The Council of Independent Colleges (CIC) is an association of more than 645 nonprofit independent colleges and universities and 90 higher education organizations that has worked since 1956 to support college and university leadership, advance institutional excellence, and enhance public understanding of private higher education’s contributions to society. CIC is the major national organization that focuses on providing services to leaders of independent colleges and universities as well as conferences, seminars, and other programs that help institutions improve educational quality, administrative and financial performance, and institutional visibility. CIC also provides support to state fundraising associations that organize programs and generate contributions for private colleges and universities. The Council is headquartered at One Dupont Circle in Washington, DC. For more information, visit www.cic.edu.
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Chair</td>
<td>2</td>
</tr>
<tr>
<td>The President’s Perspective</td>
<td>4</td>
</tr>
<tr>
<td>Catalysts for the Common Good</td>
<td>6</td>
</tr>
<tr>
<td>▪ Developing Leaders</td>
<td>6</td>
</tr>
<tr>
<td>▪ Improving Educational Effectiveness</td>
<td>14</td>
</tr>
<tr>
<td>▪ Making the Case for Independent Higher Education</td>
<td>18</td>
</tr>
<tr>
<td>▪ Promoting Data-Informed Decision Making</td>
<td>22</td>
</tr>
<tr>
<td>▪ Serving State Fund Members</td>
<td>26</td>
</tr>
<tr>
<td>▪ Collaborating with Partners</td>
<td>28</td>
</tr>
<tr>
<td>2012–2013 CIC Awardees</td>
<td>30</td>
</tr>
<tr>
<td>Resource Development</td>
<td>32</td>
</tr>
<tr>
<td>Financial Statement</td>
<td>33</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>34</td>
</tr>
<tr>
<td>Advisory Committees and Task Forces</td>
<td>35</td>
</tr>
<tr>
<td>Members of CIC</td>
<td>37</td>
</tr>
<tr>
<td>CIC Staff and Senior Advisors</td>
<td>44</td>
</tr>
<tr>
<td>Connecting Campuses</td>
<td>45</td>
</tr>
<tr>
<td>Appendix</td>
<td>46</td>
</tr>
</tbody>
</table>
During the six years that I have served on the CIC Board of Directors, I have seen CIC make great strides in strengthening and advocating for independent colleges and liberal arts education. Through its efforts to enhance leadership, improve educational effectiveness, and promote data-informed decision making, CIC has helped strengthen our institutions and helped us all better serve the public good. It has been an honor and a privilege to work with the members of the board and CIC’s talented and hard-working staff during this period of growth and achievement.

Yet this is no time to be content; we must redouble our efforts to make clear to a larger public the great value of independent colleges and universities. Despite the many ways in which our institutions serve the common good, stereotypes persist of private colleges serving only affluent students. Graduates of these institutions gain the critical skills and abilities that help them succeed in business, government, the nonprofit world, and more. But that’s not all. Thanks to generous institutional financial aid and timely graduation rates, independent colleges provide an affordable and efficient solution to meeting the national need for more and better-qualified college graduates to serve our country and the world. These colleges and universities enroll proportionally more low-income, first-generation, and other students with the greatest need for access to college than do larger state institutions. Moreover, such underrepresented students are more likely to graduate on time.

Smaller independent colleges give students the academic rigor and individualized attention that enable them to succeed in the classroom, in their careers, and in their lives. In part because of their small size and residential character, independent liberal arts colleges and universities foster personal responsibility and participation in a community. They produce well-informed, thoughtful citizens whose contributions to a sustainable and thriving economy and to their communities strengthen our democracy and secure our future. Moreover, these institutions have a remarkable track record of preparing engaged citizens and experts in fields of national priority, such as the STEM fields.
CIC presidents, as agents of education and civic engagement, help to advance the public’s understanding of the vital role played by independent higher education. CIC also plays a critical role in these efforts. By reaching out strategically to the media, the public, and other higher education constituencies through its own publications and through opinion pieces, guest columns, and letters to the editor in national newspapers and higher education trade publications, CIC has consistently promoted the advantages of smaller independent colleges and their important role in our society.

With the launch of the campaign for the liberal arts—“Securing America’s Future: The Power of Liberal Arts Education”—CIC takes a new step toward demonstrating its strong commitment to independent colleges and liberal arts education. The campaign will include an engaging public website, social media, speaking and writing engagements, and “myth-busting” data that tell the real story of the access, affordability, and outcomes of our colleges. Highlighted as well will be the personal stories of graduates of our institutions, who can best express how their education has contributed to their lives post-graduation.

I am especially pleased by the opportunity to be active in this effort to advance CIC institutions, both individually and collectively. All of us involved in this organization look forward to the continued growth and success of CIC and the sector in years to come.

S. Georgia Nugent
President, Kenyon College
Chair, CIC Board of Directors
June 2013
CIC had an active, successful year in 2012–2013. During the period, membership climbed to a record 618 Institutional Members, member participation in conferences and other programs soared, and CIC developed new programs to address issues identified by members as high priorities. Topping the list of new developments over the year was the launch of CIC’s new campaign in support of independent liberal arts colleges and universities.

Many conferences and other events demonstrated strong growth over the year. The 2013 Presidents Institute, which focused on independent colleges as “Catalysts for the Common Good,” continued to be by far the largest annual conference of college and university presidents in the country. The Presidents Institute attracted strong participation by presidents, spouses, and state fund executives, and it reached a record level of sponsorship. Exploring “Core Responsibilities in a Changing Environment,” the Institute for Chief Academic Officers in November 2012 drew the largest number of CAOs registered in the 40-year history of the conference and attracted near-record sponsor support. CIC received large numbers of highly qualified nominations for its leadership development programs—the Executive Leadership Academy and the Senior Leadership Academy—that are supported by the American Academic Leadership Institute, Academic Search, Inc., and the Henry Luce Foundation. Faculty development programs in art history, American history, and ancient Greek classics continued to draw high praise from competitively selected participants. In addition, CIC began developing a new faculty seminar on teaching interfaith understanding.

The annual conference for executives of State Fund Member associations included successful sessions on a wide range of issues and best practices for statewide fundraising consortia. And the 2013 College Media Conference, “Communicating with Journalists: The Key to Coverage,” attracted the largest number of participants in the conference’s 27-year history.

During the year, CIC has worked to enhance current programs and increase its offerings. For example, the Network for Vocation in Undergraduate Education (NetVUE) expanded to include 175 member colleges and universities through June 2013. NetVUE also held its largest conference ever in March.
CIC has increased the frequency of its *Independent* newsletter by adding two online editions of the publication. Last fall, CIC released a well-received fact sheet, “Student Debt: Myths and Facts,” that counters myths and provides facts about student debt. And CIC has boosted its visibility in the national media.

CIC also launched last year a major campaign to promote the liberal arts and independent higher education, “Securing America’s Future: The Power of Liberal Arts Education.” The campaign aims to change the public perception of the value and effectiveness of independent liberal arts colleges and direct renewed attention to the compelling evidence that smaller independent colleges produce graduates who are among the best prepared for success in their personal, professional, and community lives. Since announcing the initiative, CIC has conferred with leaders of organizations with similar goals, worked to assemble data that dispel persistent and false stereotypes about independent colleges, prepared a website to help members easily access data and talking points on the advantages of liberal arts education, increased its social media presence, launched an effort to work with prominent alumni of independent colleges and universities to broadcast the advantages of a liberal arts education, and began to prepare a kit to help CIC member campuses better promote liberal arts education to their constituencies.

CIC owes its record of achievement during 2012–2013 to many members, friends, and sponsors who provide expertise, guidance, innovative ideas for new programs, stalwart financial support, and dedication to advancing the cause of independent higher education. Thanks are due especially to CIC’s Board of Directors for guiding staff efforts to support college and university leadership, advance institutional excellence, and enhance public understanding of private higher education’s contributions to society. I look forward to another highly productive year in 2013–2014.

Richard Ekman  
President, Council of Independent Colleges  
June 2013
Developing Leaders

PROGRAMS FOR PRESIDENTS

Presidents Institute
The largest annual gathering of college and university presidents in the country, CIC’s premier annual event provides presidents with ideas, personal support, and networking opportunities. The 33rd annual Presidents Institute explored the ways in which independent colleges, universities, and their leaders are “Catalysts for the Common Good.” With 342 presidents and a total of 773 participants, a near record number attended the Institute, which took place January 4–7, 2013, in Palm Harbor, Florida. Plenary speakers included Andrew Delbanco, Mendelson Family Chair of American Studies and Julian Clarence Levi Professor in the Humanities at Columbia University, who discussed the important role liberal arts colleges play in America and the challenges their presidents face (see box, page 7); Diana Oblinger, president and CEO of EDUCAUSE, who explored the latest developments in the use of technology in instruction and the choices that institutional leaders face in possible uses of this technology to benefit students and institutions; Claude Steele, I. James Quillen Dean of the School of Education at Stanford University, who addressed strategies presidents can take to reduce or remove the phenomenon of “stereotype threat” from campuses; and the Honorable Carol Browner, distinguished former administrator of the U.S. Environmental Protection Agency, who encouraged colleges and universities to engage students in issues of environmental sustainability and to foster community involvement.

New Presidents Program
Held in conjunction with the Presidents Institute, CIC’s New Presidents Program provides the tools and counsel needed to establish a successful presidency. In 2013, 36 new presidents participated in the program, which featured experienced presidents—many of whom are alumni of the program—as presenters and provided each new president with a seasoned presidential colleague to serve in an informal advisory capacity. Sessions covered topics such as working with the board, learning financial fundamentals, and examining the president’s role in enrollment management. The 2013 New Presidents Program marked the beginning of new leadership for the program by Mary Pat Seurkamp, president emerita of Notre Dame of Maryland University.

Conversation between Foundation Officers and College and University Presidents
This annual meeting provides an opportunity for CIC member presidents and foundation officers to discuss topics of emerging importance for private colleges and universities. The 2012 Foundation Conversation, which took place October 9 at the TIAA-CREF headquarters in New York City, included five sessions that addressed the theme, “Sources of Support for Independent Colleges and Universities.” Approximately 95 presidents participated in the event. Following opening remarks by Ed Van Dolsen, executive vice president and president of retirement and individual financial services at TIAA-CREF, participants heard from Michael Gilligan, president of the Henry Luce Foundation and member of the CIC Board.
of Directors; Michele Cahill, vice president of the national program and director of urban education for the Carnegie Corporation of New York; Douglas Wood, program officer in higher education for the Ford Foundation; Barbara Olds, senior advisor and division director for research, evaluation, and communication in the education and human resources directorate at the National Science Foundation; William Craig Rice, director of the division of education programs for the National Endowment for the Humanities; Adam Meyerson, president of the Philanthropy Roundtable; Stephanie Bell-Rose, TIAA-CREF managing director and head of the TIAA-CREF Institute; and Dan E. Davidson, president of American Councils for International Education.

Presidential Vocation and Institutional Mission Program

This year-long program of readings, consultations, and seminars assists current presidents and prospective presidents (in separate programs), along with their spouses, to reflect on their sense of calling as it relates to the missions of the institutions they lead or might lead. Launched in 2005 with generous support from Lilly Endowment Inc., 63 presidents, most with spouses, have participated in the presidents’ program; and 102 senior administrators, many with their spouses, have participated in the parallel program for prospective presidents. In September 2009, Lilly Endowment Inc. awarded CIC a renewal grant to extend the Presidential Vocation and Institutional Mission program through 2015, including three programs for prospective presidents in 2011–2012, 2012–2013, and 2014–2015, and one for current presidents in 2013–2014. In addition, Lilly Endowment Inc. funded an evaluation project to assess the program’s impact through a series of interviews with participants. A book, *The American College Presidency as Vocation: Easing the Burden*,

Catalysts for the Common Good:
The Role of Independent Colleges

In his keynote address on the role of independent colleges as catalysts for the common good, Andrew Delbanco, Mendelson Family Chair of American Studies and Julian Clarence Levi Professor in the Humanities at Columbia University and author of *College: What It Was, Is, and Should Be*, discussed the threats and challenges that liberal arts colleges face today and the important role such institutions play in America.

“There are some serious challenges out there in the form of public misunderstanding. There’s a notion that colleges are places of indulgence and inefficiency, where we need to wake up and change.” He explained that although colleges and universities should be serious about improving the efficiency and long-term sustainability of their institutions, a college education may be best when conducted “the old-fashioned way,” for example, at residential colleges in classrooms with a small student-to-faculty ratio.

Delbanco noted the challenges of explaining to the public that even though liberal arts colleges make up a small percentage of higher education institutions in America, they are disproportionately important to the country and embody impressive and distinctive American values that are in danger of being lost. He listed the public’s misperceptions about tuition price and access as another key challenge and said that the public tends to focus on sticker price instead of net tuition paid without realizing how much aid independent colleges typically distribute. “Your colleges are among the most generous institutions in our culture. Many don’t have to give discounts, but they do anyway.

That fact is very important for the public to understand,” he said.

Delbanco emphasized that institutions should relate more clearly what makes the traditional residential college experience worthwhile. In addition to access to high-quality and deeply committed faculty, lateral learning—a particular American idea that students have much to learn from one another—and diversity of all kinds also improve the educational experience, he said. He added that the college classroom provides the best rehearsal place for democracy, and colleges are key to creating citizenship.

(For the podcast of Delbanco’s keynote address, visit www.cic.edu/2013PresidentsInstituteResources.)
New Book Reflects Upon CIC’s Presidential Vocation and Institutional Mission Program

The American College Presidency as Vocation: Easing the Burden, Enhancing the Joy by William V. Frame, CIC senior advisor and president emeritus of Augsburg College, examines the experience of participants in the Presidential Vocation and Institutional Mission program, which began in 2005. Published by Abilene Christian University Press in January 2013, the book focuses on the challenge and dynamics of “aligning” one’s personal sense of vocation (or calling) with the mission of the institution served.

Thirty-five past program participants (roughly one-third of those who participated, along with their spouses, from 2005 through 2009), were interviewed for the book to evaluate the contributions of the program to the satisfaction of presidents with their lives and work and the durability of presidential tenure in America’s small and mid-sized private colleges and universities. All participants interviewed for the book indicated that the program had influenced the way they thought about themselves and their lives, and many discovered a new zest for their work. Frame concludes that the most valuable discovery of the program is the possibility that conceiving and pursuing work as distinctly “vocational” opens unexpected sources of energy and insight that helps presidents bear the demands of the office and give more to their campus communities.

Enhancing the Joy, by CIC senior advisor William V. Frame, is based on this evaluation (see box).

The 2012–2013 program included 20 prospective presidents, 16 with participating spouses. (For the participant list, see the Appendix, page 46.) The program year included an opening seminar held July 8–11, 2012, in Stowe, Vermont, and a follow-up seminar February 25–26, 2013, in Atlanta, Georgia. Participants continued to work with their facilitators through the fall and spring. To date, two participants in this cohort already have been named to presidencies and a third has been selected as an interim president. In November 2012, CIC announced a call for applications for current college and university presidents to participate in the program during 2013–2014. Sixteen presidents, 15 with spouses, were selected. Participants met in Glendorn, Pennsylvania, July 7–10, 2013. A follow-up meeting is scheduled for January 7–8, 2014, in Marco Island, Florida.

Twenty-six participants in the seminars for prospective presidents have since been appointed as presidents: Robin E. Baker, provost, George Fox University, to president of that university; Nancy H. Blattner, vice president and dean for academic affairs, Fontbonne University, to president, Caldwell College; Grant H. Cornwell, vice president of the university and dean of academic affairs, St. Lawrence University, to president, The College of Wooster; James S. Drigos, vice president and dean for academic affairs, College of Saint Elizabeth, to president, Saint Joseph’s College of Maine; Roger Drake, vice president of administration and finance, Lindsey Wilson College, to president, Central Methodist University; Sherilyn Emberton, provost and vice president for academic affairs, East Texas Baptist University, to president, Huntington University; Barbara A. Farley, vice president of academic affairs and dean of the college, Augsburg College, to president, Illinois College; Tracy Fitzsimmons, vice president for academic affairs, Shenandoah University, to president of that university; Michael Frandsen, vice president for finance and administration, Albion College, to interim president of that college; Bryon Grigsby, senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College; Rockwell “Rock” Jones, executive vice president and dean of advancement, Hendrix College, to president, Ohio Wesleyan University; Richard Jurusek, executive vice president, Antioch College, to president, Medaille College; Christopher W. 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 College, to president, Lourdes University; James P. Loftus, vice president of 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; Susan Pauly, vice president for academic affairs and dean of the college, Mount Mercy University, to president, Salem College; James Reynolds, vice president for academic affairs, dean of the faculty, and interim president, Wilmington College (OH), to president of that college; Janet H. Robinson, provost, Lourdes University, to interim president of that university; Lori Rodrigues-Fisher, provost, St. Ambrose University, to chancellor, Trinity College of Nursing and Health Science; 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 College; Keith Taylor, provost and vice president for academic affairs, Gannon University, to president of that university; and Cynthia Zane, chief academic officer and dean of the faculty, College of Mount St. Joseph, to president, Hilbert College.

PROGRAMS FOR CHIEF ACADEMIC OFFICERS

Institute for Chief Academic Officers

Focusing on “Core Responsibilities in a Changing Environment,” CIC’s 40th annual Institute for Chief Academic Officers explored the CAO’s role in relation to the entire academic affairs leadership team. The Institute, held November 3–6, 2012, in San Antonio, Texas, achieved a significant milestone with the largest number of CAOs registered in the history of the conference. The Institute attracts more chief academic officers than any other annual conference of provosts, academic vice presidents, and deans.

Plenary speakers included Lee G. Bolman, who holds the Marion Bloch Missouri Chair in Leadership at the University of Missouri-Kansas City’s Henry W. Bloch School of Management and addressed issues of academic quality (see box); Judith S. Eaton, president of the Council for Higher Education Accreditation, who shared her perspective on what lies ahead and how colleges should respond to issues in assessment, accreditation, and accountability; and Lucie Lapovsky, an economist, principal of Lapovsky Consulting, and former president of Mercy

2012 INSTITUTE FOR CHIEF ACADEMIC OFFICERS KEYNOTE, CLOSING ADDRESSES

Reframing the Leadership Role of the CAO

“Leadership is a performing art embedded in contexts and relationships,” stated keynote speaker Lee G. Bolman in a lively opening plenary session on “Reframing the Leadership Role of the Chief Academic Officer.” Bolman said that how people lead depends on how they view the organization they are leading, and that their ideas, or frames, determine what they see, understand, and consider when they lead.

Bolman explained that colleges and universities are difficult to lead because their multiple disciplines, constituencies, tasks, and goals can be complex and ambiguous. Higher education leaders often fail when they “see the wrong picture.” This typically occurs, he said, when leaders misread clues and head in the wrong direction or lose key constituents after moving too quickly or violating the institution’s culture. To increase their chances of success, Bolman suggested leaders reframe the picture — that they “choose to view the same issue from more than one perspective.”

Keeping Higher Education Affordable

The Institute’s closing plenary session, led by Lucie Lapovsky, an economist and former president of Mercy College, addressed the question, “Can We Keep Higher Education Affordable?” Lapovsky, who specializes in tuition discounting and cost containment in higher education, believes that institutions can keep college affordable if they make some radical changes. “Some changes can be done gradually, but some may be more significant and difficult to achieve,” she said.

After reviewing the cost of a college education and the impact that the national economy has on the choices families make about undergraduate education, Lapovsky discussed what the nation and institutions can do at the macro level to address the cost of college and keep it affordable. She emphasized that they should help students and their families understand that higher education is a sound investment, and it is not irrational to borrow for higher education. She also recommended that colleges and universities review their costs and consider a change in pricing strategies. Specifically, institutions should consider whether to make adjustments in five areas: academic program structure and faculty deployment, activities, scale, organizational structure, and financial aid spending.

(For podcasts of Bolman and Lapovsky’s plenary addresses, visit www.cic.edu/2012CAOresources.)
College, who spoke about tuition discounting and cost containment in higher education as well as the economic forces at work and what these trends might portend for private colleges and universities. The Honorable Henry G. Cisneros, executive chair of CityView companies and former Secretary of the U.S. Department of Housing and Urban Development and mayor of San Antonio, delivered a well-received video message on “Attracting First-Generation and Minority Students to a Liberal Arts Curriculum.” His message was followed by a presentation by Our Lady of the Lake University President Tessa Martinez Pollack, who has worked closely with Cisneros.

Speakers throughout the conference examined the changing demography of the college-going generation, challenges and opportunities posed by increased numbers of first-generation and low-income students, decisions about the allocation of intellectual and financial resources, and anxiety over the expanding presence of the federal government in academic decision making. In addition, sessions featured practical advice on matching strategic planning goals with available resources, prioritizing academic programs, and implementing successful program review models, among other important campus issues.

**Colloquium on Leadership for Chief Academic Officers: Classic and Contemporary Readings**

With support from the Henry Luce Foundation and American Academic Leadership Institute (AALI), CIC offered a leadership development program for chief academic officers that centered on the proposition that deliberative reflection on power, ethics, and responsibility are essential ingredients of educational leadership in the 21st century. The seminar participants discussed cases drawn from classical and contemporary thought and brought them into discussion of the situations faced by today’s CAOs. The Colloquium was designed to help CAOs prepare for challenges in the decades ahead, understand complex and unprecedented situations, and use strategic wisdom.

Nineteen CAOs participated in the summer 2012 Colloquium, which took place July 17–21 in Annapolis, Maryland. (For the participant list, see the Appendix, page 46.) John Churchill, secretary of the Phi Beta Kappa Society, led discussions on such topics as creating oneself as a leader, the interaction between human nature and society and its effects on leadership, and the interplay between personal and political power that shapes the nature of leadership. Readings ranged from the ancient Greek plays of Aeschylus, Aristophanes, and Sophocles through the social contract theorists,
Hobbes and Locke, to more contemporary works by Eudora Welty, Martin Luther King, Jr., and Martha Nussbaum.

OTHER PROGRAMS FOR CAMPUS LEADERS

Executive Leadership Academy
CIC, AALI, and the American Association of State Colleges and Universities jointly offer the Executive Leadership Academy (ELA) to prepare college and university leaders in vice presidential positions to move into presidencies. The year-long program is open, by nomination of the president, to vice presidents or cabinet-level administrators of all divisions of a college or university including enrollment management, academic affairs, finance, student affairs, administration, and advancement. The program consists of two seminars, ongoing webinars and reading exercises, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring. In recent years, Ann Die Hasselmo, president of AALI, served as director of the program and mentored the independent college participants. In July 2013 Thomas R. Keppele, Jr., the new president of AALI, succeeded Hasselmo.

Twenty-one administrators from CIC member institutions participated in the 2012–2013 ELA program, which began with a seminar in Washington, DC, on August 1–3, 2012, and concluded with a seminar on June 19–21, 2013, also in Washington. (For the participant list, see the Appendix, page 47.) In 2012, CIC obtained generous support from the Henry Luce Foundation for future cycles of the ELA. CIC selected the 2013–2014 ELA cohort of participants in January 2013; the opening seminar took place July 29–31, 2013, in Washington, DC.

Senior Leadership Academy
CIC and AALI cosponsor a year-long leadership development program for mid-level administrators in the divisions of academic affairs, student affairs, finance and administration, enrollment management, and advancement who aspire to a senior leadership position at an independent college or university. The Senior Leadership Academy (SLA) aims to broaden the pathways to senior leadership positions in higher education and to help participants develop institutional perspectives on higher education administration. The program consists of seminars conducted by current and former presidents and vice presidents, readings and case studies on college and university leadership, experiential activities developed by the participant, and mentoring by the nominator and the program director. In 2012–2013, Ann Die Hasselmo, president of AALI, led the program and mentored the participants; Thomas R. Keppele, Jr., will lead the 2013–2014 cohort. In 2012, CIC obtained generous support from the Henry Luce Foundation for the next three cohorts of the SLA.

Twenty-five administrators participated in the 2012–2013 SLA. (For the participant list, see the Appendix, page 47.) The opening seminar was held prior to the Institute for Chief Academic Officers in San Antonio, Texas, November 2–4, 2012, and the closing seminar took place in Washington, DC, June 16–18, 2013. CIC selected the 2013–2014 SLA cohort in February 2013; the opening seminar will take place in Pittsburgh, Pennsylvania, November 1–3, 2013, prior to the Institute for Chief Academic and Chief Student Affairs Officers.

Workshops for Department and Division Chairs
The 12th annual series of professional development workshops for new and experienced department and division chairs took place in four cities in spring 2013. Focusing on “The Chair as Leader and Faculty Peer,” the 2013 Workshops
for Department and Division Chairs examined how chairs can assist colleagues, advocate for their departments from an institutional perspective, and interact effectively with other administrators. A total of 327 department and division chairs—from colleges in 36 U.S. states as well as Nigeria and Pakistan—participated in the workshops, which took place April 4–6 in Philadelphia, Pennsylvania; May 14–16 in Cincinnati, Ohio; May 21–23 in Saint Paul, Minnesota; and June 4–6 in Albuquerque, New Mexico. AALI and AcademicKeys supported the workshops.

Ancient Greece in the Modern College Classroom Seminar
CIC and the Center for Hellenic Studies, a research institute of Harvard University in Washington, DC, cosponsor a seminar series on Ancient Greece in the Modern College Classroom that strengthens the use of classical texts in undergraduate general education. Made possible through the generous support of the Andrew W. Mellon Foundation, the seventh seminar in the series took place July 23–29, 2012, and focused on “Song Culture of Athenian Drama.” Interest in the program remained high—CIC selected 20 participants from 65 nominations for the program. The workshop enables participants from various disciplines to incorporate Athenian drama into their courses.

In 2013, the seminar topic returned to the Iliad for the first time since 2006. CIC selected 19 faculty members from 52 nominations to participate in the July 23–27 seminar, which took place at the Center for Hellenic Studies and again was made possible through the generous support of the Andrew W. Mellon Foundation. (For the participant list, see the Appendix, page 48.) Gregory Nagy, Francis Jones Professor of Classical Greek Literature and professor of comparative literature at Harvard University, and Kenneth Scott Morrell, associate professor of Greek and Roman studies at Rhodes College, led the seminar. Designed specifically for non-specialists, the seminar allowed participants the opportunity, through intensive reading and focused discussion of the Iliad, to expand their knowledge of ancient Greek culture, the conventions of Homeric poetry, and the nature of scholarly discourse and collaboration.

American History Seminar for Faculty Members
To strengthen teaching in history at CIC institutions, CIC and the Gilder Lehrman Institute of American History cosponsored, for the 11th and 12th years, a seminar for faculty members in June 10–13, 2012, and July 14–19, 2013.

Due to continued high interest in the topic, “Slave Narratives” was again the seminar’s focus in 2012. CIC received 86 nominations and selected 26 faculty members to participate in the seminar at Yale University. David W. Blight, Class of 1954 Professor of American History at Yale and author of A Slave No More: Two Men Who Escaped to Freedom, Including Their Narratives of Emancipation (2007), directed the seminar for a fifth consecutive year. Seminar discussion led to new ways of incorporating slave narratives into courses, new ideas for research projects, and the development of new courses focused entirely on slave narratives. The Andrew W. Mellon Foundation provided generous support in 2012, and the United Negro College Fund was a cosponsor for a fifth year.

Twenty-seven faculty members from CIC member institutions, selected from 55 nominations, participated in the 2013 American history seminar on “The Gilded Age,” held at Stanford University. (For the participant list, see the Appendix, page 48.) Participants explored the period from the end of the Civil War to roughly the turn of the 20th century that was once considered a backwater of American history. Recently, the Gilded Age
has become a fruitful source of new scholarship. Richard White, Margaret Byrne Professor of American History at Stanford University and author of *Railroaded: The Transcontinentals and the Making of Modern America*, led the program. Participants discussed the history of transcontinental railroads, the rise of the modern corporation, government expansion, mass immigration, and the first great age of modern technology in the United States. The seminar, also supported by the Andrew W. Mellon Foundation, examined the era in its own right while also considering the pedagogical issue of how to teach an era of the past with many parallels to the present age.

**Teaching European Art in Context**

This program, launched in 2010 and supported by the Samuel H. Kress Foundation, is designed to strengthen the teaching of art history at CIC institutions. In the fourth year of the program, CIC partnered with the High Museum of Art in Atlanta, Georgia, to offer a seminar on “Dutch Art, Patrons, and Markets” for 21 faculty members who teach art history. *(For the participant list, see the Appendix, page 49.)* The seminar took place June 23–28, 2013, and was held in conjunction with a rare traveling exhibition of Dutch art—*Girl with a Pearl Earring: Dutch Paintings from the Mauritshuis*—which featured masterpieces by Vermeer, Hals, and Rembrandt and was on view at the High Museum beginning in June 2013. Catherine Scallen, chair of the department of art history and art at Case Western Reserve University and author of *Rembrandt, Reputation, and the Practice of Connoisseurship*, led the seminar. Participants considered Dutch art during the 17th century, when new subjects such as landscapes, still lifes, and scenes of daily life replaced the formerly dominant religious images and scenes from classical mythology. Participating faculty members, many from institutions without large campus museums or proximity to major art museums, shared teaching strategies during organized discussions and informal gatherings.

**Programs for Spouses of Presidents and Chief Academic Officers**

CIC provides special programming for spouses of presidents and chief academic officers at its two annual institutes. CIC’s 2013 Presidents Institute hosted 153 spouses; the 2012 Institute for Chief Academic Officers hosted 30 spouses. The Presidents Institute Spouses Program featured Diana Villiers Negroponte, a non-resident senior fellow in foreign policy at Brookings Institution and wife of Ambassador John Negroponte, who discussed the challenges that couples face as each pursues his or her own professional goals while remaining supportive of the spouse and the family.
CIC supports practical, sustainable, and cost-effective ways to raise the quality of higher education. The variety of initiatives and programs that CIC offered in 2012–2013 helped strengthen campus programs for first-generation and low-income college and university students; bring distinguished visiting fellows to campuses; promote vocational exploration in undergraduate education; support graduate studies; strengthen information fluency in the disciplines; improve teaching and research in critical fields of study; and serve campus leaders to improve student learning.

Improving Educational Effectiveness

ENHANCING CAMPUS PROGRAMS FOR FIRST-GENERATION AND LOW-INCOME COLLEGE AND UNIVERSITY STUDENTS

CIC/Walmart College Success Awards
Thanks to a $3 million grant from the Walmart Foundation, CIC awarded CIC/Walmart College Success Awards of either $100,000 or $50,000 to 30 member colleges and universities to strengthen efforts to help first-generation students succeed in college. Selected institutions used funds over a two-year period (July 2010–July 2012). Fifty institutions (30 selected in 2010 and 20 selected in 2008) formed a Network for College Success to learn from one another and serve as models for other colleges and universities. Teams and individuals from these institutions participated in a conference, “Bridging the Cultural Divides,” held in Washington, DC, in July 2011. CIC received final reports from institutional participants in September 2012.

The Walmart Foundation grant also supported development of a public website to disseminate best practices in educating and graduating first-generation college students. In addition, the grant supported the production of a report on best practices from both cohorts and an evaluation of the effectiveness of the program. CIC published the website and report in October 2013 (www.cic.edu/CollegeSuccess).

In May 2013, the Walmart Foundation awarded CIC a $250,000 grant to hold a culminating symposium in which representatives of the 50 CIC/Walmart College Success Awards will present the results of their programs to faculty and staff members of approximately 185 other institutions.

Pathways Project
A grant from the Carnegie Corporation of New York supported Creating Pathways to Educational and Economic Opportunity in Urban Colleges and Universities (Pathways Project) and made possible the creation of an urban cluster from the CIC/Collegiate Learning Assessment Consortium to improve learning among at-risk and underrepresented students in urban settings. Ten new institutions were added to 19 Consortium members that applied to participate in this new project, bringing the number of Pathways Project teams to 29 institutions.

CIC published a report, using student learning assessment data from participating Pathways Project
institutions to explore the academic achievement of low-income and first-generation students, in May 2012. The report, *An Analysis of Learning Outcomes of Underrepresented Students at Urban Institutions*, was written by Josipa Roksa, associate professor of sociology and education at the University of Virginia, and is available on CIC’s website at [www.cic.edu/CLAUrbanReport](http://www.cic.edu/CLAUrbanReport). The report states that after controlling for individual-level characteristics, particularly academic preparation, there are no differences in CLA performance among different groups of students in either urban or non-urban settings.

In May 2012, with support from the Carnegie Corporation, CIC extended the Pathways Project for an additional year (2012–2013) to support the implementation of campus action plans. Thirteen urban institutions in the Pathways Project were awarded $91,000, with each institution receiving $7,000, to support their project implementations.

(For the list of participating institutions, see the Appendix, page 49.) A final report on the Pathways Project was released in fall 2013.

**BRINGING DISTINGUISHED VISITING FELLOWS TO CAMPUSES**

**Woodrow Wilson Visiting Fellows**

For 38 years, the Woodrow Wilson Visiting Fellows program has brought prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses across the United States for substantive week-long exchanges with students and faculty members. Now in its sixth year of operation by CIC, the Visiting Fellows program continues to bring high-quality academic programming to campuses nationwide. In the 2012–2013 academic year, the program arranged 63 campus visits across the country, and it has arranged 53 visits for the 2013–2014 academic year thus far. (For the list of host campuses, see the Appendix, page 49.)

Ten Fellows were added to the roster in the last year, including Michael Lehnert, a retired Marine Corps major general who participated in combat operations in Panama, Kuwait, and Iraq during his 37 years of active duty and later served in Guantanamo Bay, Cuba; Debra Houghtaling, executive director of the Grow Iowa Foundation, a nonprofit organization that provides capital for small business and affordable housing development; and Richard Blanco, the poet who spoke at President Barack Obama’s second inauguration. (For more information on the Visiting Fellows program, see www.cic.edu/VisitingFellows.)

REINFORCING THE ROLE OF SMALL COLLEGES IN PREPARING STUDENTS FOR GRADUATE STUDIES

American Graduate Fellowships
The American Graduate Fellowships program, created in 2006, advances two primary purposes: to encourage the best students at small and mid-sized independent colleges to apply for PhD work in the humanities at top-tier private research institutions and to raise awareness at leading graduate schools that small colleges are a rich source of talented future doctoral students in the humanities.

The program provides fellowships for doctoral study in the humanities to graduates of small, lesser-known colleges who are admitted to the PhD programs in some of the most selective research universities in the United States and United Kingdom. The program was created in response to the trend of graduate programs in the humanities increasingly drawing students from research institutions and flagship state universities.

Two fellowships, worth up to $50,000 each and renewable for a second year, were awarded for four years. A total of eight students received up to $100,000 as American Graduate Fellows. In the 2010–2011 academic year, the final round of the program, CIC received 37 applications, selected seven finalists, and named two winners. In 2012, the remaining funds of the original donation after all of the Fellowships were awarded were made available by donor approval to supplement the grant for the students’ degree work for such uses as travel to professional conferences, tuition for required foreign language learning, travel to review materials held in libraries abroad, and summer stipends in lieu of teaching to facilitate dissertation progress.

The American Graduate Fellowships program is funded by the Wichita Falls Area Community Foundation of Wichita Falls, Texas.

Davies-Jackson Scholarship
CIC administers a scholarship program for graduates of private colleges and universities who possess exceptional academic records and are the first in their families to graduate from college. Recipients receive a full two-year scholarship to St. John’s College, University of Cambridge, England. In August 2012 an additional 50 CIC member institutions were added to the list of institutions from which students are eligible to apply, bringing the total number of CIC institutions to 458 out of the 500 that are eligible. Applications are accepted for study in the following subjects: archaeology and anthropology; classics; economics; English; geography; history; history of art; modern and medieval languages; music; philosophy; and social and political sciences. Up to two scholarships may be awarded annually. In 2012, 39 students applied for the program, and in January 2013, two of the applicants were selected to receive the 2013 scholarships: Sasheene Denny, a senior at Alverno College, who will study history; and Kai Yin Ho, a senior at Augustana College (IL), who will study biological anthropology.

IMPROVING INFORMATION FLUENCY

Information Fluency in the Disciplines
Building on the success of the Transformation of the College Library workshops, which were completed in spring 2008, CIC launched in 2010 a series of four workshops on Information Fluency in the Disciplines. Supported by grants from the Andrew W. Mellon Foundation, the workshops help independent colleges and universities move beyond teaching basic information “literacy” in the general education curriculum to infusing information “fluency” into majors in the humanities. Participants include teams of faculty members, librarians, and chief academic officers from CIC member colleges and universities.

The first four workshops focused on literature (2010 and 2011), history (2011), and ancient studies (2012), and were endorsed by the American Historical Association, American Philological Association, Appalachian College Association, Association of College and Research Libraries, Modern Language Association, and the United Negro College Fund.

With additional support from the Andrew W. Mellon Foundation, CIC began a second series of four workshops that will focus on information fluency in world languages and literatures, English and American literature, pre-modern history, and modern history. The first workshop in the new series, which covered information fluency in
foreign languages, literatures, and cultures, took place February 14–16, 2013, in Charleston, South Carolina. (For the list of participating institutions, see the Appendix, page 50.) From 35 applications, CIC selected teams from 23 institutions to participate.

FOSTERING VOCATIONAL EXPLORATION IN UNDERGRADUATE EDUCATION

Network for Vocation in Undergraduate Education

CIC’s Network for Vocation in Undergraduate Education (NetVUE) expanded to 175 member colleges and universities through June 2013, and membership continues to increase. Established in 2009 through a generous grant from Lilly Endowment Inc., NetVUE is a nationwide campus-supported network whose purpose is to foster the intellectual and theological exploration of vocation among college and university students. Through national and regional conferences, the development and exchange of resources, and participation in online networking, institutions help students deepen their vocational exploration. Colleges and universities with well-established programs in the theological exploration of vocation disseminate the results of their work through this network and support other institutions that wish to develop similar programs.

Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, consulting and campus visit services, and online resources and networking. The second national NetVUE Conference, which focused on “Enriching the Theological Exploration of Vocation” and attracted 450 participants from 150 institutions, took place March 14–16, 2013, in Indianapolis, Indiana.

To expand NetVUE, Lilly Endowment Inc. awarded CIC a grant of nearly $6.9 million—the largest grant ever received by CIC—in September 2011. The grant supports three initiatives for approximately five years: a series of program development grants to NetVUE member institutions; the development of new scholarly resources for use in courses and co-curricular activities; and a program to strengthen the college chaplaincy at NetVUE member institutions. The first portion of the Lilly Endowment funding supports NetVUE Program Development Grants, which may be used to deepen, expand, or otherwise strengthen 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 approximately two years. In the first round of awards, CIC awarded 33 NetVUE member colleges and universities grants in November 2012. In April 2013, CIC invited applications for a second round of program development grants with proposals due in September 2013. The second portion of the Lilly Endowment funding supports scholarly endeavors that aim to create new resources for teaching and research on the theological exploration of vocation. Over the next few years, a series of three structured seminars will bring scholars together to collaborate on writing about different aspects of the subject. The NetVUE Scholarly Resources Project held its first seminar June 17–21, 2013, at Hope College in Michigan. (For the list of scholars, see the Appendix, page 50.) The third portion of the Lilly Endowment funding supports a set of conferences to strengthen the college chaplaincy at NetVUE member institutions. Featuring the theme “Strengthening Campus Chaplaincy: New Models of Leadership and Practice,” two national chaplaincy conferences will take place March 27–29, 2014, in Chicago, Illinois, and September 18–20, 2014, in Atlanta, Georgia.
Securing America’s Future: The Power of Liberal Arts Education

In November 2012 CIC announced a multi-pronged national public information initiative to promote the liberal arts, liberal arts colleges, and the effectiveness of independent higher education. The campaign, “Securing America’s Future: The Power of Liberal Arts Education,” has gained significant momentum over the year. Former Kenyon College President and CIC Board Chair Georgia Nugent leads the effort as senior fellow. The campaign’s advisory committee is composed of member presidents, chief enrollment officers, and chief public relations officers. (For the list of advisory committee members, see Advisory Committees and Task Forces, page 36.) As part of the campaign, CIC is launching several research projects designed to document the effectiveness of independent liberal arts colleges. Topics will address the affordability of independent colleges; the proven capacity of small and mid-sized independent colleges to produce a disproportionate number of graduates in the STEM fields; the positive outcomes of a liberal arts education for low-income and first-generation students; and alumni perspectives on liberal arts education. In fall 2013, CIC launched a new campaign website to support CIC member presidents and PR directors by providing easy access to key messages and data as well as articles, op-eds, and multimedia pieces focused on the value of the liberal arts. CIC also will roll out a media tool kit for CIC members to help PR directors and presidents target local media with the messages and data being used in the national campaign to promote the liberal arts.
INCREASED VISIBILITY IN THE NATIONAL MEDIA

College Media Conference for Campus Public Relations Directors


A one-day preconference workshop, “Crisis Communication in a Digital Age,” featured campus communications executives from Virginia Tech, Penn State, Syracuse, Amherst, and others who shared the outcomes and lessons learned in crisis situations such as school shootings, sexual assault, drinking and hazing, campus protests, and weather disasters.

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

CIC has expanded its role as a national voice for independent higher education through an increasing number of interviews, opinion pieces, and articles. These efforts resulted in more coverage of CIC conferences, programs, and services, and CIC member institutions were more often highlighted in stories by reporters who otherwise might not have focused on small or mid-sized private colleges or universities. CIC’s partnerships with various news organizations continued to offer opportunities for CIC and its members to publicize the independent sector of higher education. University Business magazine published several columns in its Independent Outlook section: “‘Disruptive Innovation’ Is No Elixir,” by Ekman (September 2012); “Town-Gown Dramatics,” by Norval Kneten, president of Barton College (December 2012); “Post-College Success Not All about the Money,” by Nancy Oliver Gray, president of Hollins University (March 2013); and “Generation Gaps: Changing Public Opinion on the Liberal Arts” by Ekman (May 2013). In addition, Change magazine printed a letter to the editor by Ekman, “Good Students Make Good Graduates,” in its November–December 2012 issue.
Several CIC programs and services received coverage during the year by the national and trade press:

- Four news stories highlighted CIC’s liberal arts campaign: A November 19 Inside Higher Ed story “Making the Case”; a March 7 article in Time magazine’s online publication, Time.com, “Who Needs Philosophy? Colleges Defend the Humanities Despite High Costs, Dim Job Prospects”; an April 9 Inside Higher Ed story, “Study Backs Liberal Arts, but Questions Graduates’ Competence”; and an April 11 Boston Globe article, “Bowdoin President Defends School after Report.” In addition, in a March 18 column on the society’s website Phi Beta Kappa Society Secretary John Churchill discussed a meeting convened by CIC of organizations with projects underway to promote the liberal arts.

- Two 2012 CIC reports generated media coverage. The Associated Press ran a story titled “Big Rewards, Less Job Security for College Leaders” (July 5) highlighting findings from A Study of Presidents of Independent Colleges and Universities. The Chronicle of Higher Education and Inside Higher Ed also ran items on the study: “Most Private-College Presidents Are Happy in Their Roles, Report Says” (Chronicle, July 12) and “Private College Presidents: Satisfied in Their Jobs” (Inside Higher Ed, July 13).

- In summer 2012 Ekman was interviewed by Ben Pokross of the Chronicle on trends in foundation support (July 10); by Jennifer Levitz of the Wall Street Journal on college endowments (July 25); by Kevin Kiley of Inside Higher Ed on unique sources of revenue at liberal arts colleges (August 11); and by Scott Carlson of the Chronicle on the ways that a small college might be a better destination for first-generation and at-risk students (August 30).

- Ekman was quoted in an Inside Higher Ed story, “Mission-Driven, Market-Smart” (August 15); a Huffington Post op-ed, “Finding (and Keeping) the Right College President” (September 12); and two Chronicle stories, “Program for At-Risk Students Helps College, Too,” (September 17) and “MOOCs Could Hurt Smaller and For-Profit Colleges, Moody’s Report Says” (September 12).

- A CIC fact sheet and press release on student debt data released widely on September 12 to member presidents, CAOs, and public relations officers, the Higher Education Secretariat, and the media generated coverage in Inside Higher Ed (“Private Colleges Take on Debt Myths,” September 13) and U.S. News & World Report (“Council of Independent Colleges Debunks Student Loan Myths,” September 17). CIC presidents have used the data for op-ed pieces in their local newspapers, including Francesco Cesareo, president of Assumption College, “Debt Myths Versus Real Value” (Worcester Telegram & Gazette, October 16) and Noreen Carrocci, president of Newman University, “Be Skeptical of Claims about College Cost, Debt” (Wichita Eagle, November 6).

- Kevin Kiley of Inside Higher Ed covered several sessions at CIC’s 2012 Institute for Chief Academic Officers in a story, “Growing Populations of Underprepared Students Provide a New Challenge for Private Colleges” (November 6).

- Ekman was interviewed on November 16 by Paul Fain of Inside Higher Ed (“Another Push on Prior Learning,” November 19); by Kathleen Kerr of Newsday (“Dowling College Struggles with Enrollment, Finances,” September 15) and again on November 16 for a follow-up story on Dowling and the composition of boards of trustees of colleges.

- Two reporters who attended CIC’s 2013 Presidents Institute wrote about the conference session, “Collaborative Efforts on Student Aid and Admissions Policies.” Lee Gardner, senior editor of the Chronicle of Higher Education, wrote “Private-College Presidents Urge a Commitment to Need-Based Aid” (January 6); Inside Higher Ed editor Doug Lederman filed a story, “Baby Steps for Need-Based Aid” (January 7).

- Another Chronicle reporter, Ruth Hammond, interviewed Ekman for a story, “As Presidents Retire, Colleges Look Farther Afield for Their Replacements” (January 7), in which he commented on some of the reasons for leadership changes at private colleges.


- Several news sources picked up a March 20 PRWeb story on Robin Sanders, former U.S. ambassador to Nigeria, visiting Westminster College (MO) as part of the CIC-administered Woodrow Wilson Visiting Fellows program. And the Chicago Daily Herald ran an item on March 26 on Woodrow Wilson Visiting Fellow Stephen Vetter’s visit to Aurora University.

- Two Associated Press stories quoting Ekman appeared in dozens of newspapers nationwide. A story by Justin Pope, “Liberal Arts Colleges Forced to Evolve with Market” (January 15), quoted Ekman discussing the questions institutions face in finding the right balance between the liberal arts and professional studies. And a story by AP reporter Alan Scher Zagier, “Columbia College Emerges from Mizzou’s Shadow” (March 23), quoted Ekman praising Columbia College’s (MO)
leadership for finding the right blend between liberal arts and professional programs.


An April 29 Chronicle article, “Eboo Patel Has a Dream,” discussed the new interfaith-studies program that CIC is developing in cooperation with Interfaith Youth Core. Another Chronicle story, “College Leader Takes Over Effort to Train New Campus Chiefs” (May 20), announced that Thomas R. Kepple, Jr. would become president of the American Academic Leadership Institute (AALI) in July and would direct the CIC and AALI cosponsored Executive Leadership and Senior Leadership Academies.


The Making the Case website has been used by CIC in presentations about the independent sector and has assisted presidents and other institutional leaders in preparing articles and speeches and in compiling comparative data for institutional purposes. The Making the Case website initially was made possible by grants from the William Randolph Hearst Foundations.

DOCUMENTATION OF THE INDEPENDENT SECTOR OF HIGHER EDUCATION

Making the Case Website
CIC’s Making the Case website (www.cic.edu/MakingTheCase) is the central source for evidence of the quality and effectiveness of independent higher education. The site consists of five sections: Search and General Information, Charts and Data, Books and Reports, Speeches and Addresses, and Media Activity. Organized around six key messages, comparative data and resources show that independent institutions are affordable for students and families; provide access and success for diverse students; provide personal attention to students; facilitate student success; engender alumni satisfaction with their college education; and encourage students and alumni to contribute to the public good. As part of CIC’s website redesign in 2012, more than 120 charts from the earlier Making the Case website were reconfigured for the new website and tagged for easier searching.

In September 2012, CIC posted on the Making the Case website new data that counters misperceptions and provides important information about student indebtedness. A slideshow of Student Debt: Myths and Facts presents clear statements backed by comparative information presented in charts and graphs from the latest data available. The widely viewed data has been enthusiastically received by CIC members and has received positive media coverage.

CIC periodically disseminates information and statistics by email from the Making the Case website to all member presidents, chief academic officers, and public relations and institutional research directors. These Making the Case emails include charts with links to their location on the website.
CIC works to advance the institutional effectiveness of its member colleges and universities through various programs, services, and activities. CIC has focused much of this effort in recent years on increasing the capacity for assessment and improvement of student learning and the effective use of comparative data to improve planning and decision making by independent colleges and universities.

CIC has long been a national leader in voluntary efforts to improve the quality of student learning and a strong advocate of institutional autonomy in accountability efforts. For more than a decade, CIC has helped its member colleges and universities navigate through the array of initiatives that are underway—those by regional accreditors, foundation-supported projects, and various campus efforts.

Statement on Assessment
CIC produced a statement on assessment in 2012. The CIC Statement on Assessment: Leadership for Student Learning Assessment and Accountability, which traces CIC’s leadership in efforts to improve the quality of undergraduate education and describes CIC’s approach to voluntary assessment and accountability efforts, is available online at www.cic.edu/Assessment.

Collegiate Learning Assessment Consortium
Beginning in 2002, CIC collaborated with the Council for Aid to Education to develop and implement the Collegiate Learning Assessment (CLA), one of the first standardized instruments to measure directly an institution’s contribution to student learning. Initially involving 12 institutions, in 2005 the CIC/CLA Consortium expanded to 33 colleges and universities, meeting each summer for collaboration and support. In May 2008, CIC published its first report on the work of the Consortium, Evidence of Learning: Applying the Collegiate Learning Assessment to Improve Teaching and Learning in the Liberal Arts College Experience. Continued funding from the Teagle Foundation enabled, in Phase III of the Consortium, 47 colleges and universities to develop more comprehensive assessment strategies using the CLA (fall 2008–spring 2011). The final report on the work of the CIC/CLA Consortium from 2008 through 2011, Catalyst for Change: The CIC/CLA Consortium, was published in November 2011 and is available on CIC’s website.

The work of the CIC/CLA Consortium was generously funded by the Teagle Foundation with additional support from the Carnegie Corporation of New York. (For information on the Pathways Project, an urban cluster within the CIC/CLA Consortium that works to improve learning among at-risk and underrepresented students in urban settings, see page 14.)

Support for the National Survey of Student Engagement
In 2001, CIC was the first national presidential association to urge its members to use NSSE as a means of gauging student involvement in educationally purposeful activities that are highly...
CIC MEMBER INSTITUTIONS AND THE PRESIDENT’S ALLIANCE

The New Leadership Alliance for Student Learning and Accountability is an advocacy organization that leads and supports voluntary and cooperative efforts to move the higher education community toward gathering, reporting on, and using evidence to improve student learning in American undergraduate education. CIC is a founding sponsor of the Alliance, and CIC President Richard Ekman serves on its board.

In 2010 the Alliance announced an initiative, the Presidents’ Alliance for Excellence in Student Learning and Accountability, which would work to ensure college degrees reflect a high level of student achievement. Presidents of more than 100 institutions committed to following the Presidents’ Alliance action plan. Each institution provided an audit of its practices in gathering, reporting, and using evidence, and offered its plan for improvement over two years. Forty-one CIC member institutions joined the Presidents’ Alliance:

Agnes Scott College
Alverno College
Assumption College
Augustana College (IL)
Austin College
Bethany College (WV)
Butler University
Coker College
College of Saint Benedict/Saint John’s University
Denison University
Dominican University (IL)
Drake University
Earlham College
Elizabethtown College
Franklin College
Franklin Pierce University
Gettysburg College
Gwynedd Mercy University
Hartwick College
Haverford College
Heritage University
Hope College
Juniata College
Kalamazoo College
McKendree University
Ohio Wesleyan University
Otterbein University
Paul Smith’s College
Saint Anselm College
Saint Michael’s College
Stevenson University
The College of Wooster
University of Charleston
University of Puget Sound
Ursinus College
Wagner College
Washington and Lee University
Westminster College (UT)
Wheelock College
Whittier College
Wofford College

Other Assessment and Accountability Efforts

CIC has taken a leadership role in supporting other national assessment and accountability efforts. Working with the Teagle Foundation and other higher education associations, CIC helped draft and disseminate a statement of principles, New Leadership on Student Learning and Assessment. As a founding sponsor of the New Leadership Alliance for Student Learning and Accountability (see box), CIC has partnered with other higher education associations to harness and direct collective, sustained, strategic—and voluntary—efforts to correlated with academic success. To date, more than 556 CIC colleges and universities (90 percent of CIC’s membership) have used NSSE to assess student engagement in the first and senior years. Many CIC institutions make their NSSE scores available to the public on their institutional websites. Many CIC colleges and universities also are using the Faculty Survey of Student Engagement and the Beginning College Survey of Student Engagement.
improve student learning in American colleges and universities. CIC also has advised the National Institute for Learning Outcomes Assessment in its efforts to help institutions document and promote promising practices for assessing college student learning outcomes. CIC is one of the national associations that has endorsed *Committing to Quality: Guidelines for Assessment and Accountability in Higher Education*.

**CIC Degree Qualifications Profile Consortium**

The Lumina Foundation awarded CIC a grant in April 2011 to work with academic leaders and faculty members from 25 institutions over two years to test the applicability and usefulness of Lumina’s Degree Qualifications Profile (DQP) in independent colleges and universities. The Lumina initiative aims to improve the quality of undergraduate education and increase the undergraduate degree-completion rates at independent colleges and universities. In November 2011, CIC selected 25 institutions from more than 80 that applied to participate in the CIC/DQP Consortium, collaborate on ways they will apply the DQP framework to their undergraduate degree requirements, and potentially revise their institution’s curriculum. The work of the Consortium began in late 2011, with the first meeting held in March 2012 in Indianapolis, Indiana; several webinars have been conducted since then. In June and August 2012, five regional meetings took place in California, New York, Pennsylvania, Indiana, and South Carolina. The second meeting of the Consortium was held October 18–20, 2012, in Washington, DC. During the final Consortium meeting, which took place in Indianapolis, Indiana, August 1–3, 2013, the campus teams discussed lessons learned in completing their projects. A final publication of the results is due in late 2013. *(For the list of participating institutions, see the Appendix, page 50.)*

**Engaging Evidence**

CIC received a grant in May 2011 from the Teagle Foundation to apply the lessons learned from the CIC/CLA Consortium as well as from other Teagle-supported consortia to develop a network that could help private colleges and universities learn how to make more effective use of the results of student outcomes assessment and improve the quality of student learning. In February 2012, CIC selected 40 institutions from among the 69 that applied to participate. Three-person teams from the 40 institutions participated in an August 5–7, 2012, workshop in Washington, DC, to refine project plans. *(For the list of participating institutions, see the Appendix, page 50.)* Participating institutions have formed a network to improve student learning outcomes and have spent the past year implementing their projects and reporting on the outcomes. CIC offered several webinars to support implementation of the projects. A final report will be released in late 2013.

**USING DATA TO INFORM DECISION MAKING**

Through its own initiatives and partnerships with other organizations, CIC helps strengthen the capacity of member colleges and universities to use comparative data to improve institutional effectiveness, planning, and decision making.

**Key Indicators Tool**

CIC’s Key Indicators Tool (KIT), developed in 2004, provides each CIC member president with an annual confidential, customized, benchmarking
methodology to a national group of colleges and universities. The seventh annual FIT, released in July 2013 to institutional member presidents, demonstrates that many CIC colleges and universities are returning to a stronger financial footing following the 2008–2009 economic recession. For 2010–2011, the most recent period for which data are publicly available, independent small and mid-sized institutions posted a second consecutive year of improvement as measured by the Composite Financial Index, suggesting that the sector as a whole has experienced a steady financial recovery.

Following initial funding by the William Randolph Hearst Foundations, TIAA-CREF has generously supported the FIT since 2008.

**Financial Indicators Tool**

CIC’s Financial Indicators Tool (FIT), developed in 2005, provides each CIC member president with an annual confidential, customized, financial benchmarking report to complement the KIT at no cost to the institution. The FIT measures institutional financial health using four core financial ratios along with a combined index score. It is designed to provide a succinct indication of an institution’s financial performance over six years with comparisons similar to those in the KIT. With the assistance of the Austen Group, CIC collects a unique, proprietary dataset of more than 700 baccalaureate and master's-level private colleges and universities, using data from IPEDS and from IRS Form 990s acquired through GuideStar. The FIT is the first benchmarking report to apply this methodology to a national group of colleges and universities. The seventh annual FIT, released in July 2013 to institutional member presidents, demonstrates that many CIC colleges and universities are returning to a stronger financial footing following the 2008–2009 economic recession. For 2010–2011, the most recent period for which data are publicly available, independent small and mid-sized institutions posted a second consecutive year of improvement as measured by the Composite Financial Index, suggesting that the sector as a whole has experienced a steady financial recovery.

Following initial funding by the William Randolph Hearst Foundations, TIAA-CREF has generously supported the FIT since 2008.

**Other Benchmarking Services**

In partnership with the Austen Group, which produces the KIT and FIT, CIC provides additional benchmarking services to augment these reports. The added services include enabling a CIC member institution to select two sets of comparison institutions for more refined benchmarking analysis. CIC member institutions also are able to schedule an online consultation with the president of the Austen Group, Michael Williams. Each of these benchmarking services is available to CIC member institutions for a modest fee. As of June 2013, 63 CIC member institutions have requested 148 of these services: 67 comparison group KITs, 57 comparison group FITs, 11 comparison group selection services, 11 online consultations, and two international benchmarking reports.
Serving State Fund Members

CIC has an active program to support the advancement of State Fund Members—fundraising consortia of independent colleges and universities, currently in 32 states. CIC provides member services, consulting, and grant support to State Fund Members and organizes conferences, webinars, and “best practices” workshops.

Annual Conference
The CIC State Funds Annual Conference, which took place April 28–May 1 in Indianapolis, Indiana, focused on the theme, “Making the Case, Fulfilling Our Mission.” The conference explored how to enhance fundraising programs, with speakers and best practices sessions addressing issues such as major gift solicitations, corporate and foundation relations, scholarship fundraising, and sponsorships. Speakers also discussed how State Fund leaders can participate in CIC’s campaign to promote independent liberal arts colleges. Other sessions examined new concepts for collaborative programs and new media tools to increase institutional visibility. The keynote and plenary speakers included Jo Young Switzer, president of Manchester University; Douglas W. Orr, president emeritus of Warren Wilson College; David Brandt, president emeritus of George Fox University; and Holiday Hart McKiernan, chief of staff and general counsel of the Lumina Foundation. The conference welcomed three new state executives in the national network: Ben Exley of the West Virginia Independent Colleges and Universities, James Johnson of the Nebraska Independent College Foundation, and Matt Lindsey of the Kansas Independent College Fund.

Endowment
The endowment fund that the Foundation for Independent Higher Education (FIHE) brought with it to the 2010 merger with CIC was valued at more than $38 million as of June 30, 2013. In keeping with the directive of the endowment’s major donor — the UPS Foundation— the fund is dedicated to advance the programs of CIC’s State Fund Members and, through them, their member colleges and students.

Grant Programs
The drawdown from the endowment supports a range of programs and projects to benefit State Funds and their member colleges and universities, including the following grant programs.

UPS Scholarship Program
During 2012–2013, CIC provided nearly $1.5 million in grants to State Fund Members to distribute to their member colleges as scholarships for students from underserved populations, such as first-generation, minority, or low-income families. Honoring the benefactor that created the endowment, CIC provides the scholarships in
the name of UPS. Students at 609 independent colleges benefitted from this program, with each student receiving a $2,400 UPS Scholarship.

**Scholarship Challenge Grants**

Three State Fund Members—those in Alabama, Tennessee, and Virginia—mounted campaigns during the year to raise funds to meet $25,000 challenge grants provided by CIC as leverage for them to secure additional gifts and grants for student scholarships. This was the third year of the Challenge Grant program, and to date the initiative has helped generate more than $850,000 in new scholarship funding for students at member colleges in the participating states.

**Capacity-Building Grants**

In the third year of this program, CIC awarded $5,000 grants to five State Fund members as “seed money” to fund start-up costs for new initiatives that will generate significant support to benefit their member colleges. The private college consortia in Indiana, Kansas, Nebraska, North Carolina, and Oregon received these grants to fund a wide variety of projects ranging from the design and production of new fundraising brochures to the development of a program for member colleges to work collaboratively to seek consortial grants from regional and national foundations.

**First Opportunity Partners Grants**

This long-standing grant program supported by annual grants from the UPS Foundation is designed to support multi-college collaborations to enhance access and success for first-generation, minority, and low-income students at independent colleges and universities. In fall 2012, CIC approved four grants for a total of $92,500. After each raised matching funds for their project, the grants were distributed to State Fund Members in Illinois, Michigan, Nebraska, and North Carolina for projects to enhance college readiness for incoming students or to expand programs to increase the retention rate of at-risk students currently enrolled.

**National Venture Fund Grants**

This grant program, which supports multi-college collaborations to advance the interests of independent colleges and universities, in 2013 awarded four grants totaling $100,000 to State Fund Members in Illinois, Nebraska, New Jersey, and Washington. Initiatives funded include a student career internship initiative, a collaborative admissions program to recruit more students from Hispanic populations, and expansion of a collaborative student undergraduate research program at member colleges.

**MEMBER SERVICES**

CIC provides additional services to State Fund Members. Activities in 2012–2013 included the following.

**State Visits by Executive Director**

As part of an ongoing member service, FIHE’s executive director provides consultant visits to State Fund offices. Visits during the period included the Alabama Association of Independent Colleges and Universities, the Arkansas’ Independent Colleges and Universities, the Iowa College Foundation, the Kansas Independent College Fund, the Michigan Colleges Foundation, the Missouri Colleges Fund, and the Association of Independent Colleges and Universities of Pennsylvania. In addition, the executive director served as a keynote speaker at meetings of the Associated Colleges of Illinois and the Independent Colleges of Indiana.

**Presidents Institute**

Eighteen State Fund executives attended the 2013 Presidents Institute in Palm Harbor, Florida. Several State Fund executives served as session panelists and chairs. During the Institute, CIC hosted a breakfast meeting for State Fund Members and five State Fund executives hosted separate lunches or dinners for their member college presidents.

**FIHE Advisory Council**

The FIHE Advisory Council met quarterly during the year to provide advice and counsel to CIC’s president and FIHE’s executive director on the development of CIC’s State Fund Member programs. (For the list of Advisory Council members, see Advisory Committees and Task Forces, page 36.)

**Benchmarking Reports**

The benchmarking service was improved this year to provide State Funds with up to five years of comparative data on their fundraising efforts, comparing the State Fund’s results with those of an immediate peer group of State Funds and with the full network.

**FIHE Community Site**

The FIHE Community Site continued to provide State Fund executives with a secure and interactive online community to share information and exchange materials.

**CASE Membership**

Through its 2012–2013 institutional membership in the Council for Advancement and Support of Education (CASE), CIC offered State Fund Members the opportunity to secure discounted CASE memberships.
Through collaboration among private colleges and universities and by partnering with other organizations, CIC offers programs and services that are cost-effective and efficient. Among the many CIC-sponsored collaborations are the following programs.

Developing Leaders

CIC and the American Academic Leadership Institute

CIC continued its relationship with AALI, an organization formed in 2007 after a reorganization of the Academic Search Consultation Service produced AALI and a subsidiary, Academic Search, Inc. Under the arrangement, CIC and the American Association of State Colleges and Universities (AASCU) became “supported organizations” (in Internal Revenue Service terms) of AALI, and AALI became a “supporting organization.” Proceeds from Academic Search, Inc. enable AALI to support CIC’s leadership development activities. The alliance serves independent higher education leaders by working together to identify future leaders, prepare them to move into the next level of leadership, and help institutions match leaders with institutional needs. In May 2013, AALI and CIC announced the appointment of Thomas R. Kepple, Jr. as president of AALI starting in July. Kepple also succeeded Ann Die Hasselmo in her role as director of CIC’s Executive and Senior Leadership Academies. AALI elected Hasselmo Director Emerita upon her retirement.

Leadership through New Communities of Knowledge Workshops

For the past four years CIC has partnered with the Council on Library and Information Resources (CLIR) to offer professional development opportunities for library staff at CIC institutions on topics such as understanding student research behavior, managing digital assets, and restructuring work within the library.

In March 2013 CIC offered professional development travel grants in partnership with CLIR as part of the Institute of Museum and Library Services-funded Leadership through New Communities of Knowledge program. The faculty development travel grants for librarians, worth up to $1,000 each, were used by librarians to participate in one library-related conference or event in the spring. Out of 112 applications received, CIC selected 30 grantees. (For the list of participating institutions, see the Appendix, page 51.)

Helping Students through Tuition Exchanges

A key benefit of CIC membership, the CIC Tuition Exchange Program consists of a network of member colleges and universities willing to accept, tuition free, students from families of full-time employees of other CIC-TEP institutions. Participation in this program continues to increase. As of June 30, 2013, 414 of CIC’s 645 member colleges and universities were participating in CIC-TEP, making it the largest international tuition exchange program for private institutions.

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, advertising rates, and rights and permissions site licenses for the Times archives, as well as programs and events on campus sponsored by the Times and priority in securing reporters and editors for speaking engagements on campus. Nearly 80 CIC member institutions belong to the Partnership. (For the list of participating institutions, see the Appendix, page 51.)

Presidents from 25 CIC member colleges and universities participated in the ninth annual CIC/New York Times Partnership’s Presidents Council meeting on October 8, 2012, at the Times offices in New York City. Participants met...
with higher education reporters Tamar Lewin and Richard Pérez Peña, who provided candid assessments of the issues they plan to cover in the months ahead, including the impact of MOOCs, online education, and digital learning on traditional four-year colleges. Randy Helm, president of Muhlenberg College, was elected 2013 chair of the Partnership, succeeding Jake Schrum, president of Southwestern University (TX).

The New York Times Student News Editors Workshop in April 2013 included 25 student news editors from 12 CIC member institutions: Bellarmine University, College of Mount Saint Vincent, College of Saint Rose, Drake University, Georgian Court University, Marymount Manhattan College, Muhlenberg College, Neumann University, Pace University, Sewanee: The University of the South, St. John’s College (MD), and Swarthmore College. At this annual meeting, participants explored the role of a newspaper in society, met with Times correspondents and editors, and developed their journalistic skills.

STRENGTHENING INSTITUTIONAL OPERATIONS

Assessment and Accountability

CIC has been deeply involved in national discussions of assessment and accountability. Three of CIC’s efforts—the CIC/Degree Qualifications Profile Consortium, CLA Pathways Project, and the Engaging Evidence Consortium—directly address these issues. Additional CIC initiatives that use data for decision making and public information (KIT, FIT, and Making the Case materials) have recently increased media attention.

Building Blocks to 2020

CIC and the National Association of Independent Colleges and Universities (NAICU) cooperate on a national initiative to increase college completion rates. The central component of Building Blocks to 2020 is a website launched in September 2010 that highlights and supports efforts by nonprofit private colleges and universities to increase the number of at-risk students they enroll and boost the retention and graduation rates of those student populations. A two-year progress report was issued in 2012.

Teacher Education Accreditation Council/Council for the Accreditation of Educator Preparation

CIC was instrumental in the 1997 founding of the Teacher Education Accreditation Council (TEAC), a nonprofit organization dedicated to improving academic degree programs for professional educators, and supported TEAC for approximately 15 years. With active support from CIC, the Council for Higher Education Accreditation and the U.S. Secretary of Education approved TEAC as a “recognized” accreditor. The boards and staff of TEAC and the National Council for Accreditation of Teacher Education (NCATE) met in 2010 to consolidate teacher education accreditation under a new organization, the Council for the Accreditation of Educator Preparation. On July 1, 2013, the two organizations formally unified but maintain two routes to accreditation, incorporating key features of the prior TEAC and NCATE approaches.

Professors of the Year

CIC sponsors the U.S. Professors of the Year awards program organized by the Council for Advancement and Support of Education and the Carnegie Foundation for the Advancement of Teaching. In 2012, six of the state-level award winners were faculty members from CIC member institutions: Centre College, DePauw University, Nebraska Wesleyan University, Pacific University, University of Puget Sound, and Wofford College.

Student Aid Alliance

CIC works with NAICU, the American Council on Education, and other associations to increase federal aid for students.

International Student Enrollment

For the fourth year, CIC publicized a program administered by World Learning that 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 and provides partial tuition and fees and the full cost of room, board, books, and health insurance. In the 2012–2013 academic year, 13 CIC member institutions hosted a total of 35 Global UGRAD students. The institutions included Augustana College (SD), Austin College, Chatham University, Endicott College, Juniata College, Maryville College, Millikin University, North Central College, Presbyterian College, St. Catherine University, University of Evansville, University of the Incarnate Word, and Utica College.

Voter Registration Initiative

CIC, in cooperation with NAICU and AASCU, supports the “Your Voice, Your Vote” project, a nonpartisan, nationwide campaign to engage college students in the electoral process.
2012–2013 CIC Awardees

2013 Allen P. Splete Award for Outstanding Service
Alexander W. Astin is the Allan M. Cartter Professor of Higher Education Emeritus at the University of California, Los Angeles. He is the founding director of UCLA’s Higher Education Research Institute (HERI) and is principal investigator on two major HERI research projects: a long-term longitudinal study of the impact of the undergraduate service learning experience on the post-college life of graduates (funded by the Atlantic Philanthropies) and (also with Helen Astin) a national study of students’ spiritual development (funded by the John Templeton Foundation).

Astin founded the Cooperative Institutional Research Program, an annual national survey of approximately 12 million students, 250,000 faculty and staff, and 1,800 higher education institutions. He has authored 20 books, including What Matters in College: Four Critical Years (1977/1997), and more than 300 other publications in the field of higher education. In addition, Astin has been a recipient of awards for outstanding research from more than a dozen national associations and professional societies. He has served as director of research for both the American Council on Education and the National Merit Scholarship Corporation and has been elected to membership in the National Academy of Education, a fellow at the Center for Advanced Study in the Behavioral Sciences at Stanford University, and a recipient of 11 honorary degrees.

2013 Award for Philanthropy (Individual)
As a supporter of more than 50 charities, E. Ronald Salvitti has made significant contributions to colleges and universities in Pennsylvania, including Washington & Jefferson College, Seton Hill University, University of Pittsburgh, and Temple University. His visionary and inspiring gifts have contributed greatly to the campus communities and resulted in new buildings for these institutions.

A 1959 graduate of Washington & Jefferson College, Salvitti has become an internationally known innovator in the field of cataract and refractive eye surgeries. He is the founder and medical director of the Southwestern Pennsylvania Eye Center in Washington, Pennsylvania. Salvitti completed his medical degree at Temple University School of Medicine and his internship at the Washington Hospital. He is active in both alma maters—as vice chair of the board of trustees at Washington & Jefferson College and chair of the board of visitors of the Temple University School of Medicine. Salvitti also supports Seton Hill University, the alma mater of his late wife, Constance. Their generous gifts have facilitated a new physician assistant program, and a recent $1 million gift helped fund the campus recreation center. Established in 1994, the Salvitti Family Foundation supports education and science projects as well as local community charities.
The Coca-Cola Company has made generous and long-standing annual contributions to thousands of high school graduates across America. These gifts offset the expense of four years of college and help provide a supportive post-college community for graduates as they begin their careers and become leaders.

The Coca-Cola Scholars Foundation, created in 1986, established a legacy for the education of tomorrow’s leaders through college scholarships. Since its founding, the Coca-Cola Scholars Foundation has provided more than $48 million in scholarships to 5,000 high school seniors nationwide. The Foundation also supports more than 1,400 college students each year with annual scholarships totaling $3.4 million through two nationally recognized programs on behalf of the Coca-Cola System: National Scholars and Regional Scholars.

In addition, the Coca-Cola First Generation Scholarship program has awarded more than $14 million in scholarships to support students who are the first in their immediate families to attend college. With direct awards and consortial grants through CIC’s State Fund Members, this program has reached more than 1,000 students enrolled at approximately 400 U.S. campuses and has frequently benefitted students enrolled at private colleges and universities. In honor of Coca-Cola’s 125th Anniversary, Coca-Cola System leaders recently announced another $25 million in new resources for the Foundation’s scholarship activities.

James J. Lakso, provost and executive vice president for student development and professor of accounting, business, and economics at Juniata College, received the 2012 CIC Chief Academic Officer Award in recognition of his contributions to colleagues at independent colleges and universities. Lakso has served as provost of Juniata College since 1998. Over the years, he has made numerous presentations at the Institute for Chief Academic Officers on internationalization topics and led the popular annual workshop on budget fundamentals at the Institute. Lakso has been a member of the Juniata faculty in economics since 1970, earning the rank of professor in 1982. His particular areas of expertise are the labor market, industrial organization, and statistical process control. He also served as adjunct professor of economics in the Graduate School of Human Resource Management and Industrial Relations at St. Francis University (PA). Lakso received the Beachley Distinguished Professor Award at Juniata College in 1983 and the Beachley Award for Distinguished Academic Service in 2005. In 2010 the college raised approximately $1 million to create the James J. Lakso Endowment for Faculty Excellence that will provide funds for professional development, and the Juniata faculty voted to name the teaching center in his honor—the James J. Lakso Center for the Scholarship of Teaching and Learning. Lakso has been an active citizen of the central Pennsylvania region and serves on several boards.

CIC recognized two companies for their sponsorship of the Presidents Institute for 20 years:

CIC recognized one company for its sponsorship of the Presidents Institute for ten years:
CIC’s fundraising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs, and grants for general operating support. CIC received financial support between July 1, 2012, and June 30, 2013, from these donors and sponsors:

Academic Keys
Academic Search, Inc.
American Academic Leadership Institute
Ann Duffield & Associates
ARAMARK Higher Education
Art & Science Group, LLC
Austen Group
Bentz Whaley Flessner
Bon Appétit Management Company
CapinCrouse, LLP
Capital Education, LLC
Capture Higher Ed
Carnegie Corporation of New York
Casagrande Consulting, LLC
Celli-Flynn Brennan, Architects and Planners
Cognitive Marketing, Inc.
Creative Communication Associates
Credo
Derck & Edson Associates
Dick Jones Communications
D S Simon Productions Inc.
Dynamic Campus
EFL Associates
Ellucian
EurekAlert!/AAAS
Executive Management Services, Inc.
GDA Integrated Services
Gladys Krieble Delmas Foundation
Goal Success
Gonser Gerber LLP
Hardwick Day, Inc.
Hastings & Chivetta Architects, Inc.
Henry Luce Foundation
Hyatt-Fennell, Executive Search
Idfive LLC
Inside Higher Ed
Interfolio, Inc.
Jenzabar, Inc.
Jerold Panas, Linzy & Partners
Johnson, Grossnickle and Associates, Inc.
Kaludis Consulting
Lewis University
Lilly Endowment Inc.
LiveText, Inc.
Lumina Foundation for Education
Maguire Associates, Inc.
Mason Jay Blacher & Associates
Metz Culinary Management
Miller/Cook and Associates, Inc.
Mintz Levin Law Firm
National Management Resources Corporation
NBC Learn
Network for Good
Newswise
New Ventures of Regis University
Noelker and Hull Associates, Inc.
Noel-Levitz
R.H. Perry & Associates
readMedia, Inc.
Registry for College and University Presidents
Royall & Company
Royall & Company Advancement Services
RPA Inc.
RuffaloCODY
SAGE Dining Services, Inc.
Samuel H. Kress Foundation
Savant Learning Systems
Scannell & Kurz, Inc.
SJG—The Spelman & Johnson Group
Sodexo, Inc.
STAMATS Communications Inc.
Stantec, Inc.
Stevens Strategy
The Andrew W. Mellon Foundation
The Chronicle of Higher Education
The Collaborative Inc.
The Dysart Group, Inc.
The Galbally Group
The IDEA Center, Inc.
The Kresge Foundation
The Lawlor Group, Inc.
The Learning House, Inc.
The Teagle Foundation
TIAA-CREF
TIAA-CREF Institute
UPS
UPS Foundation, Inc.
Van Yahres Associates
Walmart Foundation
Williams & Company
Witt/Kieffer
Yaffe & Company
### Financial Statement

**Statement of Revenues, Expenses, and Change in Unrestricted Net Assets**

For the year ended June 30, 2013

#### REVENUE

- Membership Dues .................................................... 3,513,814
- Participant Registration Fees ........................................ 1,583,464
- Corporate Support and Foundation Grants ....................... 3,762,770
- Endowment Distribution ............................................ 1,858,850
- Interest, Dividends and Other Income ............................ 312,389

**Total Revenues from Operations** .................................. $11,031,287

Net Realized and Unrealized Gains/Losses on Investments ........ 498,526

**Total Revenues** ...................................................... $11,529,813

#### EXPENSES

- Meetings, Workshops, and Educational Programs ............... 4,659,085
- Grants/Scholarships to Member Colleges, Universities, and State Funds ........................................ 2,763,476
- Administrative and Supporting Services ............................ 2,952,194

**Total Expenses** ...................................................... $10,374,755

#### NET ASSETS

Change in Unrestricted Net Assets ..................................... $1,155,058

(Net of Realized and Unrealized Gains and Losses on Investments) .... $656,532

(A copy of the audited financial statements will be provided upon request.)
EXECUTIVE COMMITTEE

Chair
Chris Kimball
President, California Lutheran University

Vice Chair for Programs
Thomas L. Hellie
President, Linfield College

Secretary and Vice Chair for Membership
Kathleen Owens
President, Gwynedd Mercy University

Treasurer
Norval C. Kneten
President, Barton College

Vice Chair for Resource Development
Nancy Oliver Gray
President, Hollins University

Vice Chair for Public Information
William L. Fox
President, St. Lawrence University

Vice Chair for Investment
Kurt Kuehn
Chief Financial Officer, UPS

Past Chair
George E. Martin
President, St. Edward’s University

Ex Officio
Richard Ekman
President, Council of Independent Colleges

DIRECTORS

William T. Abare
President, Flagler College

Anthony Aretz
President, College of Mount St. Joseph

Steven C. Bahls
President, Augustana College (IL)

Stephen R. Briggs
President, Berry College

Jack P. Calareso
President, Anna Maria College

Ronald L. Carter
President, Johnson C. Smith University

Christina R. Cutlip
Managing Director and Head of Plan Sponsor Services: Institutional Relationships, TIAA-CREF

Michael F. Gilligan
President, Henry Luce Foundation

Marjorie Hass
President, Austin College

Billy C. Hawkins
President, Talladega College

Sharon D. Herzberger
President, Whittier College

David G. Horner
President, American College of Greece

Michael Lomax
President, United Negro College Fund

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

Sherry P. Magill
President, Jessie Ball duPont Fund

Lex O. McMillan III
President, Albright College

Carol Ann Mooney
President, Saint Mary’s College (IN)

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

Michele Perkins
President, New England College

Kim S. Phipps
President, Messiah College

Kenneth P. Ruscio
President, Washington and Lee University

Tim Summerlin
President, Schreiner University

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

J.B. Wilson
President, Independent College Fund of New Jersey

Eileen B. Wilson-Oyelaran
President, Kalamazoo College
Advisory Committees and Task Forces

2013 PRESIDENTS INSTITUTE

Programs Committee of the CIC Board of Directors

Chris Kimball (Chair)
President, California Lutheran University

Christina R. Cutlip (Vice Chair)
Managing Director and Head of Plan Sponsor Services, Institutional Relationships, TIAA-CREF

Steven C. Bahls
President, Augustana College (IL)

Michael F. Gilligan
President, Henry Luce Foundation

Thomas L. Hellie
President, Linfield College

Sharon D. Herzberger
President, Whittier College

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

Lex O. McMillan III
President, Albright College

Christopher B. Nelson
President, St. John’s College (MD)

Eileen B. Wilson-Oyelaran
President, Kalamazoo College

New Presidents Program Advisory Committee

Scott D. Miller (Chair)
President, Bethany College (WV)

Betsy A. Fleming
President, Converse College

Carol A. Leary
President, Bay Path College

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

Presidents Institute Spouses Task Force

Terri Smith Carey (Chair)
Presidential Spouse, Edgewood College

Terry J. Aretz
Presidential Spouse, College of Mount St. Joseph

Betty Neal Crutcher
Presidential Spouse, Wheaton College (MA)

George E. Farenthold
Presidential Spouse, Wells College

Marsha Fonteyn
Presidential Spouse, Green Mountain College

Sheila J. Garren
Presidential Spouse, Lynchburg College

Norman G. Knight
Presidential Spouse, Pacific Union College

Jennifer Gervasi
Presidential Spouse, Quincy University

Rachelle LaBarge
Presidential Spouse, Cornell College

Tina Marshall-Bradley
Presidential Spouse, Paine College

Allan Stern
Presidential Spouse, The Sage Colleges

2012 INSTITUTE FOR CHIEF ACADEMIC OFFICERS

Chief Academic Officers Task Force

Judith Muyskens (Chair)
Provost, Nebraska Wesleyan University

B. Connie Allen
Provost, Saint Augustine’s University

J. Bradley Creed
Provost and Executive Vice President, Samford University

Sandra C. Greer
Provost and Dean of the Faculty, Mills College

Cheryl Johnson-Odim
Provost, Dominican University (IL)

Mark J. Krejci
Provost and Dean of the College, Concordia College (MN)

Michael Selmon
Provost and Vice President for Academic Affairs, Alma College

Helen J. Streubert
Vice President for Academic Affairs, Our Lady of the Lake University (TX)

Daniel Taddie
Senior Vice President for Academic Affairs and Dean of the Faculty, University of the Ozarks

NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NetVUE) ADVISORY COUNCIL

Donna M. Carroll
President, Dominican University (IL)

Judith L. Cebula
Director, Center for Faith and Vocation, Butler University

Darrel D. Colson
President, Wartburg College

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

Bobby Fong
President, Ursinus College

David S. Guthrie
Professor of Higher Education, Geneva College

Marianne E. Inman
President Emerita, Central Methodist University

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

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

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

Robert Bartlett
President, Michigan Colleges Foundation

Anne Cassidy
Vice President for Advancement Services, Independent Colleges of Washington

Gary Cox
President, Association of Independent Kentucky Colleges and Universities

Jerry Fuller
Executive Director, Associated Colleges of Illinois

Kenneth R. Garren
President, Lynchburg College

Jack Jones
President, Iowa College Foundation

Brent Wilder
Vice President, Oregon Alliance of Independent Colleges and Universities

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

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

TEACHING PRE-MODERN EUROPEAN ART IN CONTEXT ADVISORY COMMITTEE MEMBERS

Dorothy Kosinski (Chair)
Director, The Phillips Collection

Gail Andrews
Director, Birmingham Museum of Art

Betsy A. Fleming
President, Converse College

Ellen McCulloch-Lovell
President, Marlboro College

Amy Meyers
Director, Yale Center for British Art

David Pollick
Former President, Birmingham-Southern College

Philip Verre
Deputy Director, High Museum of Art

Daniel H. Weiss
President, Lafayette College

Stephanie Wiles
The Richard J. Schwartz Director, Johnson Museum of Art, Cornell University

THE POWER OF LIBERAL ARTS EDUCATION ADVISORY COMMITTEE MEMBERS

S. Georgia Nugent (Chair)
Senior Fellow, Council of Independent Colleges

Gregory Carroll
Vice President for University Marketing, Stetson University

Brian Eckert
Director of Media and Public Relations, University of Richmond

William L. Fox
President, St. Lawrence University

Brad Harsha
Director of Admissions, Defiance College

Chris Kimball
President, California Lutheran University

L. Jay Lemons
President, Susquehanna University

Tom Morris
President, Virginia Foundation for Independent Colleges

Joyce Muller
Associate Vice President of Communications and Marketing, McDaniel College

Donna M. Randall
President, Albion College

Haywood Strickland
President, Wiley College

Karl Stumo
Vice President for Admission and Enrollment Services, Pacific Lutheran University

Eileen B. Wilson-Oyelaran
President, Kalamazoo College

FOUNDATION FOR INDEPENDENT HIGHER EDUCATION ADVISORY COUNCIL

Ned Moore (Chair)
Executive Director, FIHE and Vice President, Council of Independent Colleges

Mike Backer
President, Missouri Colleges Fund

Robert Bartlett
President, Michigan Colleges Foundation

Anne Cassidy
Vice President for Advancement Services, Independent Colleges of Washington

Gary Cox
President, Association of Independent Kentucky Colleges and Universities

Jerry Fuller
Executive Director, Associated Colleges of Illinois

Kenneth R. Garren
President, Lynchburg College

Jack Jones
President, Iowa College Foundation

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

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

THE POWER OF LIBERAL ARTS EDUCATION ADVISORY COMMITTEE MEMBERS

S. Georgia Nugent (Chair)
Senior Fellow, Council of Independent Colleges

Gregory Carroll
Vice President for University Marketing, Stetson University

Brian Eckert
Director of Media and Public Relations, University of Richmond

William L. Fox
President, St. Lawrence University

Brad Harsha
Director of Admissions, Defiance College

Chris Kimball
President, California Lutheran University

L. Jay Lemons
President, Susquehanna University

Tom Morris
President, Virginia Foundation for Independent Colleges

Joyce Muller
Associate Vice President of Communications and Marketing, McDaniel College

Donna M. Randall
President, Albion College

Haywood Strickland
President, Wiley College

Karl Stumo
Vice President for Admission and Enrollment Services, Pacific Lutheran University

Eileen B. Wilson-Oyelaran
President, Kalamazoo College
Members of CIC (JUNE 2013)

CIC continued its steady membership growth and, at the end of June, served 645 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 90 national, state, and regional organizations were Affiliate or State Fund Members.

Alabama
Birmingham-Southern College
Huntingdon College
Oakwood University
Samford University
Spring Hill College
Stillman College
Talladega College
Tuskegee University

Arkansas
Central Baptist College
Hendrix College
John Brown University
Lyon College
Philander Smith College
University of the Ozarks

California
American Jewish University
Azusa Pacific University
California Baptist University
California Lutheran University
Chapman University
Concordia University
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names University
Marymount California University
Mills College
Mount St. Mary’s College
Notre Dame de Namur University
Pacific Oaks College
Pacific Union College
Point Loma Nazarene University
Scripps College
Simmons University
Thomas Aquinas College
University of La Verne
Westmont College
Whittier College
William Jessup University
Woodbury University

Colorado
Colorado Christian University
Colorado College
Naropa University
Regis University

Connecticut
Albertus Magnus College
Connecticut College
Goodwin College
Mitchell College
Sacred Heart University
Trinity College
University of Bridgeport
University of Saint Joseph

Delaware
Wesley College
Wilmington University

Florida
Beacon College
Bethune-Cookman University
Clearwater Christian College
Eckerd 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 Southern College

Georgia
Agnes Scott College
Berry College
Brenau University
Clark Atlanta University
Covenant College
LaGrange College
Morehouse College
Oglethorpe University
Paine College
Piedmont College
Spelman College

Alaska
Alaska Pacific University

Arizona
Prescott College

Delaware
Wesley College

Florida
Beacon College

Georgia
Agnes Scott College
Berry College
Brenau University
Clark Atlanta University
Covenant College
LaGrange College
Morehouse College
Oglethorpe University
Paine College
Piedmont College
Spelman College

NEW MEMBERS IN 2012–2013

Institutional Members
California Baptist University, CA
Carthage College, WI
Central Baptist College, AR
Concordia University, MN
Crown College, MN
Eugene Lang College The New School for Liberal Arts, NY
Hampden-Sydney College, VA
Lewis & Clark College, OR
Muhlenberg College, PA
Pacific Oaks College, CA
Saint Michael’s College, VT
St. Olaf College, MN
University of Rio Grande, OH

International Member
American University of Nigeria

Associate Members
Maria College, NY
Jacksonville College, TX
Trocaire College, NY

Affiliate Members
American Student Assistance, MA
Association of Catholic Colleges and Universities, DC
Association of Reformed Colleges and Universities, SD
The Phi Beta Kappa Society, DC

NEW MEMBERS IN 2013–2014*

Institutional Members
Coe College, IA
Corban University, OR
Dallas Baptist University, TX
Erskine College, SC
Hardin-Simmons University, TX
Moravian College, PA
National University, CA
Northwest Nazarene University, ID
Wayland Baptist University, TX

International Members
American University in Bulgaria
Saint Monica University, Cameroon

*as of October 2013
2012 CIC INSTITUTIONAL MEMBERS PROFILE

Institution Size by Student Enrollment

- <750: 9%
- 750–1,500: 27%
- 1,500–2,250: 20%
- <2,250: 45%

Carnegie Classification

- Doctoral/Research: 53%
- Master’s: 40%
- Baccalaureate: 3%
- Other: 4%
Louisiana
Centenary College of Louisiana
Dillard University
Loyola University New Orleans
Our Lady of the Lake College

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

Maryland
Capitol College
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 College
Bard College at Simon’s Rock
Bay Path College
Becker College
Cambridge College
Curry College
Eastern Nazarene College
Elms College
Emerson College
Emmanuel College
Endicott College
Fisher College
Gordon College
Hampshire College
Lasell College
Lesley University
Merrimack College
Mount Holyoke College
Mount Ida College
Nichols College
Pine Manor College

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

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

Mississippi
Millsaps College
Rust College
Tougaloo College

Montana
Carroll College
Rocky Mountain College
University of Great Falls

Nebraska
Bellevue University

Undergraduate Enrollment by Age Group

Admissions Selectivity

Highly Selective (% admitted: <50%)
Very Selective (% admitted: 50–75%)
Selective (% admitted: 76–85%)
Less Selective (% admitted: >85%)
College of Saint Mary
Doane College
Hastings College
Midland University
Nebraska Methodist College
Nebraska Wesleyan University
Union College

New Mexico
University of the Southwest
St. John’s College

New York
Cazenovia College
College of Mount Saint Vincent
Concordia College
Daemen College
Dominican College
D’Youville College
Elnira College
Eugene Lang College The New School of Liberal Arts
Hartwick College
Hilbert College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Manhattanville College
Marymount Manhattan College
Medaille College
Mercy College
Molloy College
Mount Saint Mary College
Nyack College
Pace University
Paul Smith’s College
Roberts Wesleyan College
Siena College
St. Bonaventure University
St. John Fisher College
St. Joseph’s College
St. Lawrence University
St. Thomas Aquinas College
The College of New Rochelle
The College of Saint Rose
The Sage Colleges
Utica College
Wagner College
Wells College

North Carolina
Barton College
Belmont Abbey College
Brevard College
Catawba College
Chowan University
Gardner-Webb University
Greensboro College
Guilford College
High Point University
Johnson C. Smith University
Lenoir-Rhyne University
Livingstone College
Mars Hill University
Meredith College
Methodist University
Montreat College
Mount Olive College
North Carolina Wesleyan College
Pfeiffer University
Queens University of Charlotte
Saint Augustine’s University
Salem College
Shaw University
St. Andrews University
Warren Wilson College
William Peace University
Wingate University

North Dakota
University of Jamestown
University of Mary

Ohio
Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Cedarville University
College of Mount St. Joseph
Defiance College
Denison University
Franciscan University of Steubenville
Franklin University
Heidelberg University
Hiram College
John Carroll University
Kenyon College
Lake Erie College
Lourdes University
Malone University
Marietta College
Mount Vernon Nazarene University

Total Enrollment by Race and Ethnicity

- 64% White
- 14% Asian
- 13% Black or African American
- 7% Hispanic
- 3% Other

Core Revenues per Student FTE

- 59% Tuition and Fees
- 23% State and Local Appropriations
- 11% Government Grants, Contracts
- 11% Private Gifts
- 4% Investment Return
- 3% Other
Core Expenses per Student FTE

- Instruction: 2%
- Research: 15%
- Public Service: 6%
- Academic Support: 25%
- Student Services: 22%
- Institutional Support: 11%
- Other: 44%

Data sources:
Figures reflect most recent year that data are available, 2010–2012.
Maryville College
Milligan College
Rhodes College
Sewanee: The University of the South
Southern Adventist University
Tennessee Wesleyan College
Trevecca Nazarene University
Tusculum College

Texas
Austin College
Concordia University Texas
East Texas Baptist University
Huston-Tillotson University
Jarvis Christian College
McMurry University
Our Lady of the Lake University
Saint Mary's University
Schreiner University
Southwestern Adventist University
Southwestern University
St. Edward's University
Texas Christian University
Texas College
Texas Lutheran University
Texas Wesleyan University
University of Dallas
University of St. Thomas
University of the Incarnate Word
Wiley College

Utah
Westminster College

Vermont
Bennington College
Burlington College
Champlain College

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

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

West Virginia
Alderson Broaddus University
Bethany College
Davis & Elkins College
Ohio Valley University
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

Wisconsin
Alverno College
Cardinal Stritch University
Carroll University
Carthage College
Concordia University
Edgewood College
Lakeland College
Marian University
Mount Mary University
Northland College
Pipon College
Silver Lake College of the Holy Family
St. Norbert College
Viterbo University
Wisconsin Lutheran College

Associate Members
Ancilla College, IN
Cox College, MO
Dean College, MA
Hesston College, KS
Jacksonville College, TX
Landmark College, VT
Louisburg College, NC
Maria College, NY
St. Augustine College, IL
Trocaire College, NY

International Members
Al Akhawayn University, Morocco
American College of Greece
American University in Bulgaria
American University of Beirut, Lebanon
American University of Kuwait
American University of Iraq
American University of Nigeria
American University of Paris, France
American University of Sharjah, United Arab Emirates
CETYS University, Mexico
Forman Christian College, Pakistan
Franklin College Switzerland
John Cabot University, Italy
Lebanese American University, Lebanon
Newbold College of Higher Education, England
Philadelphia University, Jordan
Richmond the American International University in London, England
University American College Skopje, Macedonia

Affiliate Members
Accreditation Council for Business Schools and Programs, KS
American Academy of Religion, GA
American Council of Learned Societies, NY
American Councils for International Education, DC
American Historical Association, DC
American Philological Association, PA
American Student Assistance, MA
Appalachian College Association, KY
Associated Colleges of the Midwest, IL
Associated Colleges of the South, GA
Associated Colleges of the Twin Cities, MN
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Catholic College and Universities, DC
Association of Independent California Colleges and Universities
Association of Independent Colleges and Universities of Nebraska
Association of Independent Colleges and Universities of Ohio
Association of Presbyterian Colleges and Universities, KY
Association of Reformed Colleges and Universities, SD
Christian College Consortium, NH
Claremont Graduate University, CA
Collaborative on Academic Careers in Higher Education, MA
Colleges of the Fenway, MA
Concordia University System, MO
Conference for Mercy Higher Education, MD
Consortio Interamericano de Educacion Superior, PA
Council for Advancement and Support of Education, DC
Council for Christian Colleges & Universities, DC
Council of American Overseas Research Centers, DC
Council of Colleges and Universities of the Christian Church
(Disciples of Christ), IL
Council of Independent Colleges in Virginia
EDUCAUSE, CO
Evangelical Lutheran Church In America, IL
Federation of Independent Illinois Colleges & Universities
Fielding Graduate University, CA
Gilder Lehrman Institute of American History, NY
Hollings Center for International Dialogue, DC
Iowa Association of Independent Colleges and Universities
LeaderShape, Inc., IL
Lehigh Valley Association of Independent Colleges, Inc., PA
Lutheran Educational Conference of North America, SD
Maryland Independent College and University Association
Mennonite Education Agency, IN
Modern Language Association of America, NY
National Association of Independent Colleges and Universities, DC
National Humanities Alliance, DC
National Institute for Technology and Liberal Education, TX
National Student Clearinghouse, VA
Nazarene Colleges Council of Education, MO
New American Colleges and Universities, CA
New Ventures of Regis University, CO
North American Coalition for Christian Admissions Professionals, IN
Online Consortium of Independent Colleges & Universities, CO
Society of Biblical Literature, GA
The Great Lakes Colleges Association, Inc., MI
The IDEA Center, Inc., KS
The Phi Beta Kappa Society, DC
Tuition Plan Consortium/Private College 529 Plan, MO
United Methodist Church/General Board of Higher Education & Ministry, TN
Women’s College Coalition, GA

**State Fund Members**
Alabama Association of Independent Colleges and Universities
Arkansas’ Independent Colleges and Universities
Associated Colleges of Illinois
Association of Independent Colleges and Universities of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Florida Independent College Fund
Georgia Independent College Association
Independent College Fund of Maryland
Independent College Fund of New Jersey
Independent Colleges and Universities of Texas Foundation
Independent Colleges of Indiana
Independent Colleges of Washington
Independent Higher Education of Colorado Fund
Iowa College Foundation
Kansas Independent College Fund
Louisiana Independent College Foundation
Michigan Colleges Foundation
Minnesota Private College Fund
Missouri Colleges Fund
Nebraska Independent College Foundation
New Mexico Independent College Fund
North Carolina Independent Colleges and Universities
North Dakota Independent College Fund
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
Oregon Alliance of Independent Colleges and Universities
South Carolina Independent Colleges and Universities
South Dakota Foundation of Independent Colleges
Tennessee Independent Colleges and Universities Association
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and Universities
CIC Staff and Senior Advisors (October 2013)

CIC Staff

Sherita C. Ashmon
Conference and Program Coordinator

Allison Blackburn
Director of Conferences

Sheila Cooper
Office Manager

Jacalyn Cox
Director of State Fund Programs

Christopher Dodds
Director of Web Communications and Manager of State Fund Programs

Richard Ekman
President

Michelle L. Friedman
Director of Programs

Stephen Gibson
Director of Programs

Harold V. Hartley III
Senior Vice President

Barbara Hetrick
Senior Vice President

Joy Jump
Conference and Program Coordinator

Philip Katz
Director of Projects

Christoph M. Kunkel
Chief of Staff and Vice President for Operations

Lilia M. LaGesse
Director of Print and Digital Publications

Paula M. Miller
Communications Manager

Ned Moore
Executive Director of FIHE and CIC Vice President

Cynthia Page
Director of Finance

P. Jesse Rine
Director of Research Projects

Leslie A. Rogers
Conference Manager

Lara Turci
Assistant to the President and the Senior Vice President

Keith A. Wallace
Director of Administration

Tiwanda Washington-Settlers
Development Manager

Kate Webber
Director of Membership Services

Kathy Whatley
Vice President for Annual Programs

Laura Wilcox
Vice President for Communications

CIC Advisors

Roger Bowen
Senior Advisor and Director, Woodrow Wilson Visiting Fellows Program

Michael G. Cartwright
Director, NetVUE Chaplaincy Conferences

Myrvin F. Christopherson
Senior Advisor, State Fund Programs

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

Mary Ann Coughlin
Senior Advisor, Engaging Evidence Project

David S. Cunningham
Director, NetVUE Scholarly Resources Project

Esther Hong Delaney
Senior Advisor, CLA Pathways Project

Marylouise Fennell, RSM
Senior Counsel

William V. Frame
Senior Advisor, Presidential Vocation and Institutional Mission Program

Barbara Gombach
Program Evaluator, NetVUE

Terry L. Grimes
Senior Advisor, Degree Qualifications Profile Project

Jonnie G. Guerra
Senior Advisor, Annual Programs

Richard T. Ingram
Senior Advisor, President-Board Relations

S. Georgia Nugent
Senior Fellow

Judith T. Phair
Senior Advisor, Public Relations

Shirley J. Roels
Senior Advisor, NetVUE

Mary Pat Seurkamp
Senior Advisor and Director, New Presidents Program

Allen P. Splete
President Emeritus

Kerry Strand
Program Evaluator, College Success Awards Program

Susanne Woods
Senior Advisor, Information Fluency Workshops
Connecting Campuses

CIC connects campus leaders in various ways, including listservs, online communities, and task forces. There also are several ways to reach CIC.

Council of Independent Colleges
One Dupont Circle, NW, Suite 320
Washington, DC 20036-1142
Phone: (202) 466-7230 • Fax: (202) 466-7238
Email: cic@cic.nche.edu

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

Listserv Information
Through listservs, CIC links a national network of people who lead and staff private colleges and universities. The service is free, and the listservs are reserved exclusively for CIC member institutions. In addition, the listservs for presidents and chief academic officers have been archived and include a wealth of information on myriad topics, and they are searchable by date, name, subject, and institution. To join the discussion groups, send your request via email to cic@cic.nche.edu. Include your name, title, and institution. If your request is approved, your name will be added to the appropriate listserv and you will receive an email confirmation.

CIC Listservs
CICPRES-LIST
Open only to current presidents of CIC member institutions.

CICDEAN-LIST
Open to chief academic officers, provosts, and those with similar rank at CIC member institutions.

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

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

CICADVANCE-LIST
Open to development officers and staff at CIC member institutions.

CICFINANCE-LIST
Open to business officers of CIC member institutions.

CICPSPOUSE-LIST
Open to spouses of current presidents of CIC member institutions.

CICCHAIR-LIST
Open to department and division chairs from CIC member institutions.

CICNET-LIST
Open to those at CIC campuses interested in discussing issues of information technology.

CICDATA-LIST
Open to those at CIC member institutions interested in discussing issues of data and institutional research.
## Appendix

### Presidential Vocation and Institutional Mission 2012–2013 Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ellen Glidden Beaulieu</td>
<td>Director of Strategy and Planning</td>
<td>University of New England</td>
</tr>
<tr>
<td>John J. Brogan</td>
<td>Dean of Students and Student Life</td>
<td>Northwestern College (IA)</td>
</tr>
<tr>
<td>Albert DeCiccio</td>
<td>Provost, Southern Vermont College</td>
<td></td>
</tr>
<tr>
<td>Roger Drake</td>
<td>Vice President for Administration and Finance, Lindsey Wilson College</td>
<td></td>
</tr>
<tr>
<td>David R. Evans</td>
<td>Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University</td>
<td></td>
</tr>
<tr>
<td>Stephanie L. Fabritius</td>
<td>Vice President for Academic Affairs and Dean of the College, Centre College</td>
<td></td>
</tr>
<tr>
<td>Barbara Ann Farley</td>
<td>Vice President for Academic Affairs and Dean of the College, Augsburg College</td>
<td></td>
</tr>
<tr>
<td>Jack Fitzmier</td>
<td>Executive Director, American Academy of Religion</td>
<td></td>
</tr>
</tbody>
</table>
Executive Leadership Academy 2012–2013 Participants

Agnes Caldwell
Vice President and Dean of Academic Affairs, Adrian College

Andy Chambers
Senior Vice President for Student Development, Missouri Baptist University

Gregory Dewey
Provost, University of La Verne

James Fleming, SJ
University Vice President, Interim Vice President for Advancement, Wheeling Jesuit University

Mary Ann Gawelek
Provost and Dean of the Faculty, Seton Hill University

Cheryl Lynn Horsey
Vice President for Enrollment and Student Services, Gwynedd Mercy University

Michael Kenney
Vice President for Planning and Enrollment Management, Madonna University

Ann Landis
Provost and Vice President for Academic Affairs, Thomas University (GA)

Richanne C. Mankey
Vice President for Academic Affairs and Dean of Students, Daemen College

James McCloskey
Vice President for Mission and Identity, Duquesne University

Suzanne Mellon
Executive Vice President, Saint Anselm College

Marie S. Morris
Provost, Anderson University (IN)

Timothy G. O’Rourke
Vice President for Academic Affairs and Kenneth R. Perry Dean of the College, Virginia Wesleyan College

James Ostrow
Vice President for Academic Affairs, Lasell College

James G. Patterson
Provost/Chief Academic Officer, Centenary College (NJ)

Thomas Pistorino
Vice President, Finance and Business, Regis College

Julian Schuster
Provost and Senior Vice President, Webster University

Tanya Shelton
Vice President for Enrollment Management, Alderson Broaddus University

Stuart J. Sigman
Provost and Dean of the College of Arts and Sciences, American Jewish University

Adriene B. Wright
Vice President, Institutional Advancement, Florida Memorial University

Senior Leadership Academy 2012–2013 Participants

Michael Anderson
Associate Vice President for Institutional Advancement, Columbia College Chicago

Nancy J. Berner
Associate Provost for Planning and Administration, Sewanee: The University of the South

Heather Campbell
Executive Assistant to the President, Wingate University

Jeff Gingerich
Dean for Academic Affairs, Cabrini College

Cindy Gnadinger
Assistant Vice President for Academic Affairs, Bellarmine University

Heather L. Hall
Associate Dean of the Faculty, Elmhurst College

Allison A. Jerome
Associate Dean of Students, Chaminade University of Honolulu

Elissa Heil
Associate Academic Dean and Professor of English and Spanish, University of the Ozarks

Sherlynn Howard-Byrd
Dean for Social Sciences and Humanities and Assistant Vice President for Instruction, Wiley College

Mount Ida College (MA)
Marcel Satsky Kerr  
Interim Dean of the School of Natural and Social Sciences, Texas Wesleyan University

Joseph L. Klesner  
Associate Provost, Kenyon College

Elizabeth Rihl Lewisky  
Executive Director of Federal Aid Programs and Financial Aid Systems, Arcadia University

Anne Lin  
Dean, School of Pharmacy, Notre Dame of Maryland University

Robert Norwood  
Dean of Undergraduate Studies, John Brown University

Ross Peterson-Veatch  
Associate Academic Dean and Director of Curriculum, Teaching, and Faculty Development, Goshen College

Kijua Sanders-McMurtry  
Associate Dean of Students and Special Assistant to the President on Diversity, Agnes Scott College

Maya Temperley  
Director of Corporate, Foundation, and Government Relations, St. John Fisher College

Glena Temple  
Dean, School of Letters and Sciences, Viterbo University

Seemee Ali  
Associate Professor of English and Liberal Studies, Carthage College

Ronald Boling  
Associate Professor of Language, Literature, and Fine Arts, Lyon College

Julia Chavez  
Assistant Professor of English, Saint Martin’s University

Karen Cherewatuk  
Professor of English, St. Olaf College

Susannah Clements  
Associate Professor of Languages and Literature, Regent University

Randall Cluff  
Associate Professor of English, Southern Virginia University

Mary Dengler  
Professor of English, Dordt College

Kimberly Flint-Hamilton  
Professor of Sociology and Anthropology, Stetson University

Elaine Glanz  
Professor of English, Immaculata University

Angelo Mercado  
Assistant Professor of Classics, Grinnell College

Michael Modarelli  
Assistant Professor of English, Wabash University

Annette Parks  
Associate Professor of History, University of Evansville

Smita Rahman  
Assistant Professor of Political Science, DePauw University

David Tenenbaum  
Assistant Professor of Humanities, Shaw University

J.D. Thayer  
Associate Professor of English, Gonzaga University

Beverly Thurber  
Senior Member of the Faculty, Department of Humanities, Shimer College

Nicolette Traboula  
Professor of Art History, American College of Greece

Bryan Wagener  
Assistant Professor of Religious Studies and Philosophy, Davis & Elkins College

American History Seminar 2013 Participants

Liping Bu  
Professor of History, Alma College

Christoph Gassenschmidt  
Professor of History, American College of Greece

Stephen Sawyer  
Associate Professor of History, American University of Paris

Thomas Mach  
Professor of History and Government, Cedarville University

Sara Egge  
Assistant Professor of History, Centre College

Matthew Bloom  
Assistant Professor of Humanities, Concordia University Texas

William Nancarrow  
Associate Professor of Politics and History, Curry College

Megan Threlkeld  
Assistant Professor of History, Denison University

Ancient Greece in the Modern College Classroom Seminar 2013 Participants

Seemee Ali  
Associate Professor of English and Liberal Studies, Carthage College

Ronald Boling  
Associate Professor of Language, Literature, and Fine Arts, Lyon College

Julia Chavez  
Assistant Professor of English, Saint Martin’s University

Karen Cherewatuk  
Professor of English, St. Olaf College

Susannah Clements  
Associate Professor of Languages and Literature, Regent University

Randall Cluff  
Associate Professor of English, Southern Virginia University

Mary Dengler  
Professor of English, Dordt College

Kimberly Flint-Hamilton  
Professor of Sociology and Anthropology, Stetson University

Elaine Glanz  
Professor of English, Immaculata University

Angelo Mercado  
Assistant Professor of Classics, Grinnell College

Michael Modarelli  
Assistant Professor of English, Wabash University

Annette Parks  
Associate Professor of History, University of Evansville

Smita Rahman  
Assistant Professor of Political Science, DePauw University

David Tenenbaum  
Assistant Professor of Humanities, Shaw University

J.D. Thayer  
Associate Professor of English, Gonzaga University

Beverly Thurber  
Senior Member of the Faculty, Department of Humanities, Shimer College

Nicolette Traboula  
Professor of Art History, American College of Greece

Bryan Wagener  
Assistant Professor of Religious Studies and Philosophy, Davis & Elkins College

American History Seminar 2013 Participants

Liping Bu  
Professor of History, Alma College

Christoph Gassenschmidt  
Professor of History, American College of Greece

Stephen Sawyer  
Associate Professor of History, American University of Paris

Thomas Mach  
Professor of History and Government, Cedarville University

Sara Egge  
Assistant Professor of History, Centre College

Matthew Bloom  
Assistant Professor of Humanities, Concordia University Texas

William Nancarrow  
Associate Professor of Politics and History, Curry College

Megan Threlkeld  
Assistant Professor of History, Denison University

American History Seminar 2013 Participants

Liping Bu  
Professor of History, Alma College

Christoph Gassenschmidt  
Professor of History, American College of Greece

Stephen Sawyer  
Associate Professor of History, American University of Paris

Thomas Mach  
Professor of History and Government, Cedarville University

Sara Egge  
Assistant Professor of History, Centre College

Matthew Bloom  
Assistant Professor of Humanities, Concordia University Texas

William Nancarrow  
Associate Professor of Politics and History, Curry College

Megan Threlkeld  
Assistant Professor of History, Denison University

American History Seminar 2013 Participants

Liping Bu  
Professor of History, Alma College

Christoph Gassenschmidt  
Professor of History, American College of Greece

Stephen Sawyer  
Associate Professor of History, American University of Paris

Thomas Mach  
Professor of History and Government, Cedarville University

Sara Egge  
Assistant Professor of History, Centre College

Matthew Bloom  
Assistant Professor of Humanities, Concordia University Texas

William Nancarrow  
Associate Professor of Politics and History, Curry College

Megan Threlkeld  
Assistant Professor of History, Denison University

American History Seminar 2013 Participants

Liping Bu  
Professor of History, Alma College

Christoph Gassenschmidt  
Professor of History, American College of Greece

Stephen Sawyer  
Associate Professor of History, American University of Paris

Thomas Mach  
Professor of History and Government, Cedarville University

Sara Egge  
Assistant Professor of History, Centre College

Matthew Bloom  
Assistant Professor of Humanities, Concordia University Texas

William Nancarrow  
Associate Professor of Politics and History, Curry College

Megan Threlkeld  
Assistant Professor of History, Denison University

American History Seminar 2013 Participants

Liping Bu  
Professor of History, Alma College

Christoph Gassenschmidt  
Professor of History, American College of Greece

Stephen Sawyer  
Associate Professor of History, American University of Paris

Thomas Mach  
Professor of History and Government, Cedarville University

Sara Egge  
Assistant Professor of History, Centre College

Matthew Bloom  
Assistant Professor of Humanities, Concordia University Texas

William Nancarrow  
Associate Professor of Politics and History, Curry College

Megan Threlkeld  
Assistant Professor of History, Denison University
Meredith Clark-Wiltz  
Assistant Professor of History, Franklin College (IN)

Jeff Bloodworth  
Associate Professor of History, Gannon University

Sarah Purcell  
Associate Professor of History, Grinnell College

Damon Akins  
Assistant Professor of History, Guilford College

Richard Gamble  
Professor of History and Political Science, Hillsdale College

Angel Cortes  
Assistant Professor of History, Holy Cross College (IN)

David Haus  
Associate Professor of Humanities, Husson University

Julie Hudson  
Assistant Professor of English, Huston-Tillotson University

Shannon Harris  
Associate Professor of History, King University (TN)

Adam Dean  
Assistant Professor of History, Lynchburg College

Benjamin McArthur  
Professor of History, Southern Adventist University

Francis MacDonnell  
Professor of History, Southern Virginia University

Michael Fitzgerald  
Professor of History, St. Olaf College

Emily Mieras  
Associate Professor of History, Stetson University

Keith Winsell  
Associate Professor of History, Talladega College

Jeffrey Roche  
Associate Professor of History, The College of Wooster

Jennifer Cote  
Assistant Professor of History, University of Saint Joseph

Thomas Jorsch  
Assistant Professor of History, Upper Iowa University

John Bezis-Selfa  
Associate Professor of History, Wheaton College (MA)

Ted Murphy  
Professor of Art, Houghton College

Morgan Page  
Assistant Professor of Art, Lyon College

Sylvia Rhor  
Associate Professor of Art and Art History, Carlow University

Gabrielle Rose-Curti  
Assistant Professor of Art, Simpson College (IA)

Emily Stokes  
Assistant Professor of Art, Northwestern College (IA)

Montana Torrey  
Assistant Professor of Art, Lane College

Virginia Troy  
Associate Professor of Art, Berry College

Lindsay Twa  
Assistant Professor of Art, Augustana College (SD)

Carolyne Watson  
Professor of Art, Furman University

Gregory Winterhalter  
Associate Professor of Art, Southern Vermont College

Leanne Zalewski  
Assistant Professor of Art, Randolph College

Ann Zerger  
Associate Professor of Art, McPherson College

Pathways Project 2012–2013 Implementation Grant Recipients

Alaska Pacific University
Augsburg College
Bellarmine University
Bethel University (MN)
Carlow University
Charleston Southern University
Dominican University (IL)
Notre Dame of Maryland University
Our Lady of the Lake University (TX)
Saint Xavier University (IL)
Trinity Christian College
University of Bridgeport
University of Charleston (WV)

Woodrow Wilson Visiting Fellows 2012–2013 Host Institutions

Aurora University
Averett University
Bay Path College
Benedictine University
Centenary College of Louisiana
Delaware Valley College
Elizabethtown College

Teaching European Art in Context Seminar 2013 Participants

Jeffrey Baldus  
Instructor of Art, Briar Cliff University

Beverly Carter  
Professor of Music and Fine Arts, Grove City College

Rick Cary  
Professor of Art, Mars Hill University

Garth Claassen  
Professor of Art, The College of Idaho

Perry Johnson  
Assistant Professor of Art, Virginia Intermont College

Libby Karlinger-Escobedo  
Assistant Professor of Art, Aurora University

Heidi Kraus  
Assistant Professor of Art and Art History, Hope College

Andrea Lepage  
Assistant Professor of Art History, Washington and Lee University

Jane Long  
Professor of Art History, Roanoke College
Saint Leo University  
Schreiner University  
Shaw University  
Shenandoah University  
Simmons College  
Springfield College (MA)  
Stetson University  
Sweet Briar College  
Trine University  
Trinity Christian College  
Tusculum College  
University of Evansville  
University of Mount Union  
Wagner College  
Westmont College  
Wheelock College  
Widener University  
Wilson College  

Leadership through  
New Communities of  
Knowledge 2013 Grant  
Recipients  
Allegheny College  
Baldwin Wallace University  
Bellarmine University  
Belmont Abbey College  
Berry College  
Briar Cliff University  
Central Methodist University  
Clarke University  
Coker College  
Dillard University  
East Texas Baptist University  
Ferrum College  
Franklin Pierce University  
Goucher College  
Holy Names University  
Houghton College  
Livingstone College  
Mercy College  
Mount Mary University  
Rockford College  
Rollins College  
Salem College  
Sanford University  
Seton Hill University  
St. Norbert College  
Stetson University  
Stonehill College  
Sweet Briar College  
University of Puget Sound  
Viterbo University  

CIC/New York Times  
Partnership in Education  
2013 Participating  
Institutions  
Allegheny College  
Alma College  
Augsburg College  
Baldwin Wallace University  
Bellarmine University  
Benedictine College (KS)  
Bennington College  
Berry College  
Birmingham-Southern College  
Capital University  
Central College  
Champlain College  
Chapman University  
College of Mount Saint Vincent  
Columbia College Chicago  
Dominican University of California  
Drake University  
Duquesne University  
Edgewood College  
Fresno Pacific University  
George Fox University  
Gettysburg College  
Goucher College  
Hampshire College  
Hartwick College  
Heidelberg University  
Heritage University  
Hilbert College  
Hiram College  
Ithaca College  
John Carroll University  
Kalamazoo College  
Kenyon College  
Lebanon Valley College  
Linfield College  
Loyola University Maryland  
Mercyhurst University  
Millsaps College  
Morehouse College  
Mount Holyoke College  
Neumann University  
Oberlin College  
Oklahoma City University  
Olivet College  
Pace University  
Roanoke College  
Rollins College  
Saint Anselm College  
Saint Francis University (PA)  
Saint John’s University (MN)  
Saint Leo University  
Scripps College  
Seattle Pacific University  
Sewanee: The University of the South  
Siena College  
Spelman College  
St. Ambrose University  
St. Andrews Presbyterian College  
St. Bonaventure University  
St. Lawrence University  
St. Norbert College  
Stonehill College  
Susquehanna University  
Swarthmore College  
The College of Saint Rose  
The College of Wooster  
The Sage Colleges  
Tiffin University  
University of Puget Sound  
Utica College  
Wabash College  
Wagner College  
Washington & Jefferson College  
Wesley College  
Westminster College (UT)  
Whittier College  
Widener University  
Willamette University  

Notre Dame de Namur University (CA)
CIC member institutions featured on the front cover
*(left to right)*: Randolph College (VA); Azusa Pacific University (CA); Champlain College (VT); St. Olaf College (MN); College of Saint Mary (NE); Bridgewater College (VA); Bloomfield College (NJ); Valparaiso University (IN); Cabrini College (PA); Berea College (KY).

---

CIC member institutions featured on the back cover
*(left to right)*: Otterbein University (OH); Gonzaga University (WA); Fresno Pacific University (CA); Bluefield College (VA); University of Saint Joseph (CT); Hendrix College (AR); Emory & Henry College (VA).

---

**Annual report design**: Next Year’s News