins College

William Jessup University
York College of Pennsylvania

Seminar on Science Pedagogy 2021 Participating Institutions

Albright College
Concordia University, St. Paul
Dominican College
Elmhurst University

Franciscan Missionaries of Our Lady University
Jarvis Christian College
Mount Aloysius College

Nebraska Methodist College
University of Charleston

Teaching European Art in Context Seminar 2019 Participants

Benedict College
Jasmin Cyril, Professor of Art History

Berea College
Ashley Elston, Assistant Professor of Art History

Bluffton University
Cynthia Bandish, Professor of English

Carthage College
Anne Cassidy, Professor of Art

Concordia University Chicago
Sandra Krohnert, Assistant Professor of Art

Converse College
Nicole De Armendi, Assistant Professor of Art History

DePauw University
Robert Dewey, Professor of History

Eureka College
Christopher Wille, Assistant Professor of Art

Fresno Pacific University
Rebecca McMillen, Assistant Professor of Art

Luther College
Amy Weldon, Professor of English

Lyon College
Dustyn Bork, Associate Professor of Art

Methodist University
Cameron Dodworth, Associate Professor of English

Nebraska Wesleyan University
Lucienne Auz, Assistant Professor of Art History

Pacific Lutheran University
Adela Ramos, Associate Professor of English

Saint Xavier University
Mary Beth Tegan, Associate Professor of English

Siena College
Karen Sonnelitter, Assistant Professor of History

Texas Christian University
Jessica L. Fripp, Assistant Professor of Art History

The College of Idaho
Susan Schaper, Professor of English

Thomas University (GA)
Richard Curtis, Assistant Professor of Art

Viterbo University
Sherri Lisota, Professor of Art

Westminster College (PA)
Patricia Clark, Associate Professor of History

Young Harris College
Mary Slavkin, Assistant Professor of Art History

CIC Art History Faculty Development Grant Recipients

Bennington College
Berea College
Daemen College
Guilford College

Indiana Wesleyan University
Luther College
Lyon College
Nebraska Wesleyan University

Neumann University
University of Evansville
Ancient Greece in the Modern College Classroom 2019 Participants

Alderson Broaddus University
Irina Rodimtseva, Assistant Professor of English and Literature Humanities

Brescia University
Ellen Dugan-Barrette, Professor of English

Caldwell University
Rosa Mirna Sanchez, Associate Professor of Spanish Language, Literature, and Culture

Carlow University
Sigrid King, Professor of English and Theatre

Concordia University Irvine
Kerri Tom, Professor of English

Concordia University Wisconsin
Brian Harries, Associate Professor of English

Doane University
Dan Clanton, Associate Professor of Philosophy and Religious Studies

D’Youville College
Jeffrey Glodzik, Associate Professor of History

Fresno Pacific University
Pamela Johnston, Associate Professor of History

George Fox University
Guadalupe Garcia McCall, Assistant Professor of English

Grove City College
Kristen Waha, Assistant Professor of English

Jacksonville University
Erich Freiberger, Professor of Philosophy

McDaniel College
Gretchen McKay, Professor of Art History

Mercyhurst University
James Snyder, Associate Professor of Philosophy

Methodist University
Morgan Dancy, Instructor of English

Mount St. Mary’s University (MD)
Sean Lewis, Associate Professor of English

St. Edward’s University
Chris Flynn, Associate Professor of English

Thomas More University
Sarah Blackwell, Instructor of English

Wheeling University
Paula Makris, Associate Professor of English

Consortium for Online Humanities Instruction 2019–2020 Continuing Collaboration Grant Awardees

Lesley University and Lasell University

Clarke University (IA) on behalf of the Iowa Catholic Collegiate Association

Claflin University and Wesleyan College
Carlow University, Saint Vincent College, and Ursuline College

Bloomfield College, Concordia College (MN), Elizabethtown College, Hiram College, and Moravian College

Consortium for Online Humanities Instruction 2019–2020 Peer Consultation Visits

Berry College
Caldwell College
Calumet College of St. Joseph
Cazenovia College
Drake University
Grove City College
Lebanon Valley College
Manhattan School of Music
Maryville College (TN)
Naropa University
Oklahoma City University
Olivet College

Salem College
Spring Hill College
Thomas More University
Wagner College

Consortium on Digital Resources for Teaching and Research Development Grant Recipients

Caldwell University
Chatham University
Gettysburg College
Guilford College
Hampden-Sydney College
Illinois College
Manhattanville College
Muhlenberg College
Muhlenberg College, Misericordia University, and Chatham University
Ottawa University
Roanoke College
Rosemont College
St. Lawrence University
University of Puget Sound
Wheaton College (MA)
Wilson College
Wofford College
Consortium for Instructional Excellence and Career Guidance Participating Institutions

Albertus Magnus College
Albion College
Alderson Broaddus University
Bloomfield College
Briar Cliff University
Butler University
Concordia University Texas
Dillard University
Elmhurst College
Goshen College
Husson University
Lebanon Valley College
Lourdes University
Lynn University
Maryville College (TN)
Mills College
Mount Saint Mary's University (CA)
Nebraska Methodist College
Regis College (MA)
Roanoke College
Sacred Heart University
Stillman College
Talladega College
Tiffin University
University of La Verne
Wesleyan College

Independent Pathways: Community College Transfer in the Liberal Arts

CIC/NCICU Participating Institutions

Barton College
Brevard College
Campbell University
Catawba College
Chowan University
Gardner-Webb University
Guilford College
Johnson C. Smith University
Louisburg College (two-year)
Mars Hill University
Meredith College
Pfeiffer University

Community College Partners

Asheville-Buncombe Technical Community College
Blue Ridge Community College
Central Piedmont Community College
Durham Technical Community College
Forsyth Technical Community College
Guilford Technical Community College
Isothermal Community College
Johnston County Community College
Roanoke-Chowan Community College
Rowan-Cabarrus Community College
South Piedmont Community College
Stanly Community College
Wake Technical Community College
Wilson Community College

CIC Visiting Fellows 2019–2020 Host Institutions

Assumption University
California Baptist University
Carthage College
College of Saint Benedict/St. John’s University
Flagler College
Franklin College
Furman University
Gannon University
Hampden-Sydney College
Hood College
Misericordia University
Mount Mary University (WI)
Otterbein University
Queens University of Charlotte
Randolph College
Saint Leo University
Saint Mary-of-the-Woods College
The College of Wooster
The University of Findlay
Thomas University (GA)
Wabash College
Wagner College
Washington & Jefferson College
York College of Pennsylvania

NetVUE Teaching Vocational Exploration Seminar 2021 Participants

**Alma College**
Daniel Wasserman-Soler
Associate Professor of History

**Baylor University**
Brian A. Schmidt
Associate Professor of Choral Music and Director, Graduate Choral Studies

**Brynn Athyn College**
Marcy Latta
Assistant Professor of Philosophy and Writing

**Calvin University**
Rachael A. Baker
Assistant Professor of Chemistry and Biochemistry

**Campbell University**
Thomas P. Dixon
Assistant Professor of New Testament
Capacity-Building Grants 2019–2020 Recipients

Associated Colleges of Illinois
Association of Independent Kentucky Colleges and Universities
Council of Independent Nebraska Colleges Foundation
Independent Colleges of Washington

Iowa College Foundation
Louisiana Independent College Foundation
Ohio Foundation of Independent Colleges

South Carolina Independent Colleges and Universities
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities

NetVUE Program Development Grants 2020 Recipients

Alma College
Catawba College
Drury University

Lipscomb University
Ouachita Baptist University
St. Olaf College

Thiel College
Whitworth University
Wofford College

NetVUE Professional Development Award 2020 Recipients

Ancilla College
Campbell University
Carroll College (MT)
Chesnut Hill College
Colby-Sawyer College
Geneva College
Grace College and Seminary
King University (TN)
Lane College

Lenoir-Rhyne University
Marquette University
Muhlenberg College
Nebraska Wesleyan University
Oakland City University
Philander Smith College
Rhodes College
Rivier University
St. Ambrose University

Trocaire College
Union College (NE)
University of Mobile
University of Pikeville
University of St. Francis (IL)
Washington & Jefferson College
Waynesburg University
Wingate University
NetVUE Vocation across the Academy Grants 2020 Recipients

Aquinas College (MI)
Augustana University (SD)
Canadian Mennonite University
Concordia College (MN)
Covenant College*
Dakota Wesleyan University*
Davis & Elkins College
Earlham College
Huntingdon College
Le Moyne College
Malone University*
Newberry College
Piedmont College
Saint Martin's University*
Schreiner University
Valparaiso University
Wagner College
Wheaton College (IL)*

(*received this grant through the Community Partnership initiative)

CIC/New York Times Partnership in Education 2019 Participating Institutions

Adrian College
Albion College
Allegheny College
Alma College
Alverno College
Aquinas College (MI)
Augustana University (SD)
Aurora University
Ave Maria 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
Bridgewater College
Bucknell University
Buena Vista University
Butler University
Cabrini University
Caldwell University
Capital University
Carroll College (MT)
Central College (IA)
Centre College
Charleston Southern University
Clarke University (IA)
Coker University
College of the Atlantic
Colorado College
Columbia College (SC)
Connecticut College
Cornell College
Cottey College
Culver-Stockton College
Dallas Baptist University
Denison University
DePauw University
Doane University
Dominican University of California
Drake University
Drew University
Drury University
Duquesne University
Earlham College
Eastern Mennonite University
Eastern University
Eckerd College
Emmanuel College (MA)
Emory & Henry College
Erskine College
Ferrum College
Flagler College
Franklin Pierce University
Furman University
Gannon University
George Fox University
Gettysburg College
Gonzaga University
Goodwin University
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
Hillsdale College
Hiram College
Hofstra University
Hollins University
Holy Family University
Hope College
Huntingdon 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
Lebanon Valley College
Lenoir-Rhyne University
Lewis & Clark College
Luther College
Lynn University
Manhattanville College
Marian University (IN)
Mary Baldwin University
Marymount Manhattan College
Marywood University
McDaniel College
McKendree University
MidAmerica Nazarene University
Middlebury College
Midland University
Misericordia University
Molloy College
Moravian College
Morningside College
Mount Aloysius College
Mount Ida College
Mount Saint Mary College (NY)
Mount St. Mary's University (MD)
Muhlenberg College
Nebraska Wesleyan University
Neumann University
North Central College (IL)
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
Pepperdine University
Pine Manor College
Presbyterian College
Prescott College
Randolph-Macon College
Regis University (CO)
Ripon College
Rivier University
Robert Morris University (PA)
Roger Williams University
Rollins College
Russell Sage College
Saint John’s University (MN)
Saint Mary’s College (IN)
Saint Mary’s College of California
Saint Michael’s College
Samford University
Seattle Pacific University
Sewanee: The University of the South
Shenandoah University
Simmons University
Simpson College
Southern Vermont College
Southern Virginia University
Southwestern University (TX)
St. Bonaventure University
St. Lawrence University
University of Health Sciences and Pharmacy in St. Louis
St. Olaf College
Stevenson University
Stonehill College
Swarthmore College
Sweet Briar College
Taylor University
Texas Christian University
Tiffin University
Transylvania University
Trinity College (CT)
Trinity University (TX)
Trocaire College
Union College (NE)
University of Dallas
University of Denver
University of Evansville
University of Hartford
University of La Verne
University of Mount Union
University of New Haven
University of Puget Sound
University of Redlands
University of Scranton
University of the Sciences
Wabash College
Wagner College
Walsh University
Warner Pacific University
Warren Wilson College
Wartburg College
Washington & Jefferson College
Wesley College
Western New England University
Westmont College
Wheaton College (MA)
Wheeling University
Whittier College
Whitworth University
Widener University
Willamette University
Wilmington College (OH)
Wilson College
Wittenberg University
Connecting Campuses

In addition to connecting campus leaders through programs and events, CIC also connects members through listservs, online communities, task forces, and social media.

WEBSITE

CIC’s website—www.cic.edu—is a rich resource of information that draws substantial traffic each year. Visit the site to register for CIC conferences and programs, to view data and resources on the effectiveness of independent higher education, to download CIC publications, and for links to member institutions and other sites on higher education.

SOCIAL MEDIA

For news and notes from the Council of Independent Colleges, connect with CIC’s main Twitter feed: @CICnotes. CIC also encourages campus leaders to follow its LinkedIn page, engage with the site, and make CIC part of their professional networks: www.linkedin.com/company/council-of-independent-colleges.

CIC LISTSERVS

Through 29 listservs and community sites, CIC connects a national network of people who lead and staff private colleges and universities. The free service is reserved exclusively for CIC member institutions; the listservs are archived and offer online document libraries. CIC’s listservs have been extremely active during the public health crisis, as participants have exchanged questions and ideas during these challenging times, with listserv use up 180 percent over the same period last year. To further support urgent communication among those in similar roles at member institutions, CIC established a listserv for those in “chief of staff” or similar roles in April. To join the discussion groups, visit www.cic.edu/listservs.
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