The Council of Independent Colleges (CIC) is an association of 760 nonprofit independent colleges and universities and higher education affiliates and 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 conducts the largest annual conferences of college and university presidents and of chief academic officers. CIC also provides support to state associations that organize programs and generate contributions for their member colleges and universities. The Council is headquartered at One Dupont Circle in Washington, DC. For more information, visit www.cic.edu.
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Sixty years ago, a group of educational visionaries founded the Council of Independent Colleges. Now the major organization serving America’s small and mid-sized nonprofit independent colleges and universities, CIC continues to provide practical advice, professional service, and ground-breaking research. This annual report details the vital work of CIC, whose members continue to prepare tomorrow’s leaders.

Clichés are sometimes redundant but also true; for example, the one thing we know about the future is that it will be different from today. At CIC colleges, we anticipate the future with our fundamental commitment to the liberal arts, educating our students for an enduring life of the mind while developing the creativity and professional skills that employers will seek. Our colleges are helping to secure America’s future.

Despite mounting evidence of the utility of an independent college education, presidents must continue to make the case to prospective students and their parents, public officials, donors, and trustees. And we are called upon to make critical decisions about affordability, quality, curriculum, budget, innovation, and mission.

Over the past few years, CIC has developed two successful initiatives to address these issues. CIC’s public information campaign—*Securing America’s Future: The Power of Liberal Arts Education*—has provided presidents and other campus leaders with resources to demonstrate the value of a liberal arts education and professional preparation at smaller independent colleges and universities. The campaign has influenced the public discourse about the value and values of liberal arts education at independent colleges and universities. And CIC’s Project on the Future of Independent Higher Education has provided campus leaders with research-based insights into alternative approaches and innovations to enhance educational quality while maintaining financial stability.

Although these two initiatives were originally designed to meet specific goals and conclude after a few years, their success and continuing need persuaded the CIC Board of Directors to extend elements of both projects into a new initiative—*Securing America’s Future*—in June 2016. CIC has worked to plan and implement components of the new initiative in support of member colleges and universities and the liberal arts. The signature activity of the new initiative is a series of workshops that are being hosted by CIC presidents on member campuses throughout the country. The workshops are designed to help member institutions prepare for the future more effectively and become more actively engaged in promoting the value of the liberal arts and independent colleges and universities. Highly successful aspects of the previous initiatives—including research projects, social media outreach, media visits, and engagement with high school guidance counselors—will continue.

As chair of the Board of Directors, I look forward to working with my fellow Board members, the campus leaders of CIC member institutions, and the CIC staff to promote the benefits of independent colleges and liberal arts education, to explore the future of independent higher education, and to help secure America’s future.

Sincerely,

Thomas L. Hellie
President, Linfield College
Chair, CIC Board of Directors
The need to prepare future leaders of colleges and universities has never been greater as large numbers of senior campus officials rapidly near retirement. Several issues affect future leadership needs of the academy, including the aging of the current generation of presidents; smaller pools of highly qualified candidates in presidential searches; the increasing complexity of the president’s role; and the difficulties experienced by excellent candidates who come to presidential searches with some, but not all, of the experiences of “sitting” presidents. CIC has recognized that leadership roles have changed significantly in recent years, that the role of institutional fit is critical, and that institutional type affects the nature of leadership positions. As a result, CIC has developed a robust set of leadership development programs and services that saw significant growth over the 2015–2016 period.

- The 2016 Presidents Institute, “Securing America’s Future: The Vitality of Independent Colleges,” attracted record participation by presidents, spouses, and State Council executives. The Institute provides a forum for candid discussion of critical issues, opportunities to learn from experts, and occasions to network with colleagues. It remains the largest annual conference of college and university presidents in the country.

- A large number of presidents participated in the 2016 New Presidents Program, which took place just prior to the Presidents Institute. The program for presidents in their first or second year—and concurrently a program for their spouses or partners—addresses the practical needs and strategic questions for success as leaders of independent colleges and universities.

- Participants in CIC’s second and third Presidents Governance Academies met in July 2015 in Napa, California, and in January 2016 in Miami Beach, Florida, respectively. The two-day intensive workshop is designed to help experienced presidents respond effectively to today’s challenges while improving the effectiveness of the governing boards of their institutions.

- In summer 2016, an exceptional group of senior administrators and their spouses participated in CIC’s longest-running program for aspiring presidents—the Presidential Vocation and Institutional Mission program. The year-long program, of which the summer seminar is the first main component, aims to clarify each participant’s sense of personal vocation in the context of the missions of the institutions they might lead in the future.

- Participants in the 2015–2016 Executive Leadership Academy, which prepares college and university provosts and vice presidents for presidencies, and the 2015–2016 Senior Leadership Academy, which prepares mid-level administrators and faculty leaders for vice presidencies in independent higher education, concluded their programs as the 2016–2017 cohort prepared for the start of their Academy experience.

- The November 2015 Institute for Chief Academic and Chief Advancement Officers drew strong participation. The program focused on the common mission of these senior campus leaders and how they can work together to move beyond sustaining existing programs toward innovation and improvement.

- The 15th annual series of Workshops for Department and Division Chairs took place between April and June 2016. Participation in the four workshops reached record levels.

In addition to the leadership development programs above, CIC also provides professional development programs for faculty members, librarians, and campus communications and public relations officers. CIC is pleased to provide a wide range of programs to serve its member colleges and universities.

CIC owes its record of achievement during 2015–2016 to its members, foundations and sponsors, and many other partners. Gratitude is especially due to the members of the CIC Board of Directors for guiding CIC’s efforts. My staff colleagues and I look forward to another productive year in 2016–2017.

Sincerely yours,

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

Presidents Institute

CIC’s premier event is the largest annual gathering of college and university presidents in the country. The 2016 Presidents Institute addressed the theme, “Securing America’s Future: The Vitality of Independent Colleges,” and other issues of presidential leadership; sessions highlighted the strengths and contributions of independent colleges and captured the messages of CIC’s campaign for the liberal arts. The event took place in Miami Beach, Florida, January 4–7, 2016, and drew a record number of presidents (382) and spouses and partners (190) as well as a total registration of 856 people. The Institute welcomed leaders from several international member institutions, including from France, Iraq, Lithuania, Morocco, Switzerland, and the United Arab Emirates. And for the second year, the Institute hosted a delegation of private university rectors and higher education leaders from Mexico.

Roger W. Ferguson, Jr., president and CEO of TIAA, delivered the Institute’s keynote address on the president’s role in leading transformational change in independent colleges and universities. In a plenary session moderated by Holiday Hart McKiernan, chief of staff and general counsel of the Lumina Foundation, a panel of innovative CIC presidents—Esther L. Barazzone of Chatham University, Paul J. LeBlanc of Southern New Hampshire University, Elizabeth J. Stroble of Webster University, and John S. Wilson, Jr. of Morehouse College—considered how independent higher education can respond to disruptive changes in society and the academy without compromising the core characteristics of independent colleges that have assured the delivery of a high-quality education for decades. In the session, “What Matters in College: The Vital Role of Independent Colleges,” Frank Bruni,

2016 PRESIDENTS INSTITUTE KEYNOTE ADDRESS

“LEADING ORGANIZATIONAL TRANSFORMATION IN A CHANGING ECONOMY”

“You’re not alone in facing the challenge of change,” said Roger W. Ferguson, Jr., president and chief executive officer of TIAA, while delivering the Institute’s keynote address. Ferguson described exemplary leadership at a range of organizations that had faced challenging circumstances. He also urged presidents of smaller independent colleges and universities to communicate continually about the need for change, leverage the unique strengths of their institutions, and favor incremental over discontinuous change whenever possible.

“Organizations that want to endure must evolve constantly,” said Ferguson. He elaborated by quoting John F. Kennedy: “Change is the law of life, and those who look only at the past or the present are sure to miss the future.” Leading others through a crisis situation, such as the one Ferguson faced when taking over the leadership of TIAA in the midst of the 2008 recession, often requires dramatic change. The “more difficult scenario,” Ferguson observed, is “when everything appears to be quiet,” because complacency may set in.

The role of leaders, Ferguson stated, “is to recognize the permanence of change, assess how their organizations should evolve, catalyze the response, and communicate relentlessly about it all.” Emphasizing the last point, he said it was impossible to over-communicate with stakeholders about strategies for change.

Recognizing that CIC institutions share important qualities, such as “a more personalized touch” than larger colleges and universities and, in most cases, a liberal arts focus, Ferguson encouraged presidents to develop their institutions by leveraging the particular strengths that differentiate them from other institutions. These strengths may stem from ties to the local community, a strong alumni network, unusual academic offerings, or the size of endowment.

“Focus on one or two incremental build-ups that are unique strengths of the institution,” Ferguson advised. Presidents should not try to push through too many changes at once, he warned, but rather first get buy-in and build credibility by successfully implementing a couple of key changes.

Ferguson also cautioned against embracing visions of discontinuous change. “Often, 180-degree turns make people feel disoriented,” he said. He argued that tech giants such as IBM, Google, and Apple might seem to be making bold changes, but they are, in fact, changing slowly over time.

For the video of Ferguson’s address, visit www.cic.edu/2016PresidentsInstituteResources.
New York Times op-ed columnist and author, discussed why independent colleges and universities—which provide an outstanding education to students from a wide range of backgrounds—deserve serious consideration by prospective students and their families. The closing plenary session, “Campus Civility and First Amendment Freedoms: Presidential Leadership in a Pluralistic Society,” addressed the role of presidents in shaping their campus cultures, balancing the competing claims of political correctness and freedom of speech, and influencing society to learn from and respect the increasing diversity on campus and in the world. Panelists included Eboo Patel, founder and president of Interfaith Youth Core; Ken Starr, then president and chancellor of Baylor University and former solicitor general of the United States; Eileen B. Wilson-Oyelaran, then president of Kalamazoo College; and as moderator, Sanford J. Ungar, distinguished scholar in residence at Georgetown University and former president of Goucher College, director of Voice of America, and host of NPR’s All Things Considered.

New Presidents Program

Held in conjunction with the annual Presidents Institute, CIC’s New Presidents Program provides the tools and counsel needed to lay the groundwork for a successful presidency. In 2016, 52 new presidents and 32 spouses or partners participated in the program, which featured experienced presidents and their spouses—many of whom are alumni of the program—as presenters and provided each new president with a seasoned presidential colleague to serve in an informal advisory capacity. The intensive two-day workshop included sessions on financial fundamentals, enrollment and marketing, board relations, advancement, and strategic and innovative presidential leadership, among other key topics. Mary Pat Seurkamp, CIC senior advisor and president emerita of Notre Dame of Maryland University, directed the New Presidents Program for a fourth year.

Presidential Vocation and Institutional Mission Program

This year-long program of readings, consultations, and seminars assists current and prospective presidents (in separate programs), along with their spouses or partners, 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., to date 63 presidents, most with spouses, have participated in the presidents’ program; and 139 senior administrators, many with their spouses, have participated in the parallel program for prospective presidents. Of the 119 participants who have completed the full-year program for prospective presidents, 40 participants—or 34 percent—have been appointed as presidents. (For the list of those who have been named to presidencies, see page 55.) In 2009, Lilly Endowment Inc. awarded CIC a renewal grant to extend the Presidential Vocation and Institutional Mission program through 2015 and funded an evaluation project to assess the program’s impact through a series of interviews with participants. William Frame, president emeritus of Augsburg College, wrote the book, The American College Presidency at Vocation: Easing the Burden, Enhancing the Joy (2013), based on this evaluation. In 2013, Lilly Endowment provided an additional $700,000 in funding for the Vocation and Mission program, enabling CIC to offer three more seminar series for prospective presidents. In July 2015, Frederik Ohles, president of Nebraska Wesleyan University, succeeded William Frame as senior advisor of the program. In October 2015, CIC invited nominations for the 2016–2017 program. Twenty participants, most with accompanying spouses or partners, were selected from 31 nominations and began the program in July 2016.

Presidents Governance Academy

CIC’s Presidents Governance Academy is a two-day intensive and highly participatory workshop series designed to help CIC member presidents strengthen board governance policies and practices and sustain effective president-board relations. Launched in 2014, the program is distinctive in that it focuses exclusively on the perspective of the independent college president and, while it respects the division of authority between the president and the board of trustees, the program starts with the premise that the president must have both the tools and the mandate to exercise effective leadership. CIC offered the first two Academies in January and July 2015. The third Academy took place in Miami Beach, Florida, January 3–4, 2016, immediately before the 2016 Presidents Institute. Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and former president of the Association of Governing Boards of Universities and Colleges, and Richard J. Cook, president emeritus of Allegheny College, led the program. The Presidents Governance Academy is made possible through the generous support of the Henry Luce Foundation.

Conversation between Foundation Officers and College and University Presidents

This annual meeting provides an opportunity for member presidents and foundation officers to discuss topics of emerging importance for private colleges and universities. Addressing the theme, “The Present and Future of Foundation Support for Liberal Arts Education,” the 27th annual Foundation Conversation took place October 13, 2015, at the Convene Conference Center in New York City. Eighty-six presidents, 19 foundation officers, and four State Council executives participated. Foundation representatives who presented included Michael Gilligan, president of the Henry Luce Foundation and member of the CIC Board of Directors; Ronald R. Pressman, executive vice president and chief operating officer of TIAA; Mariët Westermann, vice president of the Andrew W. Mellon Foundation; Robert Hackett, president of the Bonner Foundation; Jennifer Hoos Rothberg, executive director of the Einhorn Family Charitable Trust; Michael S. McPherson, president of the Spencer Foundation; Robert A. Maginn Jr., president of Jenzabar Foundation; and Timothy J. McClimon, president of American Express Foundation.
PROGRAM FOR CHIEF ACADEMIC OFFICERS

Institute for Chief Academic Officers

CIC’s Institute for Chief Academic Officers is the largest annual conference of chief academic officers held by any higher education association. Cosponsored in 2015 by CIC and the Council for Advancement and Support of Education, the Institute was designed for chief academic and chief advancement officers and focused on strengthening collaboration between those two senior officers to address shared campus challenges. Exploring the theme “Mission, Message, Market—and Money: The Academic Affairs/Advancement Partnership,” the Institute took place November 7–10, 2015, in Baltimore, Maryland. The event attracted a total of 590 participants, who traveled from as far as Canada, Greece, Mexico, and Pakistan and every corner of the United States including Hawaii.

The agenda featured leading authorities on key aspects of the work of chief academic and chief advancement officers. In his keynote address, John Churchill, secretary of the Phi Beta Kappa Society, discussed the enduring value of the liberal arts to the country. Plenary speaker Earl Lewis, president of the Andrew W. Mellon Foundation—the major funder of liberal arts education in the United States—explored the relationship between philanthropy and the liberal arts and his foundation’s emerging support priorities. Sandy Baum, senior fellow in the Income and Benefits Policy Center at the Urban Institute and research professor at the George Washington University Graduate School of Education and Human Development, and co-author of the College Board’s annual publications Trends in Student Aid and Trends in College Pricing. In her plenary address, Baum explained how, in fact, average college tuition has increased less in the past decade than it did in the previous two. In addition to sharing data that refute widely-held inaccurate notions about tuition pricing, grant aid, and student debt, she encouraged institutions to review carefully and possibly rethink their practices in tuition discounting and financial aid in order to serve their students and maintain fiscal health.

Baum noted that student debt is not “crushing a generation,” contrary to what many newspapers report, and that of graduates age 23 and younger, just 11 percent have student loans totaling more than $40,000. “What’s really important to recognize,” she said, “is that student debt affects different kinds of students differently.” She urged colleges and universities to pay close attention to older students (who are legally allowed to borrow more than younger dependent students), students who take longer to graduate, and African American students, who tend to take on more debt. Students who do not finish their degrees also are much more likely to default on their student loans; whereas only 9 percent of bachelor’s degree recipients defaulted, 24 percent of those who did not graduate defaulted.

Finally, Baum counseled college and university leaders to educate their students about different types of repayment programs. “No one should be defaulting on federal loans,” she said, because the government offers income-based plans that assure students do not have to pay more than they can afford. She further advised against implementing short-term solutions that create long-term problems, for example, admitting students who are incapable of graduating.

For the podcast of Baum’s address, visit www.cic.edu/2015CAOIresources.

2015 INSTITUTE FOR CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS
PLENARY ADDRESS

“PAYING FOR COLLEGE”

“If you listen to the conversation [in the media and general public], you would think that we are facing a new and escalating problem with college pricing,” observed Sandy Baum, senior fellow at the Urban Institute, research professor at the George Washington University Graduate School of Education and Human Development, and co-author of the College Board’s annual publications Trends in Student Aid and Trends in College Pricing. In her plenary address, Baum explained how, in fact, average college tuition has increased less in the past decade than it did in the previous two. In addition to sharing data that refute widely-held inaccurate notions about tuition pricing, grant aid, and student debt, she encouraged institutions to review carefully and possibly rethink their practices in tuition discounting and financial aid in order to serve their students and maintain fiscal health.

She recommended that the chief academic and chief advancement officers in attendance ask specific questions about their institution’s tuition and grant aid practices: How well does your tuition and room and board sticker prices serve your institution’s recruitment strategy and mission? Does your grant aid approach result in a healthy net-revenue? Why are we providing more aid to some of our students than they actually need? Are we doing enough to prevent our graduates from running the risk of defaulting on their loans after graduation?

For the podcast of Baum’s address, visit www.cic.edu/2015CAOIresources.
Executive Leadership Academy
CIC, in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU), offers the Executive Leadership Academy (ELA) to prepare college and university leaders in provost and vice presidential positions to move into presidencies. The year-long program is open, by nomination of the president, to vice presidents or cabinet-level administrators of all divisions of a college or university. The program consists of two seminars, readings concerning presidential leadership, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring.

Thomas R. Kepple, Jr., president of AALI, is director of the program. The ELA is generously supported by AALI and Academic Search, Inc.

Twenty-three administrators from CIC member institutions participated in the 2015–2016 ELA, which began with a seminar in Washington, DC, on July 16–18, 2015, and concluded with a seminar on June 20–22, 2016, also in Washington. (For the participants list, see page 54.) CIC selected the 2016–2017 ELA cohort of CIC participants in February 2016. The opening seminar took place July 11–13, 2016, in Washington, DC.

Since 2009, 52 of the 226 total participants in the Executive Leadership Academy have been appointed as presidents or chancellors. In addition to the professional advancement of participants, successful outcomes also are obtained when participants’ leadership in their current positions is strengthened or when they realize that they do not want to pursue a presidency.

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

Twenty-eight administrators participated in the 2015–2016 SLA. (For the participants list, see page 54.) The opening seminar was held November 6–8, 2015, in Baltimore, Maryland, prior to the Institute for Chief Academic and Chief Advancement Officers. The closing seminar took place June 23–25, 2016, in Washington, DC. CIC selected the 2016–2017 SLA cohort—30 participants—in February 2016. The opening seminar will take place in New Orleans, Louisiana, November 4–6, 2016.

Since 2010, six cohorts have completed the Senior Leadership Academy. To date, 54 of the 174 total participants have advanced to positions with increased responsibility.

Workshops for Department and Division Chairs
The 15th annual series of professional development workshops for new and experienced department and division chairs took place in four cities across the country in spring 2016. Led by experienced chief academic officers, department chairs, and attorneys specializing in higher education, the 2016 Workshops
for Department and Division Chairs focused on “The Joys and Challenges of Leading from the Middle.” The workshops drew 371 department and division chairs from colleges in 37 U.S. states plus Egypt and Nigeria. Supported by the AALI and Academic Search, Inc., the workshops took place April 7–9 in Louisville, Kentucky; May 10–12 in Portland, Maine; May 24–26 in Minneapolis, Minnesota; and June 13–15 in Portland, Oregon.

College Media Conference

Designed for campus public relations directors and their key staff members, the College Media Conference provides access to national journalists who discuss issues they typically cover, information they would like to receive from colleges and universities, and how colleges can communicate with the media most effectively. In 2016, the conference marked its 30th anniversary with presentations by more than 30 top print and digital journalists as well as seasoned university communicators who together explored the theme, “Mastering the Media Revolution.” Nearly 200 college and university public relations professionals from around the country participated in the event, which took place in Washington, DC, June 27–29, 2016. Co-hosted by CIC and the American Association of State Colleges and Universities, participants were able to learn from and connect with journalists from the Washington Post, New York Times, National Public Radio, CNBC, ABC, CNN, Huffington Post, U.S. News and World Report, Hechinger Report, Slate, Politico, Scientific American, Chronicle of Higher Education, Inside Higher Ed, and Diverse: Issues In Higher Education, among others. A Chronicle-sponsored reception and evening program featured one of the nation’s top political commentators, Eleanor Clift, at the National Press Club. Other special events included small group visits to the newsrooms of national media in Washington, a breakfast meeting with Diverse: Issues In Higher Education editors and reporters, and a tour of the Newseum.

Programs for Spouses and Partners of Presidents and Chief Academic Officers

CIC provides special programming for spouses and partners of presidents and chief academic officers at its two annual institutes. Spouses of 190 college and university presidents participated in CIC’s 2016 Presidents Institute, and 23 spouses engaged in the 2015 Institute for Chief Academic and Chief Advancement Officers. The Presidents Institute Spouses and Partners Program opened with a discussion on “The Role of the Spouse or Partner in Fundraising and Friend-raising for the Institution,” featuring Alice M. Starr, then presidential spouse at Baylor University, who has earned accolades for her business and charitable organization leadership.

State Councils Annual Conference

CIC actively supports the advancement of State Councils—consortia of independent colleges and universities, one per state, with the mission of advancing and strengthening their member institutions. CIC provides services, consulting, professional development opportunities, collaborative programming, and grant support to its 29 State Councils and organizes conferences, webinars, and “best practices” workshops.

The 2016 CIC State Councils Annual Conference took place May 1–3 in Baltimore, Maryland. Focusing on the theme, “Enhancing the Value Proposition: Best Practices, New Opportunities,” speakers explored how State Councils can provide additional value-added support for their member colleges and universities. Plenary speakers included Jeffrey Docking, president of Adrian College; Barbara Hetrick, senior vice president of CIC; Elizabeth Johnson, founding partner and CEO of SimpsonScarborough; Thomas R. Kepple, Jr., president of AALI; Marilyn Mackes, executive director of the National Association of Colleges and Employers; and Jeanette Norton, community outreach manager for the Foundation Center.
CIC supports practical, sustainable, and cost-effective ways to improve the quality of independent higher education. Initiatives and programs that CIC offered in 2015–2016 evaluated the effectiveness of online instruction; improved teaching, learning, and research; strengthened information fluency in the disciplines; brought distinguished visiting fellows to campuses; and promoted vocational exploration in undergraduate education, among other outcomes.
Consortium for Online Humanities Instruction I and II

CIC received a grant from the Andrew W. Mellon Foundation in 2013 to assess the effectiveness of online teaching in upper-level humanities courses at liberal arts colleges. The project has three main goals: to explore whether online humanities instruction can improve student learning outcomes; to determine whether smaller, independent liberal arts institutions can make more effective use of their instructional resources and reduce costs through online humanities instruction; and to provide an opportunity for all CIC member institutions to build their capacity for online humanities instruction and share their successes with other liberal arts colleges. Ithaka S+R, CIC’s partner organization and a leading research and consulting service for academic innovation in the digital environment, advises participating institutional teams and evaluates the effectiveness of the project.

In spring 2014, CIC received applications from 96 member institutions and selected 20 teams to participate in the first cohort of the consortium. (For the list of institutions participating in Consortium I, see page 56.) In 2014, the teams met for a national workshop in Washington, DC, and three regional workshops in Providence, Rhode Island; Minneapolis, Minnesota; and Pittsburgh, Pennsylvania. The first courses developed as part of the consortium were offered in spring 2015. Following an initial evaluation of project activities by Ithaka S+R and a national workshop in Washington, DC, August 10–12, 2015, participants revised the courses, advanced their plans for institutional collaboration, and presented the results of their work at the 2015 Institute for Chief Academic and Chief Advancement Officers and the 2016 Presidents Institute. Students from all participating institutions were able to enroll in the revised courses in spring 2016. A culminating national workshop was held in Alexandria, Virginia, August 5–6, 2016, during which Ithaka S+R presented a preliminary evaluation report on student learning outcomes, the use of institutional resources, and collaborative efforts during the project. A final evaluation of Consortium I activities and outcomes was distributed to participants in fall 2016.

The Andrew W. Mellon Foundation awarded CIC a nearly $1.4 million grant in December 2015 to support the participation of a second cohort of colleges and universities over approximately three years. The project goals remain the same but focus on online courses that are potential substitutes for upper-level humanities courses in the same major at comparable institutions. Ithaka S+R is serving again as project consultant and evaluator. CIC distributed an invitation for applications in January 2016. In March, CIC received applications from 41 member institutions and selected 21 teams to participate in Consortium II. (For the list of institutions participating in Consortium II, see page 57.) These teams met for a national workshop in Alexandria, Virginia, August 7–9, with the goal of advancing preparation for their projects. Select participants from Consortium I institutions are serving as advisors to participants in the second cohort, and the first courses developed as part of Consortium II will be offered in spring 2017.

Consortium on Digital Resources for Teaching and Research

In 2014, CIC received a $2.2 million grant from the Andrew W. Mellon Foundation to be used over four academic years to provide subsidized access for consortium participants to Artstor’s Shared Shelf application and service—a means to organize, preserve, and share unique collections of digital artifacts. The project provides participating CIC member institutions the opportunity to engage in a users’ consortium and to use Shared Shelf to store and manage media in support of teaching, learning, and student and faculty research. The goals of the project are to improve teaching and learning at liberal arts colleges; allow faculty members at small institutions to collaborate in scholarship and teaching through the use of their research and teaching.
efforts by individual colleges, small consortia of colleges and universities, and allied organizations. CIC is seeking additional funding to expand this project.

**Teaching Interfaith Understanding Seminars**

As religious diversity among college students increases and interfaith cooperation continues to gain traction on campuses, there has been a corresponding increase in interest among college presidents, deans of academic and student affairs, and faculty members in offering courses and programs on interfaith subjects. In partnership with Interfaith Youth Core (IFYC) and with funding from the Henry Luce Foundation, CIC offered two seminars annually in 2014 and 2015 for faculty members who develop and teach related courses. The seminars were designed to help faculty members engage interfaith issues in the classroom and reach a broad understanding of what students in interfaith programs should learn. In addition, a resource base of teaching materials for use by faculty members and an online community for faculty members to share best practices, curricula, and pedagogies were developed. In October 2015, CIC received additional funding from the Luce Foundation that allowed CIC and IFYC to offer one more seminar in summer 2016. In June 2016, CIC received another grant from the Henry Luce Foundation that will support three additional annual seminars.

Twenty-five faculty members participated in each of the 2015 seminars, which took place at Boston College in Chestnut Hill, Massachusetts, June 21–25, and at DePaul University in Chicago, Illinois, August 2–6. Catherine Cornille, Newton College Alumnae Chair of Western Culture, chair of the department of theology, and professor of comparative theology at Boston College; and Noah Silverman, director of faculty partnerships at IFYC, led the June seminar; Stephen Prothero, professor of religion at Boston University, was a special guest speaker. Eboo Patel, founder and president of the Interfaith Youth Core, and Laurie Patton, president of Middlebury College (former dean of Trinity College of Arts and Sciences and Robert F. Durden Professor of Religion at Duke University), led the August seminar. Twenty-six faculty members participated in the July 31–August 4, 2016, seminar at DePaul University in Chicago. Laurie Patton and Eboo Patel again led the seminar. (For the participants list, see page 57.)

**American History Seminar for Faculty Members**

To help faculty members at CIC institutions strengthen their teaching and advance their research, CIC and the Gilder Lehrman Institute of American History cosponsored for the 15th year a popular seminar supported by the Andrew W. Mellon Foundation. Twenty-four faculty members from a variety of disciplines participated in the American history seminar, focused again on “Slave Narratives” and held at Yale University in New Haven, Connecticut, June 19–24, 2016. David W. Blight, Class of 1954 Professor of American History at Yale University and the director of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, organized the seminar. Edward Rugemer, professor of African American studies and history at Yale University, led the seminar, examining both antebellum and postbellum narratives and using slave narratives and other readings to establish the lived experience of slaves in the transition from bondage to freedom. Throughout the seminar, participants discussed Solomon Northup’s *Twelve Years a Slave*, Abraham Lincoln’s policies and processes with regards to emancipation, and ways of reading, interpreting, and teaching Harriet Jacob’s *Incidents in the Life of a Slave Girl*. A special guest presenter, John Stauffer, professor of English and African American studies at Harvard University, discussed the *Narrative of the Life of Frederick Douglass* and Douglass’s development as a writer, orator, and artist. (For the participants list, see page 58.)

**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 tenth seminar in the series took place July 20–26, 2015, at the Center for Hellenic Studies. Eighteen CIC faculty members participated in the program, which explored “Song Culture of Athenian Drama” and was directed by Gregory Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of the Center for Hellenic Studies, Harvard University; and Kenneth Scott Morrell, associate professor of Greek and Roman studies, Rhodes College.

The 2016 seminar focused on the Histories of Herodotus, the so-called “father of history.” Supported by the Andrew W. Mellon Foundation, the seminar took place at the Center for Hellenic Studies July 25–31, 2016. Seventeen CIC faculty members explored how to use the Histories in a broad range of courses and to enrich general education programs. Nagy and Morrell again co-led the program. (For the participants list, see page 59.)

Teaching Pre-Modern European Art in Context Seminar

This program, launched in 2010 and supported by the Samuel H. Kress Foundation, is designed to strengthen the teaching of art history at CIC member institutions. The sixth seminar of the program, which took place July 20–24, 2015, explored “The Art of Storytelling in French Painting and Sculpture 1600–1850.” The seminar was held at the Portland Art Museum in Portland, Oregon, and was organized around a special traveling exhibition, Gods and Heroes: Masterpieces from the École des Beaux-Arts, Paris, which included Old Master prints used for teaching at the renowned school, as well as paintings, sculptures, and drawings by Nicholas Poussin, Jean-Antoine Watteau, Jacques-Louis David, and Jean-Auguste-Dominique Ingres. Twenty-three faculty members participated in the seminar, which was led by Dawson Carr, the Janet and Richard Geary Curator of European Art at the museum, and Mary Tavener Holmes, an independent scholar specializing in French art of the 17th and 18th centuries.

During the seventh year of the program, participants explored how viewers and listeners experienced art and music in the Renaissance and Baroque periods, while considering the parallel stylistic developments in European painting and music and the roles they played in religious and secular life. Twenty-one faculty members who teach art history and music at CIC member institutions immersed themselves in the “Sight and Sound in Renaissance and Baroque Europe (c.1300–1700)” during the June 20–24, 2016, seminar held at the High Museum of Art in Atlanta, Georgia. The seminar was led by Gary Radke, professor emeritus of art history at Syracuse University, and Amanda Eubanks Winkler, associate professor of music history and cultures at Syracuse University. (For the participants list, see page 60.)

Information Fluency in the Disciplines

CIC began a series of workshops on Information Fluency in the Disciplines in 2010. Supported by grants from the Andrew W. Mellon Foundation, the workshops 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). With additional support from the Andrew W. Mellon Foundation, CIC began a second series of four workshops. The first workshop in the new series covered information fluency in foreign languages, literatures, and cultures (2013), and the second workshop focused on philosophy, religion, and the history of ideas (2015). Held in Louisville, Kentucky, March 10–12, 2016, the third workshop addressed English and American language and literature. (For the participants list, see page 60.) The final workshop in the series will take place in 2017.

The workshops are cosponsored by the Association of College and Research Libraries and the Council on Library and Information Resources and, depending on the topic, have been endorsed by the American Academy of Religion, American Historical Association, American Philological Association, American Philosophical Association, Appalachian College Association, Modern Language Association, United Negro College Fund, and the Society of Biblical Literature.

Woodrow Wilson Visiting Fellows

For more than 40 years, the Woodrow Wilson Visiting Fellows program has brought prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses across the United States for substantive week-long exchanges with students, faculty members, administrators, and local community leaders. Now in its ninth year of operation under CIC management, the Visiting Fellows program continues to bring high-quality academic programming to campuses nationwide. In the 2015–2016 academic year, CIC arranged 53 campus visits across the country, and it already has arranged 36 visits for the 2016–2017 academic year. Campuses participating in the program find significant value in the visits, and many bring Fellows to campus every year. (For the list of host campuses, see page 60.) The roster of Fellows is constantly evolving. Among the new luminaries to join the program’s 125 Fellows this past year were Rodney Bent, former director of the United Nations Secretary General’s Washington, DC, office; Kim Harris, composer, scholar, and founding artist in the John F. Kennedy Center for the Performing Arts “Changing Education through the Arts” program; and Linda Greenlaw, an accomplished author and America’s only female swordfishing captain. The Woodrow Wilson Visiting Fellows program is directed by senior advisor Roger Bowen.

Network for Vocation in Undergraduate Education

Established in 2009 through a generous grant from Lilly Endowment Inc., CIC’s Network for Vocation in Undergraduate Education (NetVUE) is a nationwide campus-supported network whose purpose is to foster the intellectual and theological exploration of vocation among college and university students. Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, a campus visit and consulting service, and online resources and networking. In addition, a number of grant opportunities are available to NetVUE member institutions to support the development of vocational exploration programming on their campuses. In June 2016, the network included a total of 202 colleges and universities and five organizational members.
The third national NetVUE Conference, “Sustaining the Theological Exploration of Vocation,” took place in St. Louis, Missouri, in March 2015. The largest NetVUE Conference to date, the event attracted 503 participants from 158 institutions. The fourth national NetVUE Conference will be held March 23–25, 2017, in Charlotte, North Carolina.

During the 2015–2016 academic year, NetVUE member institutions hosted six regional gatherings for faculty and staff at NetVUE member colleges and universities. The themes of the convenings were “A Vocational Anchor in a Sea of Change: The Enduring Influence of Ernest L. Boyer, Sr.,” hosted by Messiah College, October 9–10, 2015; “Partnering to Promote Holistic Guidance for Career and Calling,” hosted by Westmont College, November 6–7, 2015; “Mentoring and Advising Students: A Meaning-Driven College Experience,” hosted by Avila University, November 19–20, 2015; “Traditioned Innovation in Campus Worship,” hosted by Calvin College, January 28, 2016; “Exploring Vocation in Pluralistic Settings,” hosted by Eckerd College, February 4–6, 2016; and “At This Time and in This Place: Engaging Vocational Scholarship,” hosted by Our Lady of the Lake University (TX), February 11–13, 2016.

To expand NetVUE, Lilly Endowment Inc. awarded CIC a grant of nearly $6.9 million—the largest grant ever received by CIC—in 2011. The grant supported the development of a Scholarly Resources Project for vocational exploration; a series of Program Development Grants for NetVUE member institutions; and a program to strengthen the college chaplaincy at NetVUE member institutions (now completed). In 2013, Lilly Endowment awarded CIC an additional grant to continue the NetVUE program through 2019, after which membership dues will fully sustain the organization. A portion of the 2013 funding also provides the NetVUE Professional Development Awards. In 2014, Lilly Endowment extended its funding to support additional initiatives, including the NetVUE Chaplaincy Implementation Grants and the Vocational Exploration Renewal Grants, Teaching Vocational Exploration faculty development seminars, and to supplement NetVUE core operations and programs through 2019. (For information on the NetVUE grant and award opportunities, see Offering Grants and Scholarships, page 28.)

A portion of the 2011 Lilly Endowment funding supports the creation of new scholarly resources for teaching and research on the theological exploration of vocation. Starting in 2013, three structured cohorts of scholars have collaborated on book-length publications on three topics: how colleges and universities can best educate undergraduates about vocation; how vocational considerations can be integrated into diverse fields of study; and how vocational discernment and practices can be advanced in multi-faith contexts. Scholars in the first cohort met in 2013–2014, and Oxford University Press published their volume—At This Time and In This Place: Vocation and Higher Education—in September 2015 (see Box). Scholars in the second seminar, “Integrating Vocation across Diverse Fields of Study,” met in 2014–2015, holding their final meeting in Grand Rapids, Michigan, July 30–August 2, 2015. Oxford University Press will publish Vocation across the Academy: A New Vocabulary for Higher Education, a volume by the second seminar’s participants, in early 2017. (For the list of scholars in the second seminar program, see page 61.) The initial meeting of the third cohort took place August 1–5, 2016, in Holland, Michigan. David S. Cunningham, director of the CrossRoads Project and professor of religion at Hope College, directs the project.

Since its inception in 2009, Lilly Endowment Inc. has generously provided to CIC more than $15 million in grant funding for the development of NetVUE, with more than $11 million designated for re-grants to NetVUE member colleges and universities. NetVUE is on track to become completely self-supported by membership dues beginning in 2020. NetVUE is supported by an office located at Calvin College and is directed by senior advisor Shirley J. Roels.
CIC’s public information campaign—Securing America’s Future: The Power of Liberal Arts Education—has provided presidents and other campus leaders with resources to demonstrate the value of a liberal arts education and the effectiveness of smaller independent colleges and universities. Meanwhile, CIC’s Project on the Future of Independent Higher Education has provided campus leaders with research-based insights into how they can reconsider their institutions’ business models to thrive in today’s challenging education market. In 2016, CIC integrated elements of these two efforts into a single initiative, Securing America’s Future.
SECURING AMERICA’S FUTURE: THE POWER OF LIBERAL ARTS EDUCATION

Since 2013, CIC has directed a multi-pronged national public information initiative to promote the effectiveness of independent higher education, the liberal arts, and liberal arts colleges. The campaign expanded rapidly and includes components such as:

- A toolkit for member institutions that contains key messages, data, and talking points for advocacy efforts; infographics; fact sheets about private colleges and the benefits of a liberal arts education; sample alumni testimonials; and an informational poster and postcard set;
- A series of research reports and briefs on the strengths of small and mid-sized independent colleges (see pages 18–21);
- The campaign’s Twitter and Instagram feeds (@SmartColleges), Facebook page (www.facebook.com/SmartColleges), and YouTube channel (YouTube.com/LiberalArtsPower), which share data, articles, photos, and videos to publicize the facts about liberal arts education, amplify positive messages, share testimonials, and respond to misinformation;
- A robust website for high school counselors and students and their families (www.LiberalArtsPower.org) that features alumni testimonials; eye-catching infographics; myth-busting facts about the liberal arts, student debt, and college costs; and selected news articles and opinion pieces;
- A campaign website for CIC members and higher education professionals (www.cic.edu/LiberalArts) that features more than 1,000 op-eds by college presidents and articles about the value of the liberal arts and smaller private colleges, a wealth of data and infographics, and the media kit;
- The Liberal Arts Life website (www.LiberalArtsLife.org) for prospective students that tells a story about the value of a liberal arts education through video clips, photographs, speaker quotations, and animated data visualizations; and
- A 2016 directory of CIC member institutions, which was mailed to more than 4,000 National Association for College Admission Counseling members in spring 2016.

Serving as the capstone event of the campaign, CIC hosted the “Liberal Arts in Action” symposium at the Phillips Collection in Washington, DC, on September 17, 2015. The symposium explored, through presentations by distinguished graduates of CIC member institutions, what a liberal arts education means in the lived experience of individuals with a liberal arts degree. The line-up of speakers included graduates of CIC colleges: Senator Susan Collins (R-Maine) (St. Lawrence University), who delivered the keynote address; Pulitzer Prize-winning author and New York Times columnist James Stewart (DePauw University), who delivered the closing address; and renowned Stanford University neuroscientist William Newsome (Stetson University) among others. Serving as “impresario” for the day was Tony Award-winning playwright, lyricist, and director Murray Horwitz (Kenyon College). The event attracted 180 participants, including CIC member presidents, policy makers, journalists, heads of learned societies and higher education associations, foundation leaders, and high school counselors, among others.

In connection with the symposium, CIC released a monograph, The Liberal Arts in Action: Past, Present, and Future. Written by S. Georgia Nugent, CIC senior fellow heading the campaign and president emerita of Kenyon College, the essay explores the historical and philosophical contexts of liberal arts education and its role as an incubator of creativity. The essay, in conjunction with the symposium proceedings document, can be used in orientation programs and first-year seminars to stimulate discussions about the purpose and value of studying the liberal arts.

In spring 2016, CIC released additional resources to help member institutions promote the liberal arts and the effectiveness of independent higher education—a website and proceedings of the liberal arts symposium. The materials help answer the question, “What can you do
The Lumina Foundation awarded CIC a grant in 2013 to support an exploration of the future of independent higher education. The project studied fresh approaches to private higher education, new college business models, and changes in American society that are potentially disruptive to higher education. The project also worked to identify the distinctive characteristics of independent colleges that have enabled them to offer a high-quality education for so many years and that must be preserved.

CIC identified 22 college and university presidents who had initiated bold innovations at their own institutions or explored new models of finance and operations to serve on the project’s steering committee. (For the list of committee members, see page 43.) During the initial steering committee meeting, which took place in Washington, DC, in 2014, the members worked to develop a year-long research agenda to inform planning for the project. A grant from the TIAA Institute supported some of the research; additional funding was provided by the National Endowment for the Humanities, Arthur Vining Davis Foundations, and Endeavor Foundation. Between spring 2015 and summer 2016, CIC published six research reports and five research briefs. The final steering committee meeting was held in Washington, DC, October 27–28, 2015, to develop an action plan to help CIC member institutions revitalize their missions, refocus their long-term strategic plans, and consider new business models that retain the student-centered nature of independent colleges.

**Research Reports**

As part of the two complementary initiatives—the liberal arts campaign and the Project on the Future of Independent Higher Education—CIC began to produce a series of research reports that provide in-depth analyses of student outcomes and institutional effectiveness. Publications produced during the 2015–2016 fiscal year are highlighted below. All of the reports are accessible on the CIC website: www.cic.edu/ResearchFuture.
significant challenges, but they are engaged in varied and aggressive change efforts on many fronts. Survey data collected from CIC presidents reveal that almost all colleges engaged in at least one initiative focused on either optimizing campus revenue or controlling costs in the previous five years, with nine out of ten pursuing initiatives that concentrate on both goals. Two-thirds of responding presidents say they are “aggressively” focused on mission-driven innovations.

Among the major findings of the study are the following:

- Popular strategies for revenue enhancement and diversification included opening new undergraduate (83 percent) and graduate (74 percent) programs and expanding online courses and programs (65 percent).
- The most frequent cost-control measures taken by independent college presidents included leaving open faculty positions unfilled (64 percent), freezing salaries (61 percent), reducing other staff (61 percent), restructuring or closing academic programs (57 percent each), and outsourcing operations (49 percent).
- College presidents also indicated a wide range of other initiatives and innovations, including changes to admissions strategies (77 percent), financial aid practices (71 percent), and fundraising approaches (70 percent); expansion of athletics programs and facilities (62 percent); increased international-student recruitment (58 percent); and reforms to resource-allocation systems (47 percent).

Survey respondents predominantly viewed these innovations as congruent with institutional missions and reported largely favorable support for those innovations by campus constituents.

The study was conducted by James C. Hearn, professor and associate director of the Institute of Higher Education at the University of Georgia, and his colleague Jarrett B. Warshaw, with support from the TIAA Institute. This report was prepared as a component of CIC’s Project on the Future of Independent Higher Education, which was supported by the Lumina Foundation.

The major findings of the study include:

- Matched private nondoctoral colleges and universities have a 22 percentage point edge over comparable public institutions in four-year graduation rates and nearly a 12-point advantage in six-year graduation rates.

The report is a companion to Mission-Driven Colleges: Nine Strategic Change and Innovation in Independent Colleges

Strategic Change and Innovation in Independent Colleges

Issued in April 2016, Strategic Change and Innovation in Independent Colleges: Nine Mission-Driven Campuses challenges the dominant narrative that independent colleges and universities are stuck operating with outdated business models and unable to adapt to present market and fiscal challenges.

The report is a companion to Mission-Driven Innovation: An Empirical Study of Adaptation and Change among Independent Colleges and provides
Further evidence of energetic and bold change at CIC colleges and universities. The report argues that the leaders of America’s private liberal arts colleges and universities have faced the future with a sense of optimism and a willingness to try innovative approaches and implement promising new strategies for change while preserving the essential missions of their institutions. They have not, as some critics assume, spent the recent past “waiting passively for an inevitable tide of change to wash over” their institutions.

The report explores the adaptive approaches taken at nine institutions that exemplify the change efforts underway at many independent colleges and universities. Profiled in the report are Benedictine University (IL), Bethany College (KS), Dillard University, Houghton College, New England College, Stetson University, Valparaiso University, Washington Adventist University, and William Jessup University.

Based on interviews with presidents and other senior campus leaders, the authors identify six overarching themes: a bias for action; a drive to connect locally, regionally, and beyond; realistic self-assessment and adaptation; structure for innovation; assertive leadership within shared governance traditions; and alignment of mission and innovation. The case studies include actionable examples of critical self-assessment and of mission and innovation. The nine case studies include new organizational structures, clarifying institutional missions, and fostering a culture of innovation. The nine case studies include actionable examples of critical self-assessment and of institution and innovation.

The report was written by University of Georgia professor James C. Hearn along with Jarrett B. Warshaw and Erin B. Ciarimboli. Prepared as a component of CIC’s Project on the Future of Higher Education with support from the Lumina Foundation for Education, the research for and preparation of this report was provided by the TIAA Institute.

### Changes in Faculty Composition at Independent Colleges

*Published in June 2016, Changes in Faculty Composition at Independent Colleges describes a changing academic workforce and details how faculty composition and responsibilities vary by institutional type, program type, and academic discipline. Contingent faculty, defined in this report as full- or part-time faculty members who are not tenured, on the tenure track, or in multi-term contracts, are the majority of the new faculty in higher education today. Although there was a decrease in full-time appointments at independent colleges between 2000 and 2012, most traditional on-campus undergraduate programs remain staffed by tenure-line or long-term contract faculty members. The proportion of contingent faculty members is lower at CIC institutions than at other types of institutions, and contingent faculty members most often are used in adult, professional, and graduate degree programs and to teach in rapidly expanding fields such as the health sciences.

The report confirms that contingent faculty members are hired with significantly different expectations than tenure-track or long-term contract faculty members. For example, when compared with tenure-track and long-term contract faculty members, contingent faculty members are often expected less to advise students, supervise student research, or integrate service learning and are more likely to devote all of their time to teaching with very little time devoted to research, service to the institution, or faculty governance. One result of these differences is that contingent faculty members may be less engaged with their faculty colleagues or less likely to participate in student learning experiences outside the classroom.

The authors offer several recommendations to address the discrepancies between roles and expectations of different types of faculty appointments. The report recommends that colleges and universities:

- Clarify the roles of all types of faculty members in faculty handbooks;
- Review the distribution of faculty work periodically;
- Reexamine faculty hiring and orientation practices;
- Consider the impact of relying on contingent faculty members on both students and long-term faculty members; and
- Provide sufficient support for contingent faculty members.

Three leading researchers—Christopher Morphew of the University of Iowa, Kelly Ward of Washington State University, and Lisa Wolf-Wendel of the University of Kansas—wrote the report; their analysis draws upon comparative data from the U.S. Department of Education, a survey of CIC institutional research officers, and a survey of CIC chief academic officers about academic roles and composition. This report was prepared as a component of CIC’s Project on the Future of Independent Higher Education, which was supported by the Lumina Foundation.


### Research Briefs

In addition to the research reports, CIC prepared as part of the Project on the Future of Independent Higher Education five short reports that focused on innovations in teaching and learning at independent colleges and universities. The individual research briefs were designed as practical resources for institutions that are considering new challenges and new opportunities. Collectively, they aim to help faculty members, administrators, and trustees of CIC members reflect on the distinctive pedagogy of independent higher education. Each brief includes a review of recent research, identifies examples
of proven and promising innovations at CIC member institutions, and poses questions for further discussion. CIC released the final three briefs in 2015–2016. Earlier briefs included Competency-Based Education and Interdisciplinary Undergraduate Education. All of the research briefs are accessible on the CIC website at www.cic.edu/ResearchFuture.

Career Preparation and the Liberal Arts

Issued in July 2015, Career Preparation and the Liberal Arts explores the central question: How does the independent sector of higher education balance expectations for job preparation with the preparation of students for full lives as educated citizens? Graduates of smaller independent colleges and universities with a liberal arts focus are at least as likely to find jobs in the first six months, will earn about as much in their lifetimes, and will enjoy a higher level of career satisfaction than their peers who graduate from other institutions. This brief shows that smaller private institutions achieve these outcomes through undergraduate programs with a professional emphasis that incorporate substantial liberal arts content; liberal arts degree programs that integrate career preparation; experiential learning opportunities, especially internships; and innovative career preparation activities that supplement the liberal arts curriculum.

Living-Learning Communities and Independent Higher Education

Released in October 2015, Living-Learning Communities and Independent Higher Education shows that although residential education has been part of the undergraduate experience at America’s independent colleges and universities since the colonial era, explicit living-learning communities are a relatively new phenomenon. The communities combine curricular, co-curricular, and residential components in a purposeful way to encourage frequent and engaging in new projects. into college life. Independent colleges and universities have developed living-learning communities for a wide range of student populations—first-year students, first-generation students, upper-class students with specific academic interests, even commuters—in a variety of residential settings from traditional dorms to yurts.

High-Tech or High-Touch? Online Learning and Independent Higher Education

CIC released the fifth research brief, High-Tech or High Touch? Online Learning and Independent Higher Education, in February 2016. The brief explores how online education can support the student-focused instruction that has traditionally characterized independent colleges and universities—and perhaps reduce instructional costs in the process. Research shows that online learning can be at least as effective as traditional classroom instruction, but many faculty members remain skeptical about the quality of online courses. Although online education may have the potential to reduce instructional costs at the undergraduate level, the evidence that it actually does remains inconclusive. The development of online courses often requires a greater investment of time and resources than the development of traditional courses. For smaller independent institutions committed to relatively low student-faculty ratios, cost savings from online education are more likely to materialize after courses are offered multiple times or when institutions share online courses.

SECURING AMERICA’S FUTURE—A NEW PHASE

Encouraged by the CIC Board of Directors and other member presidents to continue the two initiatives beyond their scheduled ending dates, CIC extended its liberal arts public information campaign and the Project on the Future of Independent Higher Education in summer 2016. The combined initiative, Securing America’s Future, extends highly successful aspects of the previous initiatives while engaging in new projects.

The signature activity of the new Securing America’s Future initiative is a series of eight workshops to be held between fall 2016 and spring 2017 on member campuses throughout the country. The half-day sessions are designed to help member colleges and universities prepare for the future more effectively and become more actively engaged in promoting the value of the liberal arts and independent colleges and universities. The workshops will bring together teams of presidents, senior administrators, and faculty leaders to explore key trends in higher education and society, the urgent pressures facing individual colleges and universities, and potential solutions that can be pursued at their institutions. Presenters at each workshop will include higher education researchers as well as innovative CIC member presidents who have revitalized their institutions.

Many of CIC’s other efforts to promote the liberal arts and liberal arts colleges will continue. CIC will:

• Arrange editorial board meetings for CIC President Richard Ekman and CIC Senior Fellow S. Georgia Nugent with media in cities where the workshops will be held and independently engage top higher education and business journalists around the country;

• Seek opportunities for Ekman and Nugent to make presentations and write articles and op-ed pieces;

• Continue to feed research project findings and advocacy content into the popular campaign social media channels;

• Reinforce the engagement of high school guidance counselors to increase awareness of CIC member colleges and universities and the superior education they offer; and

• Conduct new research projects supporting the initiative, including on topics such as student debt as well as the affordability, diversity, engagement, and success of independent colleges.

Generous funding from a number of foundations will make these activities possible. In winter and spring 2016, CIC received grants from the Arthur Vining Davis Foundations, the Endeavor Foundation, National Endowment for the Humanities, and the Lumina Foundation to support the initiatives.
CIC serves as a national voice for independent higher education. Through its publications and media outreach efforts, CIC promotes the distinctive qualities of liberal arts education offered by small and mid-sized, teaching-oriented, private colleges and universities. And through data-informed initiatives, CIC helps strengthen the capacity of member colleges and universities to use comparative information to improve institutional effectiveness, planning, and decision making.
PROMOTING DATA-INFORMED DECISION MAKING

Key Indicators Tool
CIC’s Key Indicators Tool (KIT), developed in 2004, provides each CIC institutional member president with an annual confidential, customized benchmarking report prepared by the Austen Group at no cost to the institution. The KIT report contains comparative data on 20 performance indicators in the areas of student enrollment and progression, faculty composition and compensation, tuition and financial aid, and institutional revenue and expenditures. Drawing from a database of more than 800 nondoctoral independent colleges and universities, the KIT provides comparisons of institutional performance over a five-year period by region of the country, enrollment size, institutional financial resources, and Carnegie Classification. The KIT is based on the most recent data from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). CIC released the 12th annual KIT reports to institutional member presidents in March 2016. Originally developed with support from the William Randolph Hearst Foundations, TIAA has supported the KIT since 2008; Ruffalo Noel Levitz began to support the KIT in 2016. A sample report is available at www.cic.edu/KIT.

Financial Indicators Tool
CIC’s Financial Indicators Tool (FIT), developed in 2007, provides each CIC institutional member president with an annual confidential, customized, financial benchmarking report to complement the KIT report at no cost to the institution. The FIT measures institutional financial health using four core financial ratios along with a combined index score. It is designed to provide a succinct indication of an institution’s financial performance over six years with comparisons similar to those in the KIT. With the assistance of the Austen Group, CIC collects a unique, proprietary dataset of more than 750 baccalaureate and master’s-level private colleges and universities, using data from IPEDS and from IRS Form 990s acquired through GuideStar. The FIT is the first benchmarking report for a national group of colleges and universities to use a set of financial performance measures that are found in the Composite Financial Index, developed by KPMG; Prager, Sealy & Co., LLC; and BearingPoint, Inc. CIC released the tenth annual FIT report to institutional member presidents in July 2016. Following initial funding by the William Randolph Hearst Foundations, TIAA supported the FIT from 2008 to 2015; Ruffalo Noel Levitz began supporting the report in 2016. A sample report is available at www.cic.edu/FIT.

Other Benchmarking Services
In partnership with the Austen Group, CIC provides additional benchmarking services to augment the KIT and FIT benchmarking reports. The added services include enabling a CIC member institution to select two sets of comparison institutions for more refined benchmarking analysis and to schedule an online consultation with the president of the Austen Group, Michael Williams. The benchmarking services are available to CIC member institutions for modest fees. As of June 2016, 71 CIC member institutions have requested 197 of these services:

Total Institutional Aid Rises 35 Percent in Five Years
CIC institutions are working hard to keep private higher education affordable.

Median Increase in Total Institutional Aid per Student at Baccalaureate and Master’s-Level Independent Colleges and Universities by Region of the Country

Source: Council of Independent Colleges’ 2015 Key Indicators Tool; data are from IPEDS.
89 comparison group KITs, 80 comparison group FITs, 11 comparison group selection services, 15 online consultations, and two international benchmarking reports.

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

**Other Data Initiatives**

CIC continues to expand its capacity to collect and analyze data for quick responses to requests from news media and funding agencies for data about the independent sector of higher education. CIC also regularly updates data on its websites. In support of its *Securing America’s Future* initiative, CIC released several research reports and research briefs in 2015–2016. (For more information, see *Securing America’s Future*, page 16.) Additional research reports are scheduled for publication in 2017.

**INCREASING VISIBILITY IN THE NATIONAL MEDIA**

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

CIC continues to expand its role as a national voice for independent higher education through an increasing number of interviews, opinion pieces, and articles. These efforts result not only in more coverage of CIC conferences, programs, and services, but CIC member institutions also are highlighted more often in stories by reporters who otherwise might not have focused on small or mid-sized private colleges or universities. Among the news organizations that featured CIC news in 2015–2016 were the following:

- Numerous regional newspapers, including: *Philadelphia Inquirer (PA), Buffalo Business Journal (NY), BusinessWest (MA), Cherokee Tribune & Ledger News (GA), Clarion-Ledger (MS), Commons Online (VT), Courier (IA), Daily Republic (SD), Gaffney Ledger (SC), Grand Rapids Business Journal (MI), Harrison Daily Voice (NY), Hartford Courant (CT), Hudson Valley News Network (NY), Independent Mail (SC), Insider Louisville (KY), Jamestown Sun (ND), Journal-Courier (IL), Lincoln Courier (IL), Longview News-Journal (TX), Lynchburg News & Advance (VA), MetroWest Daily*.

**SELECTED NEWS ARTICLES**

During 2015–2016, many news organizations published articles of importance to CIC, its members, and the independent sector of higher education.

In particular, many journalists interviewed CIC President Richard Ekman about college business models, enrollment trends, and campus financial issues. Ekman was quoted in the *Chronicle of Higher Education* articles, “Small Rural Colleges Grapple with Their Geography” (June 10, 2016) and “Three Small Colleges Close. Is That a Trend?” (June 2); the *Inside Higher Ed* stories, “The Department and St. Catharine” (June 2), “What $20M Can’t Buy” (October 8, 2015), “Moody’s Predicts College Closures to Triple by 2017” (September 28), and “Mergers on the Rise?” (July 7); the *Money* magazine article, “Yes, You Can Get a College to Cut Its Tuition Price” (March 31); the *Washington Post* stories, “Alumnae Vowed to Save Sweet Briar from Closing Last Year. And They Did” (March 3) and “Moody’s: Colleges Have Entered the New Normal of Flat Tuition Revenue” (November 20); the *Philadelphia Inquirer* article, “Small Schools Face Big Enrollment Problem in Future” (November 16); the *Bloomberg Business* article, “Can Small Colleges Save Themselves from the ‘Death Spiral’?” (September 30); the *Christian Science Monitor* story, “Safe for Now, Sweet Briar College Looks for a Long-Term Fix” (August 23); and the *Buffalo Business Journal* article, “Colleges Graduate to the Future” (August 7).

Ekman also was interviewed about the challenges and opportunities that smaller independent colleges face in the *EvoLLLution* article, “Surveying the Competitive Landscape for Independent Colleges” (June 6, 2016). *EvoLLLution* is an online newspaper focused on covering innovation in postsecondary higher education.
DOCUMENTING 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 six sections: Search and General Information, Charts and Data, Books and Reports, Speeches and Addresses, Media Activity, and Student Debt Resources. Organized around six key messages, comparative data and resources show that independent institutions are affordable for students and families; provide access and success for diverse students; provide personal attention to students; facilitate student success; engender alumni satisfaction with their college education; and encourage students and alumni to contribute to the public good. The Making the Case website initially was developed in 2005 with support from the William Randolph Hearst Foundations and has been updated and expanded by CIC.

In the past year, CIC has updated many of the charts from the Making the Case website, drawing on the most recent data available, and added additional charts. CIC also distributed infographics that highlight the benefits of a private liberal arts education. The Making the Case website has been used by CIC in presentations about the independent sector and has assisted presidents and other institutional leaders in preparing articles and speeches and in compiling comparative data for institutional purposes.

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

For a selection of stories about CIC, see the box on page 24. All news stories featuring CIC are available at www.cic.edu/CIC-in-the-News.
OFFERING GRANTS AND SCHOLARSHIPS

CIC administers a range of grant and scholarship programs to benefit member colleges and universities and State Councils. CIC is grateful to the foundations and corporations that provide generous support for programs such as the Network for Vocation in Undergraduate Education, UPS Scholarships, and Davies-Jackson Scholarship.
STATE COUNCIL GRANT PROGRAMS

Capacity-Building Grants
Funded through an annual drawdown from the CIC/UPS Educational Endowment, CIC awarded five State Councils Capacity-Building Grants in the 2015–2016 cycle: Arkansas’ Independent Colleges and Universities, Independent Colleges and Universities of Texas Foundation, Iowa College Foundation, Missouri Colleges Fund, and North Carolina Independent Colleges and Universities. The grant program provides “seed money” to enhance State Councils’ efforts to make the case for their member colleges or to secure funding for collaborative consortia programs.

First Opportunity Partners Grants
This long-standing grant program funded by annual grants from the UPS Foundation is designed to support multi-college collaborations to enhance access and success for first-generation, minority, and low-income students at independent colleges and universities. During 2015–2016, CIC approved project proposals from the Associated Colleges of Illinois, Independent College Fund of New Jersey, North Carolina Independent Colleges and Universities, and Virginia Foundation for Independent Colleges. The grants are distributed to each State Council after it raises matching funds for its projects. Since the program’s founding in 2005, this program has distributed 42 grants totaling nearly $1.2 million to State Councils, which in turn have raised more than $1.5 million in matching funds.

National Venture Fund Grants
The National Venture Fund program is designed to support multi-college collaborative projects that benefit a State Council’s member institutions. During 2015–2016, three State Councils—the Florida Independent College Fund, Minnesota Private College Fund, and Ohio Foundation of Independent Colleges—were awarded grants to build enrollment at member colleges and universities. The grants are funded through an annual drawdown from the CIC/UPS Educational Endowment and must be matched by the State Councils through outside gifts and grants.

Scholarship Challenge Grants
This competitive program allows CIC State Councils to apply for grants of up to $25,000 to be awarded once they raise a matching amount in additional gifts. The funds are to be used toward scholarships for students at State Councils’ member institutions. Five State Councils were awarded challenge grants for the 2015–2016 academic year: the Associated Colleges of Illinois, the Independent College Fund of Maryland, the Independent Colleges and Universities of Texas Foundation, the Michigan Colleges Alliance, and the Minnesota Private College Fund. The grants are funded through an annual drawdown from the CIC/UPS Educational Endowment. In the first six years of the Scholarship Challenge Grant initiative, the program has generated more than $2 million in new scholarships for students at member colleges in the participating states.

Roger Casey, president of McDaniel College; Tina Bjarekull, managing director of the Independent College Fund of Maryland; Natalie Jones, UPS Scholar and student at Stevenson University; and Frank Romeo, vice president of the UPS Foundation, celebrated the UPS Scholarships during the 2016 State Councils Annual Conference.
NetVUE GRANT PROGRAMS

Program Development Grants

Supported by Lilly Endowment Inc., Network for Vocation in Undergraduate Education (NetVUE) Program Development Grants are available to colleges and universities that are members of NetVUE and meet certain criteria. The grants may be used to develop or expand campus programs that are already underway and supported by the institution itself and may be requested in amounts ranging from $25,000 to $50,000 for use over approximately two years. CIC awarded the fourth round of grants to 23 institutions in November 2015. (For the list of recipients, see page 61.) CIC invited applications for a fifth and final round in January 2016 with proposals due in September 2016; recipients will be announced in November.

Professional Development Awards

Funded by Lilly Endowment Inc., NetVUE Professional Development Awards support activities that enhance the knowledge, skills, and expertise of faculty and staff members involved in undergraduate vocational initiatives. The awards may be requested in an amount ranging from $5,000 to $10,000 for use over one year. All NetVUE member colleges and universities that meet certain criteria are eligible to apply for funding. CIC granted 21 awards in 2015. In January 2016, CIC invited proposals for a third round of Professional Development Awards and granted 10 institutions awards in June. (For the list of recipients, see page 61.) Three additional cycles of awards are planned with approximately 25 awards to be granted in each cycle.

Chaplaincy Implementation Grants

Supported by Lilly Endowment Inc., NetVUE Chaplaincy Implementation Grants were offered to NetVUE members that participated in one of two 2014 NetVUE Chaplaincy Conferences. These awards provided up to $20,000 for use over the 2015–2016 academic year to support programmatic efforts to strengthen campus chaplaincy. For this one-time opportunity 25 recipients were selected for awards made in July 2015. (For the list of recipients, see page 62.)

Vocation Exploration Renewal Grants

Also funded by Lilly Endowment Inc., Vocation Exploration Renewal Grants of up to $25,000 were offered to NetVUE member colleges and universities for use in the 2016–2017 academic year. The initiative intends to refocus and reinvigorate vocational exploration programming at institutions that already have made substantial and long-term investments in these areas and that do not already have a Program Development Grant. In April 2016, CIC received 37 proposals for this one-time opportunity; CIC announced the 33 grant recipients in June. (For the list of recipients, see page 62.)

The Symposium on Faith, Spirituality, and Higher Education was one of four initiatives Davis & Elkins College implemented through a NetVUE Chaplaincy Implementation Grant. Panelists Rebecca Russo of Interfaith Youth Core, Jim Mohr of Westminster College (PA), and Shelly Barrick-Parsons of the Harless Center discussed “Nurturing Positive and Healthy Civic Action through Religious Expression.”

PHOTO COURTESY OF DAVIS & ELKINS COLLEGE
SCHOLARSHIP PROGRAMS

UPS Scholarships
During 2015–2016, CIC provided $1,433,250 in grants to State Councils to distribute to their member colleges as scholarships for students from underserved populations, such as first-generation, minority, or low-income families. CIC provides the scholarships in the name of UPS, honoring the benefactor that created the endowment that funds the program. One student at each of the 585 independent colleges and universities received a $2,450 UPS Scholarship. From the program's inception in 1982 through June 2016, $53,070,735 has been given to State Councils to distribute as scholarship support for their member colleges, benefiting more than 19,076 students.

Davies-Jackson Scholarship
CIC administers a scholarship program for graduates of private colleges and universities who possess exceptional academic records and are among the first generation in their families to graduate from college. Funded by an anonymous donor, the scholarship provides recipients a full two-year scholarship to St. John's College, University of Cambridge, England. The list of eligible institutions established by the donor and a U.S. selection committee from which students are eligible to apply has increased over time to 560 and includes 500 CIC member institutions.

Applications are accepted for study in the following subjects: classics; economics; education; English; geography; history; history of art; human, social, and political sciences; modern and medieval languages; music; philosophy; and psychological and behavioral sciences. CIC announced the 2016 scholarship competition to eligible institutions in early September 2015 and received 28 applications by the November 1 deadline. In January 2016, Melissa Hopkins, a senior at Bucknell University was offered the scholarship, becoming the 25th award recipient since the scholarship’s inception. She will read in psychological and behavioral sciences.

A Davies-Jackson Scholarship reunion event, held in December 2015, brought together ten past scholarship recipients, members of the U.S. Selection Committee, fellows from St. John’s College, and CIC staff. Intended for applicants with exceptional academic records and who are among the first generation in their families to graduate from college, the Scholarship provides full support for two years of study at St. John’s College, including travel to and from England.
COLLABORATING WITH PARTNERS

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

CIC and the American Academic Leadership Institute

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

HELPING STUDENTS THROUGH TUITION EXCHANGE

CIC Tuition Exchange Program

A key benefit of CIC membership, the CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities willing to accept, tuition free, students from families of full-time employees of other CIC-TEP institutions. CIC-TEP is the largest international tuition exchange program for private institutions, and participation continues to increase. On June 30, 2016, 433 of CIC’s 679 member colleges and universities were participating in CIC-TEP. Fourteen colleges and universities joined the program in 2015–2016, and to date, six institutions have joined for the 2016–2017 period. In May 2016, CIC offered an informational webinar for institutions interested in participating in the program.

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; programs and events on campus sponsored by the Times; and priority in securing reporters and editors for speaking engagements on campus. Sixty-two CIC member institutions belong to the Partnership. (For the list of participating institutions, see page 63.)

Presidents of 28 CIC member colleges and universities participated in the 12th annual CIC/New York Times Partnership’s Presidents Council meeting—the only such meeting of college and university presidents hosted by the Times. During the October 12, 2015, lunch meeting at the Times offices in New York City, participants engaged in a wide-ranging and candid discussion with Jane Karr, editor of the Times Education Life section, and Motoko Rich, Times reporter. Also at the Presidents Council meeting, Gregory Woodward, president of Carthage College, was elected 2016 chair of the Partnership, succeeding Marcia Hawkins, president of Union College (KY).

Twenty-five student news editors from 13 CIC member colleges and universities participated in the April 8, 2016, Student News Editors Workshop at the New York Times office. The annual workshop enables student news editors to explore the role of a newspaper in society, meet with Times correspondents and editors, and develop their journalistic skills.
STRENGTHENING INSTITUTIONAL OPERATIONS

Assessment and Accountability

CIC has long been a national leader in voluntary efforts to improve student learning and a strong advocate of institutional autonomy in accountability efforts. (The CIC Statement on Assessment: Leadership for Student Learning Assessment and Accountability is available at www.cic.edu/Assessment.)

In 2001, CIC was the first national presidential association to urge its members to use the National Survey of Student Engagement (NSSE) as a means of gauging student involvement in educationally purposeful activities that are highly correlated with academic success. As of June 2016, approximately 580 CIC colleges and universities (92 percent of CIC’s institutional members) have used NSSE to assess student engagement in the first and senior years.

Beginning in 2003, CIC collaborated with the Council for Aid to Education to develop and implement the Collegiate Learning Assessment (CLA), one of the first standardized instruments to measure directly an institution’s contribution to student learning. With support from the Teagle Foundation and the Carnegie Corporation of New York, CIC managed for more than seven years the largest consortium to use the CLA, numbering 47 colleges and universities at its peak, and CIC subsequently published several reports on the work of the CIC/CLA Consortium.

In addition, with support from the Lumina Foundation, CIC was the first national membership association to develop a consortium using the Degree Qualifications Profile. And with support from the Teagle Foundation, CIC led the Engaging Evidence Consortium.

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. CIC was a founding sponsor of the New Leadership Alliance for Student Learning and Accountability and was one of the national associations that endorsed Committing to Quality: Guidelines for Assessment and Accountability in Higher Education. CIC continues to advise the National Institute for Learning Outcomes Assessment in its efforts to help institutions document and promote promising practices for assessing college student learning outcomes.

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 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.

International Education

CIC formed a partnership with the American Councils for International Education in 2013. Through the partnership, CIC member colleges and universities are eligible for a range of discounted services that can increase an institution’s presence abroad and advance internationalization of the campus. These opportunities include academic exchanges, overseas language immersion, and educational development programs.

For the eighth year, CIC publicized a program administered by World Learning, Inc. on behalf of the U.S. Department of State’s Bureau of Educational and Cultural Affairs. The Global Undergraduate Exchange Program (UGRAD) locates appropriate undergraduate colleges and universities for students from African, Asian, European, Latin American, and Middle Eastern countries who wish to spend a
semester or a year in the United States. The program provides partial tuition and fees and the full cost of room, board, books, and health insurance. During 2015–2016, 20 CIC member institutions hosted a total of 69 UGRAD students. The institutions included Augustana University (SD), Austin College, Carroll College (MT), Chatham University, DePauw University, Dowling College, Endicott College, Maryville College, Mercyhurst University, Millikin University, Mount Mercy University, North Central College (IL), Presbyterian College, St. Catherine University, University of Denver, University of Evansville, University of the Incarnate Word, Utica College, Willamette University, and Wilson College.

CIC has been working since 2014 with two higher education organizations—the Federation of Private Institutions of Higher Education (FIMPES) and the Mexican Association of Universities and Higher Education Institutions (ANUIES)—to increase the number of student and faculty exchanges between CIC member institutions and private colleges and universities in Mexico. Meetings of Mexican rectors and CIC member presidents, which provided participants with an opportunity to get to know each other and to discuss possible opportunities for exchange, took place at both the 2015 and 2016 Presidents Institutes. Another meeting at the Presidents Institute as well as one in Mexico are planned for 2017.

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. The program recognizes undergraduate professors who excel in teaching and are strong influences in the lives of their students. The 2015 national awards recognized a faculty member from CIC member institution Oberlin College. In addition, faculty members at CIC members Albion College, Augsburg College, Austin College, Birmingham-Southern College, Centre College, DePauw University, Grinnell College, Hendrix College, Ohio Wesleyan University, and Regis University were selected as state winners.

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

Voter Registration Initiative
CIC, in cooperation with NAICU and the American Association of State Colleges and Universities, supports the “Your Vote, Your Voice” project, a nonpartisan, nationwide campaign to engage college students in the electoral process.

CIC’s 2015 and 2016 Presidents Institutes hosted a delegation of private university rectors and higher education leaders from Mexico for discussions on study abroad partnerships and exchange opportunities.
CIC presents annual awards to celebrate and honor organizations and individuals who have contributed generously to independent higher education—through their professional expertise, philanthropic generosity, or both.
O. Jay and Patricia Tomson received CIC’s 2016 Award for Philanthropy (Individuals). Three colleges—Wartburg College, St. Olaf College, and Luther College—have benefited significantly from the couple’s generous personal gifts and volunteer services. O. Jay Tomson, who served as a member of the Wartburg board of regents and is past president of the Independent Bankers Association of America, was instrumental in creating Wartburg’s James A. Leach Chair in Banking and Monetary Economics, securing gifts from community bankers in addition to his own gifts. Patricia Tomson’s career in social work prompted the couple’s involvement in Wartburg’s Department of Social Work. In celebration of the department’s 50th anniversary in 1995, they provided a challenge grant to create the O. Jay and Patricia Tomson Professorship in Social Work. In 2009, they established the Tomson Social Work Student-Faculty Research Fund.

The Tomsons have generously supported their alma mater, St. Olaf College, for more than 50 years. Their largest single gift, a commitment announced in 2009, has funded the renovation of St. Olaf’s old science building into a new home for the education and foreign language departments. In 1995, Mr. Tomson was elected to the college’s board of regents and became its chair in 2006. During that year, he also received the prestigious St. Olav Medal from King Harald of Norway for “strengthening bonds between expatriate Norwegians and their home country.” Since 2010, he has served as a senior regent.

Luther College’s Tomson Family Faculty Fellowships, funded by donations from the Tomsons and their bank, benefit faculty members in music, accounting, mathematics, and business/economics. The Tomsons also founded the First Citizens National Bank Charitable Foundation, which provides financial support for charitable, religious, education, and health care institutions. Patricia Tomson is the foundation’s executive director.

The Corella and Bertram F. Bonner Foundation received CIC’s 2016 Award for Philanthropy (Organization). The foundation seeks to improve the lives of individuals and communities by helping meet basic nutritional and educational opportunity needs through long-term partnerships with both colleges and congregations. The foundation launched its flagship education program, the Bonner Scholars Program, in 1990 in partnership with Berea College in Kentucky. Originally designed to provide students with “access to education and an opportunity to serve,” the program has expanded to become the largest privately-funded, service-based college scholarship program in the nation. Today, the Bonner Foundation helps other campuses replicate the Bonner Scholars Program model using such resources as the Federal Work Study Program. The Bonner Scholars Program successfully contributes to the enrollment and graduation of diverse student populations, including low-income and first-generation students. More than 60 campuses, including more than 40 CIC members, currently host Bonner programs, engaging nearly 3,000 students each year.

Accepting the award on behalf of the Bonner Foundation was Robert Hackett, president, and Kenneth Kunzman, board chair. Hackett has been president of the Bonner Foundation since 2010. He joined the foundation in 1992 as vice president and director of the Bonner Scholars Program. Kunzman is partner at Connell Foley LLP and is trustee emeritus of Caldwell University.

W. Robert Connor received the 2016 Allen P. Splete Award for Outstanding Service. President of the Teagle Foundation from 2003 to 2009 and now its senior advisor, Connor has spent his career working actively on behalf of higher education and liberal arts colleges. Before assuming leadership of the Teagle Foundation, he was president and director of the National Humanities Center, which he transformed from a “quiet island of scholarship” into a powerful force for intellectual inquiry in the humanities. At Teagle, Connor both reaffirmed the foundation’s commitment to higher education and refocused its mission to improve student learning in the liberal arts and sciences. He oversaw the awarding of grant initiatives designed to take student learning to a higher level—including an innovative program connecting community service organizations in New York City to private colleges and universities in the area. Significantly, he partnered with CIC and individual colleges to advocate for independent institutions to assume responsibility for the assessment of their own educational programs. From 2004 to 2013, Connor provided both financial and personal support for CIC’s work with a consortium of colleges and universities using the Collegiate Learning Assessment (CLA) instrument to learn more about the cognitive growth of students. The CLA is one of the first “value-added” measures that can reliably compare institutional contributions to student learning. A graduate of Hamilton College, Connor attended Oxford University and earned his PhD in classics from Princeton University.

Elizabeth H. Tobin, provost and dean of the college at Illinois College, received CIC’s 2015 Chief Academic Officer Award in recognition of her significant support of colleagues at independent colleges and universities. She served for three years as a coordinator of the CIC Mentor Program for new CAOs, helping many of her colleagues as they began their tenure in the position. Tobin also has made numerous presentations at the Institute for Chief Academic Officers on topics such as faculty workload and curricular reorganization, effective general education programs, equitable treatment of part-time faculty members, and opportunities and administrative structures for interdisciplinary teaching, research,
and study. Among her many successes at Illinois College, Tobin facilitated the development and implementation of the “BLUEprint,” an innovative general education program, and has secured significant external funding for the college. She serves as a peer evaluator and peer consultant for the Higher Learning Commission of the North Central Association of Colleges and Schools and the New England Association of Schools and Colleges. Earlier, Tobin served for 27 years at Bates College as a faculty member in history, associate dean of the faculty, and special assistant to the president for diversity. She holds a BA from Swarthmore College and a PhD from Princeton University, both in history.

2015 Academic Leadership Award

John Churchill, secretary of the Phi Beta Kappa Society, received the 2015 Academic Leadership Award. As secretary of the nation’s oldest academic honorary society, he is the society’s chief executive officer and the head of its national office and serves as leader of the society’s National Arts and Sciences Initiative. Churchill is a leading national advocate for liberal arts education as an intrinsic good and as preparation for a life of purpose, value, meaning, and civic responsibility. He has published dozens of articles in journals in the U.S. and the U.K., book chapters in the U.S. and Germany, and essays and stories in the popular press and college magazines. Churchill has served on the board of directors of the American Conference of Academic Deans and as an editor for the Thomist, Southern Journal of Philosophy, International Philosophical Quarterly, and Choice magazine. He was a Danforth Foundation associate, president of the National Humanities Alliance, and moderator of the CIC Colloquium on Leadership for Chief Academic Officers. Formerly, he was vice president for academic affairs and dean of the college at Hendrix College, where he also served as professor of philosophy and twice as interim president. In 2015, Hendrix named him dean and professor emeritus. Churchill was inducted into Phi Beta Kappa at Rhodes College, studied as a Rhodes Scholar at the University of Oxford, and earned a PhD at Yale University in 1978.

2016 Outstanding Service Award

CIC presented Christina Cutlip of TIAA with the 2016 Outstanding Service Award in recognition of her dedication and service to the State Councils network and her abiding commitment to advancing the independent college sector. Cutlip has long been engaged with the independent college sector and has developed a particular interest in the work of the State Councils. In 2007, she was elected to the board of directors of the former Foundation for Independent Higher Education (FIHE), and during her tenure she made significant contributions to helping move the organizational focus to member services. She also provided stalwart leadership during the discussion, planning, and completion of the FIHE merger into CIC in 2010. Following the merger, Cutlip was elected to serve on the CIC Board of Directors, on which she continues to serve with distinction. Among other accomplishments, she has helped assure a smooth transition for the State Councils to become an integral part of CIC and has provided her professional investment expertise to the Investment Committee, which manages the CIC/UPS Educational Endowment. Cutlip holds a BA in economics from Grinnell College and an MBA from Regis University.

Kenneth Garren, president of Lynchburg College, received the 2016 Charles W. L. Foreman Award, which recognizes a college president or trustee who has demonstrated an outstanding record of service in support of the mission and work of the State Councils. Independent colleges have been at the center of Garren’s life. A graduate of Roanoke College, he returned to that institution as a faculty member and dean after earning his MS and PhD in mathematics. Since assuming the presidency of Lynchburg College in 2001, Garren has played a leadership role in the Virginia Foundation for Independent Colleges (VFIC). In addition to serving as vice chair of the VFIC, he spearheaded two highly successful programs: the Ethics Bowl, an intercollegiate debate program that he has co-chaired with national news anchor Roger Mudd; and VFIC’s Career/Workforce Development Committee, which created Career15, an innovative online site enabling direct connection between corporate human resources staff and students from all 15 member colleges on internships and job opportunities. Appointed to CIC’s State Councils Advisory Committee for the 2012–2015 term, Garren brought his ideas and enthusiasm to the national level. Through his active engagement on the advisory committee, and as a speaker at several State Councils Annual Conferences, Garren has demonstrated exceptional commitment and leadership to the State Councils program.

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Distinguished Service Award

CIC honored Ned Moore with the Distinguished Service Award for his effective service as executive director of State Council Programs and CIC vice president beginning in 2010. Moore was a key member of CIC’s senior staff until his retirement in June 2016; he now serves CIC as senior advisor, State Council Programs. Among his many achievements, Moore guided with skill and insight the successful merger of the former Foundation for Independent Higher Education into CIC and helped expand CIC’s grant programs in support of its State Councils. Previously, he was president of the Virginia Foundation for Independent Colleges and earlier served as vice president for institutional advancement at Randolph-Macon College. He is a graduate of Washington and Lee University and holds a master’s degree from the University of North Texas.
RECOGNITION FOR CONSECUTIVE YEARS OF SPONSORSHIP

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

30 YEARS

sodexo
QUALITY OF LIFE SERVICES

Hyatt•Fennell
Executive Search

25 YEARS

20 YEARS

BON APPÉTIT
MANAGEMENT COMPANY
food services for a sustainable future®

CREDO

10 YEARS

WITT / KIEFFER
Leaders Connecting Leaders

Hastings+Chivetta
ARCHITECTURE • PLANNING • ENGINEERING

Yaffe
With an increasing membership, strong sponsor and foundation support, an engaged Board of Directors, active advisory committees and task forces, and an expert and motivated staff, CIC is in strong organizational health.
RESOURCE DEVELOPMENT

CIC’s fundraising efforts generate three types of revenue—restricted grants for programs and projects; restricted grants for annual events and conferences; and grants for general operating support. CIC received financial support between July 1, 2015, and June 30, 2016, from the following donors and sponsors:

Academic Keys
AGB Search LLC
American Academic Leadership Institute
American Council of Learned Societies
Aramark
Art & Science Group
Asset Strategy Consultants
BCWH
Berkeley Research Group
Bon Appétit Management Company
CAF American Donor Fund
Campus Labs
CampusWorks, Inc.
Capital Education
Capture Higher Ed
Carnegie Corporation of New York
Casagrande Consulting
Celli-Flynn Brennan Architects & Planners
Collegis Education
Creative Communication Associates
Credo
Derck & Edson
Dick Jones Communications
Diverse: Issues In Higher Education
Dynamic Campus
Educational & Institutional Insurance Administrators, Inc.
EFL Associates
Ellician
Endeavor Foundation
Eugene M. Lang Foundation
ExpertFile
Gehrung Associates
Glady S Krieble Delmas Foundation
Gonser Gerber LLP
Hardwick Day
Hastings+Chivetta Architects, Inc.
HigherEdJobs
Hobsons
Hyatt-Fennell, Executive Search
IDEA
iDesignEDU
Inside Higher Ed
Interfolio
Jenzabar
Jessie Ball duPont Fund
John N. Gardner Institute
Johnson, Grossnickle and Associates
Kaludis Consulting
Keypath Education
Lilly Endowment Inc.
Lumina Foundation for Education, Inc.
Macat
Maguire Associates, Inc.
Meltwater Group
Metz Culinary Management
Miller/Cook & Associates, Inc.
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC
mStoner, Inc.
National Endowment for the Humanities
National Management Resources Corporation
Newswise, Inc.
Noelker and Hull Associates, Inc.
Online Consortium of Independent Colleges & Universities
Orbis Education
Pioneer College Caterers
R.H. Perry & Associates
Rafter
Registry for College and University Presidents
RHB
Royall & Company
Royall & Company-Advancement
RPA Inc.
Ruffalo Noel Levitz
SAGE Scholars Inc.
Santander Bank
Samuel H. Kress Foundation
Savant Learning Systems
Sodexo
Spencer Foundation
Stamats
Steptoe & Johnson PLLC
Stevens Strategy, LLC
Stone Arch Organization Development
The Andrew W. Mellon Foundation
The Arthur Vining Davis Foundations
The Chronicle of Higher Education
The Collaborative
The Dysart Group
The Henry Luce Foundation
The Hodges Partnership
The Lawlor Group, Inc.
The Learning House, Inc.
The Spelman & Johnson Group
The Teagle Foundation
The UPS Foundation, Inc.
TIAA
TIAA Institute
UPS Foundation
Varsity Living, LLC
Voya
Williams & Company
Witt/Kieffer
Yaffe & Company, Inc.
FINANCIAL STATEMENT

Statement of revenues, expenses, and change in unrestricted net assets for the year ended June 30, 2016.

Revenue

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Membership Dues</td>
<td>4,025,405</td>
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<tr>
<td>Participant Registration Fees</td>
<td>1,680,086</td>
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<tr>
<td>Foundation Grants and Corporate Support</td>
<td>6,258,781</td>
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<tr>
<td>Endowment Distribution</td>
<td>1,973,835</td>
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<tr>
<td>Interest, Dividends, and Other Income</td>
<td>393,207</td>
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<tr>
<td><strong>Revenues</strong></td>
<td><strong>$14,331,314</strong></td>
</tr>
</tbody>
</table>

Net Realized and Unrealized Gains/Losses on Investments (458,888)

Total Revenues **$13,872,426**

Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Programs, Projects, and Services</td>
<td>6,255,309</td>
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<tr>
<td>Grants/Scholarships to Colleges, Universities, and State Council Members</td>
<td>4,407,068</td>
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<tr>
<td>Administrative and Supporting Services</td>
<td>3,197,680</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$13,860,057</strong></td>
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Net Assets

<table>
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<tr>
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<tr>
<td>Change in Unrestricted Net Assets</td>
<td>$12,369</td>
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<tr>
<td>(Before Realized and Unrealized Gains/Losses on Investments)</td>
<td>$471,257</td>
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</tbody>
</table>

A copy of the audited financial statements will be provided upon request.
BOARD OF DIRECTORS (November 2016)

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CHAIR
Thomas L. Hellie
President, Linfield College

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Christy Colson
Presidential Spouse, Wartburg College
Traci Corey
Presidential Spouse, Olivet College
Michelle Dorsev
Presidential Spouse, Texas Lutheran University
Roger Fell
Presidential Spouse, The University of Findlay
A. McGuire Gordon
Presidential Spouse, The College of Saint Rose
Robert Haring-Smith
Presidential Spouse, Washington & Jefferson College
Sharon Kazee
Presidential Spouse, University of Evansville
Cheryl E. Perkins
Presidential Spouse, Virginia Union University
Prema Samhat
Presidential Spouse, Wofford College
Mary L. Trettin
Presidential Spouse, Northland College

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Dominic Aquila
Vice President for Academic Affairs, University of St. Thomas (TX)
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Director of Educational Programs, Council for Advancement and Support of Education
Kassandra Kimbriel Jolley
Vice President for Institutional Advancement, Spelman College
Pareena Lawrence
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Provost and Vice President for Academic Affairs, California Lutheran University
Laura Niesen de Abreu
Provost, Sacred Heart University
Elfred A. Pinkard
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Davis & Elkins College

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for WISDOM, Spelman College

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

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

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President, New England College

Carolyn J. Stefanco  
President, The College of Saint Rose

Haywood Strickland  
President, Wiley College

Eileen B. Wilson-Oyelaran  
President, Kalamazoo College

THE POWER OF LIBERAL ARTS EDUCATION  
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President Emerita, Kenyon College

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Vice President for University Marketing, Stetson  
University

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Executive Director of Communications and  
Public Affairs, Washington and Lee University

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Dean of Admissions and Financial Aid,  
Defiance College

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President, California Lutheran University

L. Jay Lemons  
President, Susquehanna University

Tom Morris  
President, Virginia Foundation for  
Independent Colleges

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Vice President for State Council Programs

Mike Backer  
President, Missouri Colleges Fund

Robert Bartlett  
President, Michigan Colleges Alliance

MaryAnn Baenninger  
President, Drew University

Jack Jones  
President, Iowa College Foundation

Richard Ludwick  
President, Independent Colleges of Indiana

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

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

Richard Ekman  
President, Council of Independent Colleges
2015–2016 CIC INSTITUTIONAL MEMBERS PROFILE

Institution Size by Student Enrollment (FTE)

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

Admissions Selectivity

- Highly Selective (% admitted: <50%): 13%
- Very Selective (% admitted: 50–70%): 13%
- Selective (% admitted: 76–85%): 19%
- Less Selective (% admitted: >85%): 55%

Total Enrollment by Race and Ethnicity

- CIC Institutions
  - Asian: 15%
  - Black or African American: 12%
  - Hispanic: 9%
  - White: 61%
  - Other: 3%

Carnegie Classification

- Doctoral/Research: 47%
- Master’s: 44%
- Baccalaureate: 6%
- Other: 3%

Undergraduate Enrollment by Age Group

- Under 22: 9%
- 22–24: 11%
- 25–34: 13%
- 35 and over: 67%

Total Enrollment by Race and Ethnicity

- Public Four-Year
  - Asian: 13%
  - Black or African American: 6%
  - Hispanic: 14%
  - White: 56%
  - Other: 11%

MEMBERS OF CIC (June 2016)

CIC continues its steady membership growth and serves 679 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 86 national, state, and regional organizations are Affiliate or State Fund Members.

INSTITUTIONAL MEMBERS

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

ALASKA
Alaska Pacific University

ARIZONA
Prescott College

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

CALIFORNIA
Azusa Pacific University
Biola University
California Baptist University
California Lutheran University
Concordia University Irvine
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names University
Life Pacific College
Marymount California University
Mills College
Mount Saint Mary’s University
National University
Notre Dame de Namur University
Pacific Oaks College
Pacific Union College
Point Loma Nazarene University
Saint Mary’s College of California
Scripps College
Simpson University
Thomas Aquinas College
University of La Verne
University of Redlands
University of the Pacific
Westmont College
Whittier College
William Jessup University
Woodbury University

COLORADO
Colorado Christian University
Colorado College
Naropa University
Regis University
University of Denver

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

DELAWARE
Goldy-Beacom College
Wesley College
Wilmington University

FLORIDA
Beacon College
Bethune-Cookman University
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 University

GEORGIA
Agnes Scott College
Berry College
Brenau University
Clark Atlanta University
Covenant College
LaGrange College
Life University
Morehouse College
Oglethorpe University
Paine College
Piedmont College
Reinhardt University
Spelman College
Thomas University
Wesleyan College
Young Harris College

HAWAII
Chaminade University of Honolulu

IDAHO
Northwest Nazarene University
The College of Idaho

ILLINOIS
Augustana College
Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Concordia University Chicago
DePaul University
Dominican University
Elmhurst College
Eureka College
Greenville College
Illinois College
Illinois Wesleyan University
Judson University
Knox College
Lewis University
Lincoln College
MacMurray College
McKendree University
Millikin University
Monmouth College
National-Louis University
North Central College
North Park University
Principia College
Quincy University
Rockford University
Saint Xavier University
Shimer College
Trinity Christian College
University of St. Francis
Wheaton College

INDIANA
Anderson University
Bethel College
Butler University
Calumet College of St. Joseph
Depauw University
Earlham College
Franklin College
Goshen College
Grace College and Seminary
Hanover College
Holy Cross College
Huntington University
Indiana Wesleyan University
Manchester University
Marian University
Saint Joseph's College
Saint Mary-of-the-Woods College
Saint Mary's College
Taylor University
Trine University
University of Evansville
University of Indianapolis
University of Saint Francis
Valparaiso University
Wabash College

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

KANSAS
Baker University
Benedictine College
Bethany College
Bethel College
Friends University
Kansas Wesleyan University
McPherson College
MidAmerica Nazarene University
Newman University
Otawa University

Southwestern College
Sterling College
Tabor College
University of Saint Mary

KENTUCKY
Alice Lloyd College
Bellarmine University
Berea College
Brescia University
Campbellsville University
Centre College
Georgeorgetown College
Kentucky Wesleyan College
Lindsey Wilson College
Midway University
Saint Catharine College
Spalding University
Thomas More College
Transylvania University
Union College
University of Pikeville
University of the Cumberlands

LOUISIANA
Centenary College of Louisiana
Dillard University
Loyola University New Orleans
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 Technology University
Goucher College
Hood College
Loyola College in Maryland
McDaniel College
Mount St. Mary's University
Notre Dame of Maryland University
St. John's College
Stevenson University
Washington Adventist University

MASSACHUSETTS
American International College
Anna Maria College
Assumption College
Bard College at Simon's Rock
Bay Path University
Becker College
Cambridge College
Curry College
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
Newbury College
Nichols College
Pine Manor College
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Universidad del Sagrado Corazón

RHODE ISLAND
Roger Williams University
Salve Regina University

SOUTH CAROLINA
Anderson University
Charleston Southern University
Clayfield University
Coker College
Columbia College
Converse College
Erskine College
Furman University
Limestone College
Morris College
Newberry College
Presbyterian College
University of Charleston
Wofford College

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

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

TEXAS
Austin College
Baylor University
Concordia University Texas
Dallas Baptist University
East Texas Baptist University
Hardin-Simmons University
Huston-Tillotson University
Jarvis Christian College
LeTourneau University
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
Wayland Baptist University
Wiley College

UTAH
Westminster College

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

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

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

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

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

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

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

NEW MEMBERS IN 2015–2016

INSTITUTIONAL MEMBERS
Campbell University, NC
College of the Ozarks, MO
Cottey College, MO
Goldey-Beacom College, DE
LeTourneau University, TX
Life Pacific College, CA
Life University, GA
Middlebury College, VT
Newbury College, MA
Reinhardt University, GA
Saint Mary’s College of California
St. Louis College of Pharmacy, MO
Union University, TN
Universidad del Sagrado Corazón, PR
University of the Pacific, CA
Walla Walla University, WA

ASSOCIATE MEMBER
Manor College, PA

INTERNATIONAL MEMBERS
American University of Kurdistan, Iraq
Universidad de Monterrey, Mexico
Universidad de Tijuana, Mexico
Universidad Latina de America, Mexico

AFFILIATE MEMBERS
Council on Library and Information Resources, DC
Council on Undergraduate Research, DC
Project Pericles, Inc., NY
Tennessee Independent Colleges and Universities Association

NEW MEMBERS IN 2016–2017 (as of November 2016)

INSTITUTIONAL MEMBERS
Adventist University of Health Sciences, FL
Dean College, MA
Drury University, MO
John F. Kennedy University, CA
Lake Forest College, IL
Lipscomb University, TN
Logan University, MO
Marist College, NY
Pitzer College, CA
Trinity International University, IL
Trinity University, TX

AFFILIATE MEMBER
New England Board of Higher Education, MA
CIC STAFF AND SENIOR ADVISORS (November 2016)

CIC STAFF

Sherita C. Ashmon
Conference Manager

Allison Blackburn
Director of Conferences

Hollie Chessman
Director of Research Projects

Sheila Cooper
Office Manager

Sidney Q. Davis
Communications and Social Media Fellow

Christopher Dodds
Director of Digital Communications and Strategy

Richard Ekman
President

Michelle L. Friedman
Director of Programs

Stephen Gibson
Director of Programs

Harold V. Hartley III
Senior Vice President

Philip M. Katz
Director of Projects

Christoph M. Kunkel
Senior Vice President and Chief of Staff

Lilia M. LaGesse
Director of Print and Digital Publications

Vanessa N. Long
Manager of State Council Programs

Erin Mezgar
Development Manager

Paula M. Miller
Editorial and Communications Director

Cynthia Page
Director of Finance

Leslie A. Rogers-Brown
Conference Manager

Carol M. Schuler
Vice President for State Council Programs

Kelsey A. Sherman
Assistant to the President and Liaison to the Board of Directors

Tabitha Truscott
Conference and Program Coordinator

Keith A. Wallace
Director of Administration

Kate Webber
Director of Membership Services

Kathy Whatley
Senior Vice President

Laura Wilcox
Vice President for Communications

CIC ADVISORS

Daniel O. Aleshire
Program Evaluator, NetVUE

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

Michael G. Cartwright
Assistant Director, NetVUE

Myrvin F. Christopherson
Advisor, State Council Programs

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

David S. Cunningham
Director, NetVUE Scholarly Resources Project

Marylouise Fennell, RSM
Senior Counsel

Jonnie G. Guerra
Senior Advisor, Annual Programs

Barbara Hetrick
Senior Advisor

Richard T. Ingram
Senior Advisor, President-Board Relations

Ned Moore
Senior Advisor, State Council Programs

S. Georgia Nugent
Senior Fellow

Frederik Ohles
Senior Advisor, Presidential Vocation and Institutional Mission Program

Judith T. Phair
Senior Advisor, Communications

Shirley J. Roels
Senior Advisor and Director, NetVUE

Mary Pat Seurkamp
Senior Advisor and Director, New Presidents Program

Allen P. Splete
President Emeritus

Susan Barnes Whyte
Senior Advisor and Director, Consortium on Digital Resources for Teaching and Research

Susanne Woods
Senior Advisor, Information Fluency Workshops
PARTICIPANTS IN 2015–2016 PROGRAMS

Executive Leadership Academy
2015–2016 CIC Participants

Michael Brown
Provost and Senior Vice President for Academic Affairs,
North Carolina Wesleyan College

Marc Camille
Vice President for Enrollment Management and
Communications, Loyola University Maryland

Christopher Dougherty
Provost and Vice President for Academic and Student Affairs, Rosemont College

Travis Feezell
Provost, University of the Ozarks

Aaron Fetrow
Vice President for Student Affairs and Dean of Students,
Roanoke College

Susan Hasseler
Senior Vice President for Academic Affairs and Dean,
Augustana University (SD)

David Johns
Vice President for Academic Affairs and Dean,
Union College (KY)

Anthony Jones
Vice President for Enrollment Management, Fisk University

Jeffrey Jones
Vice President for Advancement, Geneva College

Aaron Kleist
Associate Provost for Academic Innovation, Biola University

Janet Kuser
Vice President for Academic Affairs, Fisher College

Eric LaMott
Senior Vice President and Chief Operating Officer,
Concordia University, St. Paul

Carllos Lassiter
Dean of Students, Rust College

Mark McCoy
Dean of the School of Music, DePauw University

Kenneth Macur
Provost and Dean of the College, Bethany College (KS)

Carla Oleska
Vice President for Institutional Advancement,
Elms College

Jonathan Peri
Vice President and General Counsel, Neumann University

Wayne Powel
Provost, Saint Francis University (PA)

J. Andrew Prall
Vice President for Academic Affairs,
University of Saint Francis (IN)

Daniel Silber
Vice President for Academic Affairs and Dean of the College, Culver-Stockton College

Sue Stuebner
Executive Vice President and Chief Operating Officer,
Allegheny College

John Swallow
Provost, Sewanee: The University of the South

Andrew Workman
Provost and Senior Vice President for Academic Affairs,
Roger Williams University

Senior Leadership Academy
2015–2016 Participants

Jésus Alonso
Associate Vice President for Academic Affairs,
Holy Cross College (IN)

Susan Bane
Associate Professor of Allied Health and Sports Science, Director of the Honors Program, and Women’s Health Physician, Barton College

Aileen Beard
Dean of the School of Sciences, The College of St. Scholastica

William Carswell
Associate Provost for Academic Affairs, Coker College

Jon Christy
Director of Assessment and Institutional Research, Luther College

James Coyle
Director of the Center for Global Education, Chapman University

Steven Daniell
Dean of Arts and Letters, Texas Wesleyan University

Miles Davis
Dean of the Harris F. Byrd School of Business, Shenandoah University

Brian Dietz
Associate Dean of Students, Kalamazoo College

Jonathan Duraj
Associate Dean of Students, Wittenberg University

Wyatt Evans
Director of the History and Culture Program, Drew University
The following participants have been appointed as a college or university president since completing one of seven Presidential Vocation and Institutional Mission programs for prospective presidents.

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

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

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

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

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

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

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

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

Barbara A. Farley
Vice president 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

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

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

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

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

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

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

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

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

(Continued on page 56)
ALUMNI OF PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION PROGRAM WHO HAVE BECOME PRESIDENTS (Continued from page 55)

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

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

James Reynolds
Vice president for academic affairs, dean of the faculty, and interim president, Wilmington College (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 Sciences

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

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

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

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

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

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

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

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

Kelly M. Thompson
Vice president for external relations and interim provost, Barton College, to president, Culver-Stockton College

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

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

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

Cynthia Zane
Chief academic officer and dean of the faculty, Mount St. Joseph University, to president, Hilbert College

Curt Scheib
Chair of the Division of Visual and Performing Arts and Professor of Music, Seton Hill University

James Shriver
Associate Dean for Curriculum and Faculty Development, Central College

Maria Tapias
Associate Dean of the College and Advisor to the President for Diversity, Grinnell College

Carol Traupman-Carr
Dean of Curriculum and Academic Programs, Moravian College

Elizabeth Wolfinger
Dean of the School of Natural Sciences and Mathematics, Meredith College

Consortium for Online Humanities Instruction I Participating Institutions
Augustana University (SD)
Bethune-Cookman University
Bucknell University
Concordia College (MN)
Connecticut College
Elizabethtown College
Gordon College
Grand View University
Hiram College
Lesley University
McDaniel College
Moravian College
Otterbein University
Park University
Saint Michael’s College
Saint Vincent College
Susquehanna University
Sweet Briar College
Trinity College
University of St. Francis (IL)
Wartburg College

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

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

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

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

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

Kelly M. Thompson
Vice president for external relations and interim provost, Barton College, to president, Culver-Stockton College

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

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

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

Cynthia Zane
Chief academic officer and dean of the faculty, Mount St. Joseph University, to president, Hilbert College

Curt Scheib
Chair of the Division of Visual and Performing Arts and Professor of Music, Seton Hill University

James Shriver
Associate Dean for Curriculum and Faculty Development, Central College

Maria Tapias
Associate Dean of the College and Advisor to the President for Diversity, Grinnell College

Carol Traupman-Carr
Dean of Curriculum and Academic Programs, Moravian College

Elizabeth Wolfinger
Dean of the School of Natural Sciences and Mathematics, Meredith College

Consortium for Online Humanities Instruction I Participating Institutions
Augustana University (SD)
Bethune-Cookman University
Bucknell University
Concordia College (MN)
Connecticut College
Elizabethtown College
Gordon College
Grand View University
Hiram College
Lesley University
McDaniel College
Moravian College
Otterbein University
Park University
Saint Michael’s College
Saint Vincent College
Susquehanna University
Sweet Briar College
Trinity College
University of St. Francis (IL)
Wartburg College
Consortium for Online Humanities Instruction II
Participating Institutions
Bloomfield College
Carlow University
Carroll College (MT)
Carroll University (WI)
Claffin University
Clarke University
Concordia University Texas
Gettysburg College
Lasell College
Mount Mary University (WI)
Northwestern College (IA)
Randolph-Macon College
Rosemont College
Shenandoah University
Siena College
Simpson College (IA)
St. Edward’s University
St. Olaf College
Ursuline College
Washk University (OH)
Wesleyan College (GA)

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

Teaching Interfaith Understanding Seminar
2016 Participants
Suzanne Bessenger
Assistant Professor of Religion, Randolph College

Christina Bucher
Professor of Religious Studies, Elizabethtown College

Katherine Cruger
Assistant Professor of Communication, Chatham University

Michael Dutch
Professor of Business Administration, Guilford College

William Eakin
Professor of Humanities, University of the Ozarks

Sherry Fohr
Associate Professor of Religion and Philosophy, Converse College

Erik Hammerstrom
Assistant Professor of Religion, Pacific Lutheran University

Fatih Harpci
Assistant Professor of Religion, Carthage College

Sarah Heidt
Associate Professor of Philosophy and Religious Studies, Marygrove College

Douglas Howard
Professor of History, Calvin College

Marinus Iwuchukwu
Associate Professor of Theology, Duquesne University

Benjamin Jeppsen
Assistant Professor of Psychology, Augustana University (SD)

Nicole Johnson
Associate Professor of Religious Studies, University of Mount Union

James Kraft
Associate Professor of Humanities, Huston-Tillotson University

Karl Kuhn
Professor of Religion, Lakeland University

Marion Larson
Professor of English, Bethel University (MN)
Ruth Lucier  
Professor of Religion and Philosophy, Bennett College  

Mark Luttio  
Associate Professor of Philosophy and Religion, Lynn University  

Dan Matthewson  
Associate Professor of Religion, Wofford College  

Rob Merritt  
Professor of English, Bluefield College  

Oswald Nira  
Associate Professor of Religious Studies, Our Lady of the Lake University (TX)  

Jeffrey Richey  
Professor of Religion and Asian Studies, Berea College  

Olga Solovieva  
Assistant Professor of Religious Studies, Washington & Jefferson College  

Gretchen Starr-LeBeau  
Associate Professor of Religion, Principia College (IL)  

David Stosur  
Associate Professor of Religious Studies, Cardinal Stritch University  

Craig Wansink  
Professor of Religious Studies, Virginia Wesleyan College  

American History Seminar 2016 Participants  

Lauren Anderson  
Assistant Professor of Africana Studies and History, Luther College  

Aaron Astor  
Associate Professor of History, Maryville College  

Glenn Avent  
Associate Professor of History, Hastings College  

Daniela Barberis  
Associate Professor of Social Sciences, Shimer College  

Jon Blandford  
Assistant Professor of English, Bellarmine University  

Kelly Carney  
Associate Professor of English, Methodist University  

Rachel Cole  
Associate Professor of English, Lewis & Clark College  

James Dator  
Assistant Professor of History, Goucher College  

Elizabeth Dell  
Senior Lecturer of English, Baylor University  

Raymond Frey  
Professor of Social Science, Centenary University  

Tameka Hobs  
Assistant Professor of Arts and Sciences, Florida Memorial University  

Eboo Patel, Interfaith Youth Core founder and president, and Laurie Patton, Middlebury College president (front), led the 2016 Teaching Interfaith Understanding seminar at DePaul University.
William Hustwit
Assistant Professor of History, Birmingham-Southern College

Mark James
Assistant Professor of English, Molloy College

William Kerrigan
Professor of History, Muskingum University

Melvin Macklin
Assistant Professor of English, Ferrum College

Ada Mckenzie
Assistant Professor of English and World Literature, Bloomfield College

Joseph Moore
Assistant Professor of Social Sciences, Gardner-Webb University

Dorothy Mosby
Professor of Spanish and Latin American Studies, Mount Holyoke College

Allison Paynter
Associate Professor of English, Chaminade University of Honolulu

Graham Peck
Professor of History and Political Science, Saint Xavier University

Jared Richman
Associate Professor of English, Colorado College

Cynthia Salmons
Assistant Professor of English, Alice Lloyd College

Brie Swenson Arnold
Associate Professor of History, Coe College

Diane Wenger
Associate Professor of Global History and Languages, Wilkes University

Ancient Greece in the Modern Classroom Seminar 2016 Participants

Debra Beilke
Professor of English and Modern Languages, Concordia University, St. Paul

Matthew Bloom
Assistant Professor of History, Concordia University Texas

Teresa Gilliams
Associate Professor of English, Albright College

Jonathan Good
Associate Professor of History, Reinhardt University

Bethany Hicok
Professor of English, Westminster College (PA)

Charles Hotle
Professor of History, Culver-Stockton College

Matthew Klemm
Associate Professor of History, Ithaca College

Jonathan Loopstra
Associate Professor of History, Capital University

Jodie Mader
Associate Professor of History, Thomas More College

John Mazis
Professor of History, Hamline University

Christine McCann
Professor of History and Political Science, Norwich University

Stephen Mead
Professor of English, Saint Martin’s University

Georgene Montgomery
Associate Professor of English, Clark Atlanta University

The “Histories of Herodotus” seminar—led by Kenneth Scott Morrell (back, left) of Rhodes College and Gregory Nagy (back, right) of Harvard University—took place at the Center for Hellenic Studies campus in Washington, DC.
Andrew Thomas  
Associate Professor of History, Salem College

Arthur Vanden Houten  
Associate Professor of Political Science, Flagler College

Patrick Wadden  
Assistant Professor of History, Belmont Abbey College

Lisa Wilkinson  
Associate Professor of Religion and Philosophy, Nebraska Wesleyan University

Teaching Pre-Modern European Art in Context  
2016 Participants

Katherine Baber  
Assistant Professor of Music, University of Redlands

Jeffrey Baldus  
Associate Professor of Art, Briar Cliff University

Eleonora Beck  
Professor of Music, Lewis & Clark College

Sean Benson  
Professor of Language and Literature, University of Dubuque

Carol Brash  
Associate Professor of Art, College of Saint Benedict and Saint John’s University

Katey Brown  
Associate Professor of Art History and Museum Studies, Walsh University (OH)

Margaret D’Evelyn  
Professor of Art and Art History, Principia College (IL)

Carl Gombert  
Professor of Art, Maryville College

Anne Good  
Associate Professor of History, Reinhardt University

Charles Goolsby  
Professor of Art, Emory & Henry College

Elizabeth Hull  
Professor of Humanities, Bethany College (WV)

Timothy Kircher  
Professor of History, Guilford College

Sarah Kraaz  
Professor of Music, Ripon College

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

Christopher Libertini  
Assistant Professor of History, Dominican College (NY)

Rick Love  
Associate Professor of Art and Design, University of Northwestern-St. Paul

Jennifer Noonan  
Associate Faculty of Art, Caldwell University

Lisa Rafanelli  
Professor of Art History, Manhattanville College

Brian Sheerin  
Assistant Professor of Literature, Writing, and Rhetoric, St. Edward’s University

Terri Switzer  
Professor of Art History, St. Ambrose University

Xiaolong Wu  
Associate Professor of Art History, Hanover College

Information Fluency in the Disciplines  
2016 Participating Institutions

American University of Iraq
BellaRime University
Bethany Lutheran College

Brescia University
Buena Vista University
Campbell University
College of Mount Saint Vincent
College of Saint Benedict and Saint John’s University
Concordia University, St. Paul
Davis & Elkins College
DePaul University
Earlham College
Eastern Mennonite University
Keuka College
Madonna University
Mercy College
North Carolina Wesleyan College
Rockhurst University
Rust College
St. Edward’s University
Ursuline College
Whittier College

Woodrow Wilson Visiting Fellows  
2015–2016 Host Institutions

Benedictine University (IL)
Cabrini University
Calvin College
Carlow University
Carthage College
Centenary College of Louisiana
Central College
DePauw University
Duquesne University
Edgewood College
Elon University
Fordham University
Gannon University
Hampden-Sydney College
Hofstra University
Hollins University
Hood College
Hope College
Illinois College
Lafayette College
Lindsey Wilson College  
Linfield College  
McKendree University  
Mitchell College  
Morningside College  
Mount St. Joseph University  
Muhlenberg College  
Norwich University  
Ouachita Baptist University  
Principia College (IL)  
Rockhurst University  
Rosemont College  
Saint Leo University  
Saint Martin's University  
Samford University  
St. Ambrose University  
Stephen F. Austin State University  
Stetson University  
The College of Wooster  
The University of Findlay  
Towson University  
Troy University  
Valparaiso University  
Vassar College  
Wabash College  
Walla Walla University  
Washington & Jefferson College  
Webster University  
Whitworth University

NetVUE Scholarly Resources Project Seminar  
Two Participants

Jeff Brown  
Associate Professor of Civil Engineering, Embry-Riddle Aeronautical University

Michael E. Cafferky  
Professor of Business and Management, Southern Adventist University

Celia Deane-Drummond  
Professor of Theology, University of Notre Dame (IN)

Mark U. Edwards, Jr.  
Advisory Member of the Faculty of Divinity and Senior Advisor to the Dean, Harvard University Divinity School

Christine M. Fletcher  
Associate Professor of Theology, Benedictine University (IL)

Catherine Fobes  
Associate Professor of Sociology, Alma College

David Fuentes  
Professor of Music, Calvin College

Jason Mahn  
Associate Professor in Religion, Augustana College (IL)

Margaret E. Mohrman  
Professor of Biomedical Ethics and Professor of Religious Studies, University of Virginia

Jerome M. Organ  
Professor of Law, University of St. Thomas (MN)

Mark R. Schwehn  
Provost and Executive Vice President for Academic Affairs and Professor of Humanities, Valparaiso University

Shirley H. Showalter  
President Emerita, Goshen College

NetVUE Program Development Grants  
Round Four Recipients

Anderson University (IN)  
Aquinas College (MI)  
Coker College  
Concordia University Texas  
Cornerstone University  
DePaul University  
DePauw University  
Ferrum College  
Jarvis Christian College  
John Brown University  
King's College (PA)  
Mount Mary University  
North Park University  
Piedmont College  
Rivier University  
Tougaloo College  
University of La Verne  
University of the Ozarks (AR)  
University of the Southwest  
Warren Wilson College

NetVUE Professional Development Awards 2016 Recipients

Albion College  
Bellarmine University  
Belmont University  
Dominican University (IL)  
Dordt College  
Lewis University  
Point Loma Nazarene University  
Schreiner University  
Simpson College (IA)  
University of Saint Mary (KS)
NetVUE Chaplaincy Implementation Grant 2015–2016 Recipients

Allegheny College
Alvernia University
Ashland University
Assumption College
Augustana College
Augustana College (IL)
Augustana University (SD)
Benedictine University (IL)
Capital University
Concordia College (MN)
Davis & Elkins College
Fairfield University
Georgian Court University
Hope College
Luther College
Marian University (IN)
Messiah College
Monmouth College (IL)
Ohio Wesleyan University
Schreiner University
University of Indianapolis
Ursinus College
Wesleyan College (GA)
Westminster College (PA)

Vocation Exploration Renewal Grant 2015–2016 Recipients

Ashland University
Assumption College
Bluffton University
Butler University
Calvin College
Elizabethtown College
Erskine College
Fairfield University
Georgetown College (KY)
Goshen College

Grand View University
Gustavus Adolphus College
Hendrix College
Holy Cross College (IN)
Hope College
Houghton College
Luther College
Manchester University
Marian University (IN)
Messiah College
Millsaps College
Montreat College
Nebraska Wesleyan University
Our Lady of the Lake College (LA)
Our Lady of the Lake University (TX)
Palm Beach Atlantic University
Saint Louis University
Saint Mary’s College (IN)
St. Edward’s University
University of Dayton
University of Indianapolis
Valparaiso University
Wartburg College

Project on the Future of Independent Higher Education Steering Committee Members

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President, California Lutheran University

Steven C. Bahls
President, Augustana College (IL)

Ronald L. Carter
President, Johnson C. Smith University

Roger N. Casey
President, McDaniel College

Jeffrey R. Docking
President, Adrian College

Margaret L. Drugovich
President, Hartwick College

Elizabeth A. Fleming
President, Converse College

Thomas F. Flynn
President, Alvernia University

Christopher B. Howard
President, Robert Morris University (PA)

Todd S. Hutton
President, Utica College

Walter M. Kimbrough
President, Dillard University

Larry D. Large
President, Oregon Alliance of Independent Colleges and Universities

Paul J. LeBlanc
President, Southern New Hampshire University

Mary B. Marcy
President, Dominican University of California

John McCardell
President, Sewanee: The University of the South

Kevin M. Ross
President, Lynn University

Ed L. Schrader
President, Brenau University

Elizabeth J. Stroble
President, Webster University

Henry N. Tisdale
President, Claflin University
Edwin H. Welch  
President, University of Charleston (WV)

John S. Wilson  
President, Morehouse College

Cynthia Zane  
President, Hilbert College

CIC/New York Times Partnership in Education  
2016 Participating Institutions

Allegheny College  
Alma College  
American International College  
Assumption College  
Baldwin Wallace University  
Bay Path University  
Bellarmin University  
Berry College  
Birmingham-Southern College  
Burlington College  
Capital University  
Central College  
Colby-Sawyer College  
Curry College  
Drake University  
Duquesne University  
Edgewood College  
Elms College  
Fisher College  
Franklin Pierce University  
Fresno Pacific University  
George Fox University  
Gettysburg College  
Goddard College  
Gonzaga University  
Goucher College  
Heidelberg University  
Husson University  
John Carroll University  
Kalamazoo College  
Kenyon College  
Loyola University Maryland  
New England College  
Norwich University  
Oberlin College  
Rivier University  
Rollins College  
Saint Joseph's College of Maine  
Saint Leo University  
Saint Michael's College  
Salve Regina University  
Scripps College  
Seattle Pacific University  
Southern New Hampshire University  
Southern Vermont College  
Spelman College  
St. Ambrose University  
St. Andrews University  
St. Norbert College  
Susquehanna University  
Swarthmore College  
Thomas College (ME)  
Tiffin University  
University of New England  
University of Puget Sound  
Wabash College  
Washington & Jefferson College  
Wesley College  
Westminster College (UT)  
Whittier College  
Willamette University
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COUNCIL OF INDEPENDENT COLLEGES

One Dupont Circle, NW, Suite 320
Washington, DC 20036-1142
Phone: (202) 466-7230
Email: cic@cic.nche.edu • Twitter: @CICnotes

WEBSITE

CIC’s 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 CIC publications, and for links to member institutions and other sites on higher education.

CIC LISTSERVS

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, listservs are archived and offer online document libraries. To join the discussion groups, visit www.cic.edu/Listservs.

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Open to department and division chairs from CIC member institutions.

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Open to those at CIC member institutions interested in discussing issues of data and institutional research.

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INSTITUTIONS FEATURED

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Lebanese American University, NY .......................................... COVER
Colby Sawyer College, NH .................................................... COVER
Bellevue University, NE ......................................................... COVER
Concordia University Irvine, CA .............................................. 38
Colorado College, CO .............................................................. 38
Columbia College Chicago, IL .................................................. 48
Elms College, NE ................................................................ 63
Cedarville University, OH ........................................................ BACK COVER
Centenary University, NJ ......................................................... BACK COVER
Carson-Newman University, TN ............................................... BACK COVER