The Council of Independent Colleges is an association of independent colleges and universities working together to:

- support college leadership,
- advance institutional excellence, and
- enhance private higher education's contributions to society.

To fulfill its mission, CIC provides ideas, resources, and services that assist institutions in improving leadership expertise, educational programs, administrative and financial performance, and institutional visibility.
The Council of Independent Colleges has undergone a transformation this past year, not only with the enormous undertaking of a strategic planning initiative and the infusion of substantial funding from a number of foundations new to CIC, but also with changes among staff and the initiation of many new programs. These developments will help CIC make strategic choices for the future of the Council, as well as for independent higher education.
# Table of Contents

- Message From the Chair ................................................. 1
- Message From the President ........................................... 2
- Strategic Planning Initiative ............................................ 3
- Conferences and Other Events ........................................ 5
- Special Programs and Projects ........................................ 9
- Additional Programs and Initiatives ............................... 13
- Information and Technical Assistance ............................. 14
- Communications ......................................................... 15
- Selected Grant Awards ................................................. 17
- Awardees ...................................................................... 18
- Resource Development .................................................. 19
- Financial Statement ....................................................... 20
- Board of Directors ......................................................... 21
- Task Forces .................................................................... 23
- CAPHE Advisory Panel .................................................. 24
- Members ....................................................................... 25
- Affiliate Members ......................................................... 30
- CIC Staff and Advisors ................................................... 31
- Connecting with CIC ....................................................... 33
The year 2000-2001 was indeed a watershed year for CIC. During my final year as chair of the CIC Board of Directors, I was privileged to work with CIC’s new president, Richard Ekman, as we charted a new course for the Council.

Building on the momentum of CIC’s leadership transition, the Board of Directors at its meeting in January 2001, endorsed a plan for a systematic strategic planning effort to discuss with member presidents and chief academic officers the future of independent higher education and CIC’s role. A series of roundtable discussions held at member campuses across the nation explored the needs of and opportunities for private colleges and universities, assessed the effectiveness of existing CIC programs and other activities, and envisioned new initiatives. Though these meetings continued through the summer of 2001, by the end of academic year 2000-2001 it was clear from the enthusiastic participation at these meetings that our members, and even some nonmember presidents, relished the opportunity to discuss the future of independent higher education. At the conclusion of the roundtable discussions, a document outlining key future strategies for CIC will be drafted for presentation to the membership during the January 2002 Presidents Institute.

In addition to the strategic planning initiative, CIC launched several distinctive programs, set new records for membership and program participation, and had another very strong year in fundraising. The Council also underwent its most significant staff transition in 15 years, with a new president, director of communications, associate director of CAPHE, director of administrative operations, business manager, manager of membership services, and several other administrative positions.

In short, CIC has accomplished much over the past year, and I speak for the Board in praising the CIC staff, under Richard Ekman’s outstanding leadership, for many achievements. We look forward to Rich’s second year in office, as CIC begins to implement many of the ideas and recommendations for programs and services to come from the strategic planning process.

The remarkable success of the roundtable discussions and the broad discussions among hundreds of presidents and chief academic officers about the future of our colleges and universities shows that CIC remains a vital network for an ever-growing number of independent colleges and universities—an organization devoted to advancing independent higher education and its leadership.

Sincerely,

Margaret A. McKenna
President, Lesley University
Chair, CIC Board of Directors
My first year as president of the Council of Independent Colleges has been an exhilarating, exceptionally busy, and highly productive period. During 2000-2001, we launched several new programs, services, and cooperative activities, and embarked upon a strategic planning process that featured numerous on-campus opportunities to listen to presidents and other leaders discuss issues of importance to them.

It is a pleasure to present this report on the activities of CIC over the past year, and to highlight our record of accomplishments. I want to acknowledge and thank the many people—CIC members, directors, funders, and staff—who contributed to these successes and helped make this year productive and enjoyable. I especially want to thank President Emeritus Allen P. Splete for his outstanding leadership over the period from 1985 to 2000, during which he steered an ambitious and highly successful course for CIC. His legacy is a strong, vibrant organization that truly supports independent colleges and universities in important and meaningful ways. I intend to build on his legacy of success, and remain faithful to the mission of CIC to support college leadership, advance institutional excellence, and enhance private higher education’s contributions to society.

To assist independent colleges and universities, CIC offers a range of conferences and other events, special programs and projects, communications, and other programs. In addition to the strategic planning initiative, highlights for the year, which are reported on more fully in the following pages, include:

- The launching of two new programs in the sciences, as well as several new cooperative activities with the Foundation for Independent Higher Education and the National Association of Independent Colleges and Universities as part of the newly approved “Protocol for Collaboration.”
- Applications from 113 institutions for the Engaging Communities and Campuses grant program; 13 were funded.
- CIC grants to begin projects on the transformation of college libraries and on leadership-related services for presidents.
- The creation of an online version of its newsletter, the Independent; a complete redesign of its website; and initial steps to archive the listservs for presidents and chief academic officers.

In addition, membership again reached a new record high, as it has for the last 13 years, with a total of 484 institutional members and 39 affiliate members.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges
By the end of the fiscal year, CIC’s strategic planning efforts were well underway. With the generous support of a $100,000 grant from the William Randolph Hearst Foundations and additional support from The Booth Ferris Foundation and The Christian A. Johnson Endeavor Foundation, strategic planning regional roundtable discussions were held on campuses around the country. By the end of June, ten of 17 regional conversations with presidents of member and nonmember institutions, and all of the four roundtables with chief academic officers, were completed, representing 130 colleges and universities. (Ultimately, more than 200 institutions were represented at the 22 roundtables.)

The goals of the conversations were to take stock of the needs and interests of member institutions, assess the effectiveness of existing CIC programs and other activities, suggest new initiatives, estimate CIC’s potential role in assisting all small and medium-sized private colleges and universities, and gauge CIC’s current and prospective role as a national voice for independent higher education.

As of June 2001, CIC completed the following activities:

- Letters of invitation to participate in the strategic planning process were sent to all member and many nonmember presidents and chief academic officers.
- Regional roundtable meetings were hosted by the presidents of Austin College, Bloomfield College, Franklin & Marshall College, Goshen College, Huntingdon College, Millikin University, and Mount St. Mary’s College. Presidents also attended strategic planning meetings in CIC’s office and the Duquesne Club in Pittsburgh.
- Edgewood College and Nazareth College also hosted meetings for Chief Academic Officers.
- Additional gatherings were hosted by the Appalachian College Association, CAPHE Advisory Panel, and Executives in Church-Related Higher Education.

Once all of the planned roundtable discussions have been completed, CIC will draft a strategic plan, convene a special Board of Directors meeting in the fall to review the draft, and present a final document to the Board of Directors and CIC membership for endorsement during the January 2002 Board meeting and Annual Meeting.
# Strategic Planning Roundtables

<table>
<thead>
<tr>
<th>DATE</th>
<th>HOST INSTITUTION</th>
<th>STATE</th>
<th>PARTICIPANTS</th>
<th>MEMBER INSTITUTIONS</th>
<th>NONMEMBER INSTITUTIONS</th>
<th>OTHER ORGANIZATIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Presidential Roundtables</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 12</td>
<td>Franklin &amp; Marshall College</td>
<td>PA</td>
<td></td>
<td>122</td>
<td>22</td>
<td>1</td>
<td>145</td>
</tr>
<tr>
<td>March 15</td>
<td>Millikin University</td>
<td>IL</td>
<td></td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>March 27</td>
<td>CIC Office</td>
<td>DC</td>
<td></td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>March 30</td>
<td>Duquesne Club (Pittsburgh)</td>
<td>PA</td>
<td></td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>April 16</td>
<td>Bloomfield College</td>
<td>NJ</td>
<td></td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>May 10</td>
<td>Goshen College</td>
<td>IN</td>
<td></td>
<td>6</td>
<td>3</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>June 10</td>
<td>Appalachian College</td>
<td>TN</td>
<td></td>
<td>21</td>
<td>3</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>June 19</td>
<td>Mount St. Mary's College</td>
<td>CA</td>
<td></td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>June 25</td>
<td>Austin College</td>
<td>TX</td>
<td></td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>June 27</td>
<td>Huntingdon College</td>
<td>AL</td>
<td></td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>July 6</td>
<td>Rockhurst University</td>
<td>MO</td>
<td></td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>July 9</td>
<td>Augsburg College</td>
<td>MN</td>
<td></td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>July 10</td>
<td>Otterbein College</td>
<td>OH</td>
<td></td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>July 12</td>
<td>Elon University</td>
<td>NC</td>
<td></td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>August 1</td>
<td>Clarke College</td>
<td>IA</td>
<td></td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Sept. 10</td>
<td>Spelman College</td>
<td>GA</td>
<td></td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Sept. 13</td>
<td>Lesley University</td>
<td>MA</td>
<td></td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td><strong>Chief Academic Officer Roundtables</strong></td>
<td></td>
<td></td>
<td></td>
<td>46</td>
<td>6</td>
<td>1</td>
<td>53</td>
</tr>
<tr>
<td>March 27</td>
<td>CIC Office</td>
<td>DC</td>
<td></td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>April 9</td>
<td>Edgewood College</td>
<td>WI</td>
<td></td>
<td>13</td>
<td>1</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>June 10</td>
<td>Appalachian College</td>
<td>TN</td>
<td></td>
<td>20</td>
<td>5</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>June 26</td>
<td>Nazareth College</td>
<td>NY</td>
<td></td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td><strong>Other Roundtables</strong></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>March 28</td>
<td>Executives in Church-Related</td>
<td>DC</td>
<td></td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Higher Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td>168</td>
<td>28</td>
<td>14</td>
<td>210</td>
</tr>
</tbody>
</table>
CIC’s annual institutes offer senior campus leaders opportunities for professional development and personal renewal. CIC conferences and workshops provide development opportunities on selected, critical issues for other administrators and faculty professionals.

**Presidents Institute**

CIC’s 2001 Presidents Institute, with more than 600 participants, including 260 presidents representing more than 50 percent of the Council’s membership, was highly praised and set another attendance and fundraising record. Under the theme of “Presidents, Boards, and The New Millennium,” CIC for the first time invited trustee leaders, 20 of whom joined their presidents for the conference.

Special sessions developed to appeal particularly to presidents and board chairs were offered during the Institute, in keeping with the meeting’s theme, “Presidents, Boards, and the New Millennium,” which focused on the relationship between presidents and boards.

In addition, nearly 150 presidential spouses took part in special programming for those in that unique campus role. Spouses explored issues related to working with the board of trustees and trustee spouses, as well as fundraising and career issues.

**Address at 2001 Presidents Institute: Presidential Leadership and the Temptation to Be Relevant**

—Richard J. Wood, President, United Board for Christian Higher Education in Asia (formerly president of Earlham College and dean of Yale Divinity School)

Having to satisfy multiple constituencies in these times of rapid change on campuses puts greater pressure than ever on college and university presidents. Presidents Institute plenary speaker Richard Wood said that developing a strong board of trustees—and a good relationship with the board chair—can help a good president both to be better and to weather some of the inevitable storms.

Wood noted that a good relationship between the president and board chair “is the key element to effective governance,” and that a strong board with good information “will have a shared understanding of the culture of the institution it governs, its folkways, its unwritten expectations, its aspirations.” In addition, a strong board:

- will not be all quarterbacks—members will have, and understand, their roles and the roles of others,
- will have the information it needs to govern, and
- will deal well with ambiguities, and will avoiddictating simple solutions to complex problems.

A strong board “can also help the president be a risk-taker and to push against institutional inertia,” Wood said, adding that the ability to “take risks without judgment provides deep freedom.”
INSTITUTE FOR CHIEF ACADEMIC OFFICERS

The theme for the 28th annual Institute for Chief Academic Officers was “Rich Heritages, Present Realities, Future Opportunities”; the meeting was held November 4-7, 2000 in Tampa, Florida. More than 240 chief academic officers attended, along with 40 deans’ spouses. A day-long workshop for new CAOs served 47 participants.

Retaining the mission, values, and rich heritage of their institutions, responding to current realities, both on and off campus, and exploring future opportunities were thematic goals this year. Working groups of CAOs addressed trends affecting independent institutions; the role of the liberal arts in a career-oriented society; using student outcomes, rather than inputs, as measures of institutional quality; the changing nature of faculty work and rewards, and many other issues.

CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS

CIC’s 13th annual meeting for presidents and foundation executives, held October 4, 2000 in New York City, examined what does and does not work in grant programs. Nearly 100 college leaders joined senior officers from a number of leading foundations for a day-long dialogue to discuss what they have respectively learned from grants and grant programs in the context of interinstitutional collaborations, college-community partnerships, the uses of technology, and diversity. CIC board members Robert M. Frehse, executive director of The William Randolph Hearst Foundations, and Richard W. Kimball, president and CEO of The Teagle Foundation, co-hosted the meeting. TIAA-CREF donated conference facilities in their New York headquarters for the meeting.

REMARKS BY RICHARD EKMAN

—Conversation Between Foundation Officers and College and University Presidents, October 4, 2000, New York City

“...At the risk of oversimplification, it appears that there has been, for a very long time, tension in America between the desire of both foundations and colleges to serve the here-and-now and their desire to have longer-lasting impact. You know how this works in practice: almost every college president can report on a frustrating conversation with a foundation officer in which the foundation’s response to the president’s request for support of a successful activity on campus is to say that the foundation is interested only in funding the pilot stage of an innovative idea, and that, once proven, someone else (namely, the college) ought to pay for its continuation. Foundation officers are equally exasperated in conversations when a college president announces proudly that his or her college has found the best possible way of teaching, say, introductory calculus, and the foundation should therefore commit a vast sum to support the college’s efforts in perpetuity to teach calculus in this way.

At last, some people appear to have become impatient with these formulations, and it is not altogether surprising that each of the four topics under discussion today—college/community partnerships, interinstitutional collaboration, the uses of technology, and diversity—is of high priority for grant makers in many of America’s more than 40,000 foundations, and also for the leaders of most of the country’s 3,700 colleges and universities. Each of these four areas allows for the possibility of fruitful cooperation between colleges and foundations, and consequently has the potential to lead to discoveries both of what has worked in the short-term and to general lessons for the future.....”
The sessions focused on areas of past collaboration between foundations and colleges and sought common ground for future joint ventures. Presidents underlined the importance of ongoing personal relationships in fostering collaborations. Some joint efforts, such as those of state associations or existing consortia, whether of similar or disparate institutions, are loci for sharing information about innovative programs and can serve as launchpads for new initiatives.

In a session focusing on diversity, John Morning, trustee of The Charles Stewart Mott Foundation and The Rockefeller Brothers Fund (and a member of CIC’s Board of Directors), used a case study that raised critical questions regarding increasing diversity on boards of trustees, including “How is diversity represented on the board?” “What is the president’s role in this regard?” and “What does the board mean by diversity?”

Participants also examined ways that information technology developments, such as those presented by the Internet, have created new opportunities to collaborate online at a distance. Presidents commented that cooperative efforts among institutions are strengthening the abilities of private colleges to compete within technology’s rapidly shifting higher education landscape.

**Information Technologies Workshop**
The 12th annual Information Technologies Workshop assisted institutions to make choices about their evolving information technology (IT) infrastructure, and to help campus teams examine the ways in which new information technologies are changing teaching, learning, and scholarly research. This year’s workshop, “Anticipating the Future of Information Technologies,” focused on the dizzying pace of technological change and the need to make informed choices about technology. Participants learned about strategies for managing costs and financing IT; compared course management and administrative systems; shared effective practices in ubiquitous computing and managing technological changes; and discussed how to recruit and retain qualified IT staff, among other issues. The meeting, which served 57 institutions and 123 participants, took place in March in Pittsburgh.

**Teaching and Learning Workshops**
CIC’s long-standing commitment to professional development for faculty members and administrators continued this year with the 15th annual Teaching and Learning Workshops, which focused on “Technology and Learning Mentors: Building Faculty Capacity.”

Teams of faculty members and information technology staff at five regional workshops in Portland, OR (April 6-7); Raleigh, NC (May 22-24); Des Moines, IA (May 30-June 1); and Nashville, TN and Albany, NY (June 5-7), each developed a plan to take back to campus that incorporated concrete objectives and strategies on ways to foster student learning with technology. In particular, they defined goals for a learner-centered faculty development program, assessed institutional resources to support such a program, and determined achievable goals with existing resources. The teams worked together to create faculty development programs for their institutions as well as train technology and learning mentors who can assist faculty colleagues. The workshops served more than 200 individuals from 64 institutions.

**Delivering the Customer Experience**
The second annual workshop in collaboration with the Disney Institute offered a custom-designed program on service quality for senior-level institutional teams. “The
Student Experience: Keeping the Promise” helped participants develop their own ways of promising students high quality education—a promise that communicates to students, parents, alumni, staff, and faculty members the values of the institution through every point of contact. The program served more than 50 faculty and administrators from seven college teams, including Saint Edward’s University (TX), Palm Beach Atlantic University (FL), Siena Heights University (MI), Alderson-Broaddus College (WV), Indiana Wesleyan University (IN), Simpson College (IA), and Villa Julie College (MD).

**PUBLIC RELATIONS CONFERENCE**

CIC once again co-sponsored “How Colleges Can Obtain National (and Regional) Publicity,” an annual workshop for public relations directors held in Philadelphia, PA on June 21-22. Nearly 200 higher education media professionals attended the meeting, which helps public relations officers gain expertise in promoting faculty. Speakers included reporters from the *Wall Street Journal*, *New York Times*, the Associated Press, *USA Today*, and other media.

**CAMPUS PUBLIC RELATIONS PROFESSIONALS LEARN PUBLICITY TIPS FROM MEDIA**

*New York Times* education editor Ethan Bronner (right), Associated Press higher education reporter Arlene Levinson (middle), and *USA Today* education editor David Breezing (back) answer questions from some of the 185 higher education news officers who attended the "How Colleges Can Obtain National (and Regional) Publicity" conference.
Special Programs and Projects

CIC’s special projects provide opportunities for joint program development and improvement in key areas, particularly by assisting selected institutions and more generally by sharing resulting ideas broadly with the membership.

Teaching Scholar Partnerships Program
CIC, the American Association of Community Colleges, and the Independent Colleges Office (Project Kaleidoscope) are helping institutions to develop scholarships and training so that undergraduate students in science, math, and technology can work with K-12 teachers to strengthen mathematics and science education in the nation’s elementary and secondary classrooms. Ten participating institutions, which will receive grants of $30,000 each, were selected from more than 30 applications in May 2001: Carroll College (WI), Central Methodist College, Drury University, Millikin University, North Central College, Pfeiffer University, Saint Edward’s University, Saint Joseph’s College (IN), West Virginia Wesleyan College, and Widener University. The program is made possible by a $500,000 grant from the National Science Foundation, through the American Association of Community Colleges.

Heuer Awards for Outstanding Achievement in Undergraduate Science Education
The Heuer Awards recognize colleges and universities for outstanding achievement in undergraduate science education. With support from The Russell Pearce and Elizabeth Crimian Heuer Foundation, two awards were made in 2001. The biology department of Benedictine College (KS) was recognized for its development of an extensive student-faculty research program in biology and ecology that is fully integrated throughout the biology curriculum. It is based on a study of biodiversity in a U.S. Army Corps of Engineers project on the Missouri River in which agricultural lands are being diverted to wetlands. The other recipient was the natural science division of Nebraska Wesleyan University (NE), which was recognized for a pervasive transformation of its biology, chemistry, mathematics, and physics programs and for an extensive outreach program for teachers in small, rural Nebraska high schools. Awards of $10,000 each were made in June 2001. Chosen from a field of 34 nominations, these two institutions will use the prize for further enhancement of their science programs.

“Benedictine College and Nebraska Wesleyan University have transformed the teaching of sciences and proved that creativity and rigor in program design can indeed increase student interest and success in the sciences, as well as strengthen programs in K-12 schools.”
— CIC President Richard Ekman, in announcing the winners of the Heuer Awards for Outstanding Achievement in Undergraduate Science Education in June.
The awards are based on the significance of the achievement by the nominated department, program, or initiative, assessed in terms of impact on students, improvements in the institution, service to local schools through outreach programs, and distinctive features with potential for wider influence within higher education.

**Engaging Communities and Campuses**

The Consortium for the Advancement of Private Higher Education, CIC’s grantmaking unit, in March awarded 13 private colleges and universities a total of $1 million to strengthen student learning while addressing community issues. Thirteen grants, ranging from $63,000 to $80,000, were awarded in December 2000. A 50 percent match is required of participating institutions. The first grantees’ conference was held March 1-3, 2001, in Alexandria, VA, with 57 participants representing the 13 funded projects. Grants were awarded to: Augsburg College, Bates College, Calvin College, Chatham College, Emory & Henry College, Loyola University (LA), Madonna University, Mars Hill College, Otterbein College, Saint Joseph’s College (ME), St. Thomas University, Tougaloo College, and Wartburg College. The program is funded by a $2.5 million grant from The Atlantic Philanthropies.

CIC’s Engaging Communities and Campuses program assists institutions in making connections with local communities. Focusing particularly on various forms of experiential learning and community partnerships, the project is developing a range of resources (working paper, resource directories, Web materials, a corps of...

---

**Engaging Communities and Campuses - Participants**

- Augsburg College (MN) and Project for Pride in Living
- Bates College (ME) and LA ExceLS
- Calvin College (MI) and Grand Rapids Area Center for Ecumenism
- Chatham College (PA) and Communities in Schools, Conservation Consultants, Inc., and the East End Neighborhood Forum
- Emory & Henry College (VA) and Washington County Schools, People Inc., and Washington County Office on Youth
- Loyola University New Orleans (LA), Boys & Girls Clubs of Southeast Louisiana, Inc., and Young Mens Christian Association (YMCA)
- Madonna University (MI) and All Saints Neighborhood Center
- Mars Hill College (NC) and the North Carolina Juvenile Evaluation Center
- Otterbein College (OH) and the Westerville Chamber of Commerce, Communities In School, First Link, and the Columbus Foundation
- Saint Joseph’s College (ME) and Crooked River Elementary School, Windham Family Resource Center, and the Standish city government
- St. Thomas University (FL), Florida Memorial College, and the Campus and Community Alliance for North Dade
- Tougaloo College (MS) and United Way of the Capital Area, Inc., Tougaloo Community Civic League, Jackson Public Schools, Tougaloo Community Center
- Wartburg College (IA) and Bartels Lutheran Retirement Community, Waverly-Shell Rock School District, and Bremwood Lutheran Children’s Home
consultants, workshops, and a national competitive grant program) for institutions. In part, this program ties together previous and ongoing CIC work in community partnerships, service-learning, and urban missions.

**Implementing Urban Missions**
The Implementing Urban Missions program, funded with a $1.5 million grant from the W. K. Kellogg Foundation, assists small private urban institutions in fulfilling their urban missions, particularly as they provide community development and educate diverse learners. Major activities this year included a final conference, technical assistance, and evaluation site visits at those institutions awarded three-year grants, and dissemination activities—including a presentation at the 2001 Coalition for Urban and Metropolitan Universities national meeting, and a series of articles for the *Metropolitan Universities Journal*, which is being devoted to the CIC grant program and will profile major activities pursued by the participating institutions. These institutions, selected from more than 70 applicants, are: Bloomfield College, Columbia College Chicago, Holy Family College, Johnson C. Smith University, Lesley University, Marygrove College, Mount St. Mary’s College (CA), and Ohio Dominican College. Each received up to $150,000 from September 1996-July 2001. Participants in this program reviewed the work they had conducted over the past three years to fulfill their urban mission, and planned ways to continue their involvement in their communities, during the program’s third and final conference in February 2002.

**Planning for Leadership**
This CAPHE program enabled presidents in the first few years in office to pursue institutional planning activities. The program was formally brought to conclusion. Two final two-year grants to Elizabethtown College and Oakwood College, awarded in 1999, concluded in the summer of 2001. A total of 14 institutions received $10,000 each from September 1992-June 2001. Funding was provided by a $250,000 grant from The Christian A. Johnson Endeavor Foundation.

**Transformation of the Library at Independent Colleges and Universities**
CIC developed plans for this new initiative to strengthen the contribution of libraries to teaching and learning, foster library collaboration, enhance access to information resources, ensure that college resources are spent more effectively, and help make CIC colleges more attractive to prospective students and faculty members. Rita Gulstad, director of library services, Central Methodist College, and Scott Bennett, director of libraries emeritus, Yale University, are serving as co-project directors. A multi-year program of activities, including a series of workshops on technology and libraries, are being planned. The Council on Library and Information Resources is CIC’s partner in this project; The William and Flora Hewlett Foundation provided $75,000 for planning.
Panel of Presidential Consultants—The panel of 17 highly respected individuals—mostly recently retired college and university presidents with broad expertise in small college administration—will provide short-term assistance to current presidents in targeted areas that require specific expertise, including financial management, president/board relations, and crisis management. Consultants will be available either to give advice by telephone, free of charge to CIC member presidents, or to provide a few days of “live” consulting time on campus, with the cost partially subsidized by CIC. William Shields, president of Rockford College, is chair of the CIC Panel of Presidential Consultants.

Travel Grants—CIC aspires to be an organization that includes the full range of private colleges and universities and is thus offering travel subsidies to presidents and other institutional leaders of HBCUs, very small colleges, and other institutions to encourage participation in CIC events. Cordell Wynn, president emeritus of Stillman College (AL), is the chair of the Travel Grants Committee.

Enabling Leadership in Information Technologies
This program assists institutions in making decisions about the purchase and use of information technologies. Conferences, web-based resources, publications, and design templates facilitate sharing of ideas with a greater number of institutions. The Teagle Foundation provided funding of $239,100, and Compaq Corporation and Microsoft Corporation provided equipment and software support.
Additional Programs and Initiatives

Several additional ongoing or special CIC programs also serve our members.

**Tuition Exchange Program**
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 institutions. This popular program continues to grow. This year, TEP had a record 321 participating institutional members; 686 students benefited from the program.

**Data Collection and Analysis**
CIC received $125,000 from The Andrew W. Mellon Foundation for a data collection and analysis project to help colleges “benchmark” their activities and give greater precision to claims for the effectiveness of independent higher education. Data on a range of issues such as retention rates (which appear to be better at small, private institutions at all levels of selectivity) will be collected, analyzed, and made available.

**Cooperative Initiatives**
CIC is involved in a number of cooperative initiatives, as a result of a “Protocol of Collaboration” signed in 2000 by the boards of CIC, the National Association of Independent Colleges and Universities (NAICU), and the Foundation for Independent Higher Education (FIHE). The Protocol is a formal agreement to work together more closely on joint projects and programs benefiting private colleges and universities.

The three associations are collaborating on the Multimedia Educational Resource of Learning and Online Teaching (MERLOT), a website that functions as an electronic clearinghouse and library of teaching and learning materials. MERLOT is a free resource designed primarily for faculty and students in higher education to improve the effectiveness of teaching and learning by expanding the quantity and quality of peer-reviewed online learning materials.

CIC also joined the existing partnership of NAICU and FIHE in conducting a set of public opinion surveys and focus groups in 2002 and producing *Independent Colleges and Universities: A National Profile*, a booklet of facts and statistics that tells the story of America’s private colleges and universities. The *Profile* was widely disseminated in spring 2001 to private colleges and universities, the media, and others in higher education.

CIC continues to support the Teacher Education Accreditation Council (TEAC), now in its third year of operation. TEAC’s Washington office is located in CIC’s office.
The following programs provide information and technical assistance to funders and other organizations.

**Davies-Jackson Scholarship**
CAPHE administers a scholarship program for graduates of private colleges and universities. Recipients receive a full, two-year scholarship at St. John’s College, Cambridge, England. George J. Maher, IV of St. Lawrence University is the 2001 scholarship recipient. He will study social and political science at Cambridge, beginning in the fall. This past year, the program’s promotional and application materials were redesigned and a web page linked to the CIC website was created.

**Prior Learning Assessment**
This program, a part of the UAW-Ford University and funded by $150,000 from UAW-Ford, enables institutions to recognize and reward out-of-class learning and thus increase opportunities for workers to participate in college degree programs. CIC and three other national associations are coordinating this effort, which is now operational. Students from UAW-Ford are attending two pilot institutions—Madonna University (MI) and Lourdes College (OH).

**Teagle Collaborative Ventures Evaluation**
CAPHE continues to administer a study of The Teagle Foundation, Inc. Collaborative Ventures program. The results of the study will be disseminated beginning in winter 2002 in two white papers on effective principles and practices for college and seminary leaders and three national conference presentations. The published study will tell the full story of what has been learned and the essential ingredients of forming and nurturing interinstitutional collaborations. The evaluation involved studying more than 37 grants through a combination of document analysis, telephone interviews, regional meetings, and site visits. CAPHE received a $430,000 grant from The Teagle Foundation, Inc. to conduct the study.

**FIHE/UPS National Venture Fund Evaluation**
As part of its technical assistance to corporations and foundations, CIC’s CAPHE unit conducted an evaluation of the first two years of the Foundation for Independent Higher Education’s (FIHE) UPS-endowed National Venture Fund grant program. The report, including a presentation of the analysis, was made to the FIHE board of directors at its annual meeting in February 2001. According to FIHE, the FIHE/UPS National Venture Fund was established to inspire and fund creative solutions to the needs of independent colleges and universities, and to encourage participation in such efforts from foundations, corporations, government agencies, individuals, and other nonprofit organizations, including the state independent college funds. As part of CIC’s Protocol for Collaboration, CAPHE’s executive director is a member of the FIHE/UPS National Venture Fund Committee.
IC’s communications activities share information about CIC as well as ideas emerging from single and joint campus efforts, and they promote—and assist institutions to promote—the visibility and values of member institutions.

**NEWSLETTER**
CIC’s newsletter, the *Independent*, publishes relevant articles and columns of interest to our membership. Four issues were distributed this year. A new online version of the newsletter was developed and disseminated in June. The move to electronic format enables CIC to deliver the news more quickly to a wider audience, and allows the news to be updated as events warrant before the next printed issue comes out. It was designed so that viewers can click on specific articles without having to scroll through the entire document to find a particular article. The *Independent Online* is e-mailed to all CIC member presidents, CAOs, and public affairs directors; recipients are encouraged to forward the e-publication to anyone on or off campus who might be interested, thus substantially increasing potential readership.

**LISTSERVS**
Following up on many requests to archive the president and CAO listservs, CIC initiated plans to archive both listservs and develop a link to those listservs via a members-only section of the redesigned website. The listserv archives are expected to be operational when the new website is launched in early 2002.

**COMMUNICATIONS RESOURCES**
This member service, launched in August 1999, continues to garner positive response. Three issues of “Communications Resources,” designed to help presidents and PR officers communicate their institution’s story, were produced and distributed in 2000-01. The periodic mailing contains practical, relevant materials and tools—talking points, relevant data, how-to pieces, backgrounders, and letters to the editor and op-ed pieces from member presidents that “make the case” for independent higher education.

**MEDIA RELATIONS**
CIC has spent more time this year on media relations activities than has been the practice in the past. Beyond fielding media requests from a host of national and regional newspapers, we arranged meetings with reporters and editors at various publications, including *U.S. News & World Report* and the *Chronicle of Higher Education*. The latter meeting included five reporters and editors and five member presidents. In addition, we actively responded to various articles that either omitted important information or misled the public on issues
related to private higher education, sending letters to the editors of the Philadelphia Inquirer, Washington Post, and New York Times.

**Public Relations**

In addition to co-sponsoring a workshop for campus public relations staff to help institutions promote faculty members’ achievements, CIC co-published with the Council for the Advancement and Support of Higher Education, *Advancing Smaller Colleges*, Wesley Willmer’s fourth periodic study of advancement practices at CIC colleges.

**Partnerships**

CIC continues to advance visibility for independent higher education through its partnerships with the “Professors of the Year” program, sponsored by the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education; the American Council on Education’s “College is Possible” campaign; and the Alliance to Save Student Aid.

---

**Redesign of CIC’s Website**

CIC hired a firm and launched the process of redesigning its website, ([www.cic.edu](http://www.cic.edu), established in 1997) to take advantage of new web technologies, incorporate CIC’s new graphic identity, and add features such as a more user-friendly navigation system, a search function, and a Presidents Only site.
Selected Grant Awards 2000-2001

The Andrew W. Mellon Foundation ($125,000) — Database on Private Higher Education

The Booth Ferris Foundation ($100,000) — Strategic Planning Initiative

The Christian A. Johnson Endeavor Foundation, Inc. ($450,000) — Presidential Leadership Development

The Henry Luce Foundation, Inc. ($200,000) — Presidential Leadership Development

Lumina Foundation for Education ($64,380) — Support for 2001 Institute for Chief Academic Officers

The Russell Pearce and Elizabeth Crimian Heuer Foundation ($25,000) — Heuer Awards for Outstanding Achievement in Undergraduate Science Education

Verizon Foundation ($100,000) — Information Technology Advisory Service

The William and Flora Hewlett Foundation ($75,000) — Planning for the Transformation of the College Library

The William Randolph Hearst Foundations, Inc. ($100,000) — Strategic Planning Initiative
During the Presidents Institute awards banquet, Richard W. Kimball (left), President and CEO of The Teagle Foundation, was honored with the Allen P. Splete Award for Outstanding Service and Jonathan T. Howe, Executive Director of The Arthur Vining Davis Foundations, was presented with CIC’s 2001 Award for Philanthropy.

Thomas Flynn, president at Millikin University, was selected by the nation’s chief academic officers for the annual Chief Academic Officers Award. His peers selected him for his outstanding work while provost and vice president for academic affairs at the Decatur, IL institution.

CIC President Richard Ekman and CIC Board Chair Margaret A. McKenna, President, Lesley University (MA), present Dennis Vest (center), President and Chief Executive Officer of The Charitable Resources Group, with a plaque honoring the company for providing ten consecutive years of generous support for the Presidents Institute.

Allen P. Splete, CIC president emeritus, won the Academic Leadership Award given annually to a nationally recognized educator for academic leadership and assisting chief academic officers in their work.
Resource Development

CIC’s fundraising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs (e.g., conference sponsorships), and unrestricted grants for general operating support. CIC received financial support between July 1, 2000 and June 30, 2001 from these donors and sponsors:

Alcoa Foundation
Allied Irish Bank
American Association of State Colleges & Universities
ApplyYourself, Inc.
ARAMARK Corporation
Banc One Capital Markets, Inc.
BellSouth Corporation
Bentz Whaley Flessner
BEST FOODS
Bon Appetit Management Company
The Booth Ferris Foundation
Burt Hill Kosar Rittelmann Associates
Campbell & Company
CelliFlynnBrennan Architects
Contract Source, Inc.
Coordinated Financial Services
DaimlerChrysler Corporation Fund
Dominion Foundation
Donaldson, Lufkin & Jenrette, Inc.
Educational Management Network/Witt/Kieffer
EDUPRISE, INC.
EdVerify, Inc.
The Christian A. Johnson Endeavor Foundation
ExxonMobil Foundation
Follett Higher Education Group
Foundation for Independent Higher Education
GDA Integrated Services
Gonser Gerber Tinker Stuhr, LLP
The George Gund Foundation
The William Randolph Hearst Foundations
The H.J. Heinz Company Foundation
Russell Pearce and Elizabeth Crimian Heuer Foundation
The William and Flora Hewlett Foundation
HOST COMMUNICATIONS
Ice Miller

IDEA Center
Jenzabar
Jerold Panas, Linzy & Partners, Inc.
Jon McRae & Associates, Inc.
Kaludis Consulting
The Lawlor Group, Inc.
Lipman Hearne, Inc.
The Henry Luce Foundation
Lumina Foundation for Education
Mason Jay Blacher & Associates
The Andrew W. Mellon Foundation
Miller/Cook & Associates, Inc.
Mine Safety Appliances Company
National Science Foundation
New Ventures of Regis University
USA Group/Noel-Levitz, Inc.
NORESCO
Partners and Associates, Inc./Tucker Anthony, Inc.
Performa
Pittsburgh Steelers Sports, Inc.
Quehl Associates
R.H. Perry & Associates
RPA, Inc.
SAGE Scholars, Inc./School Street
SCT
ServiceMaster Management Services Company
Solomon, Cordwell & Buenz
Stamats Communications, Inc.
The Charitable Resources Group (TCR)
Three Rivers Bank
The Spelman & Johnson Group
The Teagle Foundation Incorporated
TIAA-CREF
Verizon Foundation
WebCT
West Group
# Financial Statement

## Statement of Unrestricted Funds 7/1/00-7/1/01

<table>
<thead>
<tr>
<th></th>
<th>General Operations</th>
<th>Project Totals</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$ 1,326,321</td>
<td></td>
<td>$ 1,326,312</td>
</tr>
<tr>
<td>Program Participant Fees</td>
<td>628,486</td>
<td></td>
<td>628,486</td>
</tr>
<tr>
<td>Gifts and Grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Grants</td>
<td>179,600</td>
<td></td>
<td>179,600</td>
</tr>
<tr>
<td>Program Grants</td>
<td>312,734</td>
<td>$ 1,048,275</td>
<td>1,361,009</td>
</tr>
<tr>
<td>Consulting Fees</td>
<td>115,848</td>
<td>57,413</td>
<td>173,261</td>
</tr>
<tr>
<td>Interest and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>61,145</td>
<td></td>
<td>61,145</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 2,624,125</td>
<td>$ 1,105,688</td>
<td>$ 3,729,813</td>
</tr>
</tbody>
</table>

| **Expenses**       |                    |                |                    |
| Salaries and Benefits | $ 1,119,029        | $ 176,642      | $ 1,295,671        |
| Programs and Meetings | 590,205             |                | 590,205            |
| Grants to Colleges  |                    | 559,503        | 559,503            |
| Other Costs         | 815,335            | 369,543        | 1,184,878          |
| **Total Expenses** | $ 2,524,569        | $ 1,105,688    | $ 3,630,257        |

**Change in Net Assets:**
- Net Assets at 7/1/00: $ 1,491,756
- Net Assets at 7/1/01: $ 1,591,312

Change: $ 99,556
Board of Directors (June 2001)

EXECUTIVE COMMITTEE

CHAIR
Margaret A. McKenna
President, Lesley University

VICE CHAIR FOR PROGRAMS
Richard Detweiler
President, Hartwick College

VICE CHAIR FOR RESOURCE DEVELOPMENT
Richard W. Kimball
President & CEO, The Teagle Foundation, Inc.

VICE CHAIR FOR PUBLIC INFORMATION
Douglas M. Orr, Jr.
President, Warren Wilson College

TREASURER
Catherine Dunn, BVM
President, Clarke College

SECRETARY AND CHAIR OF MEMBERSHIP COMMITTEE
Richard Kneedler
President, Franklin & Marshall College

PAST CHAIR AND CHAIR OF APPTS., NOMIN., AND ORGANIZATIONS COMMITTEE
John L. Henderson
President, Wilberforce University

EX OFFICIO
Richard Ekman
President, CIC

Loren Anderson
President, Pacific Lutheran University

Delbert W. Baker
President, Oakwood College

Dorothy G. Blaney
President, Cedar Crest College

Doreen E. Boyce
President, The Buhl Foundation

John F. Budd, Jr.
Chairman & Chief Executive, The Omega Group

R. Judson Carlberg
President, Gordon College

Richard J. Cook
President, Allegheny College

William H. Crouch
President, Georgetown College

Richard Dalrymple
President and Owner, Teamwork Management, Inc.

Thomas F. Flynn
President, Millikin University

Robert M. Frehse, Jr.
Executive Director, The William Randolph Hearst Foundations

George R. Johnson, Jr.
President, LeMoyne-Owen College

James N. Loughran, SJ
President, Saint Peter’s College
Audrey Manley  
President, Spelman College  

Shirley M. McBay  
President, Quality Education for Minorities Network  

Scott D. Miller  
President, Wesley College  

Frederick V. Moore  
President, Buena Vista University  

John Morning  
President, John Morning Design, Inc.  

Anita Pampusch  
President, The Bush Foundation  

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

Jake B. Schrum  
President, Southwestern University  

Larry D. Shinn  
President, Berea College  

Shirley H. Showalter  
President, Goshen College  

HONORARY DIRECTORS  

Arthur C. Frantzreb  
Consultant in Philanthropy  

William H. Gray, III  
President & CEO, The College Fund/UNCF  

Charles A. Johnson  
Lilly Endowment, Inc. (retired)  

J. Richard Munro  
Chairman & CEO, ATC Corporation  

Richard White  
Senior Executive Vice President, Bayer Corporation  

DIRECTORS EMERITI  

Theodore Q. Demeritte  
President, Demeritte & Associates, Inc.  

John Mason  
President, John Mason and Associates  

Joel D. Weiner  
Sr. Vice President (retired), Kraft  

Patricia L. Willis  
Director, Corporate and Education Affairs, BellSouth Corporation
2001 Presidents Institute

Programs Committee of CIC Board of Directors

Richard Detweiler (Chair)
President, Hartwick College
Catherine Dunn, BVM (Vice-Chair)
President, Clarke College
R. Judson Carlberg
President, Gordon College
Delbert Baker
President, Oakwood College
William Crouch
President, Millikin University
Thomas Flynn
President, Wesley College

New Presidents Workshop Advisory Group

Delbert W. Baker
President, Oakwood College
Wanda D. Bigham
President, Huntingdon College
Frederick W. Gilliard
President, University of Great Falls
Marianne Inman
President, Central Methodist College

Presidents Institute Spouses Task Force

Jeanette Cureton (Chair)
Elmhurst College
Linda A. Bishop
Lincoln Memorial University
Lorna Sawatsky
Messiah College
Susan Moore
Buena Vista University
Ann Wagner Marden
Manchester College
Nancy Shinn
Berea College
Mila H. Meier
Elmira College

2000 CAO Institute

CAO Task Force

Marie J. Harris, CSJ (Chair)
Vice President and Dean for Academic Affairs, Avila College
Elizabeth M. Brent
Vice President for Student Development, Rockhurst University
Carl H. Caldwell
Vice President for Academic Affairs, Anderson University

CAO Spouses Task Force

Mary Ann Gawelek
Vice President for Academic Affairs, Seton Hill College
Claudia T. Jones
Vice President for Academic Affairs, Paine College
Thomas McDaniel
Vice President for Academic Affairs and Provost, Converse College
Renee T. Moore
Dean of Campus Life, University of the Incarnate Word
Joel R. Stegall
Vice President for Academic Programs, Shenandoah University
Jo Young Switzer
Vice President and Dean for Academic Affairs, Manchester College
Judith Wimmer
Academic Dean, Edgewood College

Gail Lillis (Chair)
Cornerstone University
Noreen Hendley
St. Joseph’s College
J. Jackie Bauer
Wisconsin Lutheran College
Task Forces (cont’d)

Charlotte M. Sours
Ferrum College
Steven R. Malmberg
University of Charleston (WV)
Susan Kneten
Nebraska Wesleyan University

CAPHE ADVISORY PANEL (2000-2001)

Walter Allen
Professor, Department of Sociology,
University of California - Los Angeles

Doreen Boyce
President, The Buhl Foundation

Ronald Calgaard
Chairman, Austin, Calvert & Flavin, Inc.

Sally Davis
Alliance Manager, Eli Lilly and Company

Gregory Fusco
Educational Consultant, Fusco Associates

Antoine Garibaldi
Senior Fellow, Educational Testing Service

David Haslam
Experience Manager, BellSouth Corporation

Sally Johnstone
Director, Western Cooperative for Education Telecommunications

Ilene Mack
Senior Program Officer, The William Randolph Hearst Foundations

Colette Mahoney
Consultant, Educational Consulting Associates, Ltd.

Shirley McBay
President, QEM Network

Jamie Merisotis
President, The Institute for Higher Education Policy

J ohn Synodinos
Consultant, Franklin Consulting Group

Patrick Terenzini
Professor, Center for the Study of Higher Education, Pennsylvania State University

ENGAGING COMMUNITIES & CAMPUSES ADVISORY COMMITTEE

Edgar F. Beckham
Senior Fellow, Association of American Colleges and Universities

Robert Rogers Korstad
Assistant Professor, Department of Public Policy Studies and History, Sanford Institute of Public Policy, Duke University

Mark N. Langseth
Executive Director, Minnesota Campus Compact

Dorothy I. MacConkey
President Emerita, Davis & Elkins College

J ohn Ott
Founder and Partner, Partners in Innovation

Edward Zlotkowski
Professor of English, Bentley College, Senior Associate, American Association for Higher Education
In 2000-2001, for the 13th consecutive year, CIC’s college and university membership attained a new record high. At year’s end, CIC had 484 institutional members. Eighteen institutions joined CIC during the year. In addition, 39 state, regional, and national associations and other organizations are CIC Affiliate Members.

**Alabama**
Birmingham-Southern College
Huntingdon College
Miles College
Oakwood College
Spring Hill College
Stillman College
Talladega College

**Alaska**
Alaska Pacific University

**Arizona**
Grand Canyon University
Prescott College

**Arkansas**
John Brown University
Lyon College
Philander Smith College
University of the Ozarks

**California**
Azusa Pacific University
California Baptist University
California Lutheran University
Chapman University
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names College
Mount St. Mary’s College
Notre Dame de Namur University
Pitzer College
Point Loma Nazarene University
St. Mary’s College of California
Scripps College
Simpson College
Westmont College

**Colorado**
Colorado Christian University
Regis University

**Connecticut**
Albertus Magnus College
Sacred Heart University
University of Bridgeport

**Delaware**
Wesley College
Wilmington College

**Florida**
Barry University
Bethune-Cookman College
Clearwater Christian College
Eckerd College
Flagler College
Florida Memorial College
Jacksonville University
Palm Beach Atlantic College
Rollins College
Saint Leo University
Southeastern College
St. Thomas University
Warner Southern College

**Georgia**
Berry College
Brenau University
LaGrange College
Mercer University
Morehouse College
Morris Brown College
Oglethorpe University
Paine College
Piedmont College
Shorter College
Spelman College
Wesleyan College

**Hawaii**
Chaminade University of Honolulu

**Idaho**
Albertson College of Idaho

**Illinois**
Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Dominican University
Elmhurst College
Eureka College
Greenville College
Illinois College
Illinois Wesleyan University
Judson College
Kendall College
Lewis University
MacMurray College
McKendree College
Millikin University
Monmouth College
National-Louis University
North Central College
Olivet Nazarene University
Principia College

25 Council of Independent Colleges
### College and University Members of CIC (cont’d)

<table>
<thead>
<tr>
<th>College Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quincy University</td>
</tr>
<tr>
<td>Rockford College</td>
</tr>
<tr>
<td>Saint Xavier University</td>
</tr>
<tr>
<td>Trinity Christian College</td>
</tr>
<tr>
<td>University of St. Francis</td>
</tr>
<tr>
<td><strong>Indiana</strong></td>
</tr>
<tr>
<td>Anderson University</td>
</tr>
<tr>
<td>Bethel College</td>
</tr>
<tr>
<td>Calumet College of St. Joseph</td>
</tr>
<tr>
<td>Franklin College</td>
</tr>
<tr>
<td>Goshen College</td>
</tr>
<tr>
<td>Grace College and Seminary</td>
</tr>
<tr>
<td>Hanover College</td>
</tr>
<tr>
<td>Huntington College</td>
</tr>
<tr>
<td>Manchester College</td>
</tr>
<tr>
<td>Marian College</td>
</tr>
<tr>
<td>Saint Joseph’s College</td>
</tr>
<tr>
<td>Saint Mary-of-the-Woods College</td>
</tr>
<tr>
<td>Saint Mary’s College</td>
</tr>
<tr>
<td>Taylor University</td>
</tr>
<tr>
<td>Tri-State University</td>
</tr>
<tr>
<td>University of Indianapolis</td>
</tr>
<tr>
<td>University of Saint Francis</td>
</tr>
<tr>
<td>Wabash College</td>
</tr>
<tr>
<td><strong>Kansas</strong></td>
</tr>
<tr>
<td>Baker University</td>
</tr>
<tr>
<td>Benedictine College</td>
</tr>
<tr>
<td>Bethany College</td>
</tr>
<tr>
<td>Bethel College</td>
</tr>
<tr>
<td>Friends University</td>
</tr>
<tr>
<td>McPherson College</td>
</tr>
<tr>
<td>MidAmerica Nazarene University</td>
</tr>
<tr>
<td>Newman University</td>
</tr>
<tr>
<td>Saint Mary College</td>
</tr>
<tr>
<td>Southwestern College</td>
</tr>
<tr>
<td>Sterling College</td>
</tr>
<tr>
<td>Tabor College</td>
</tr>
<tr>
<td><strong>Kentucky</strong></td>
</tr>
<tr>
<td>Alice Lloyd College</td>
</tr>
<tr>
<td>Bellarmine University</td>
</tr>
<tr>
<td>Berea College</td>
</tr>
<tr>
<td>Brescia University</td>
</tr>
<tr>
<td>Campbellsville University</td>
</tr>
<tr>
<td>Cumberland College</td>
</tr>
<tr>
<td>Georgetown College</td>
</tr>
<tr>
<td>Kentucky Wesleyan College</td>
</tr>
<tr>
<td>Lindsey Wilson College</td>
</tr>
<tr>
<td>Midway College</td>
</tr>
<tr>
<td>Pikeville College</td>
</tr>
<tr>
<td>Spalding University</td>
</tr>
<tr>
<td>Thomas More College</td>
</tr>
<tr>
<td>Union College</td>
</tr>
<tr>
<td><strong>Louisiana</strong></td>
</tr>
<tr>
<td>Centenary College of Louisiana</td>
</tr>
<tr>
<td>Dillard University</td>
</tr>
<tr>
<td><strong>Maryland</strong></td>
</tr>
<tr>
<td>College of Notre Dame of Maryland</td>
</tr>
<tr>
<td>Columbia Union College</td>
</tr>
<tr>
<td>Loyola College in Maryland</td>
</tr>
<tr>
<td>Mount St. Mary’s College &amp; Seminary</td>
</tr>
<tr>
<td>Villa Julie College</td>
</tr>
<tr>
<td>Western Maryland College</td>
</tr>
<tr>
<td><strong>Massachusetts</strong></td>
</tr>
<tr>
<td>Anna Maria College</td>
</tr>
<tr>
<td>Assumption College</td>
</tr>
<tr>
<td>Curry College</td>
</tr>
<tr>
<td>Elms College</td>
</tr>
<tr>
<td>Emmanuel College</td>
</tr>
<tr>
<td>Gordon College</td>
</tr>
<tr>
<td>Hampshire College</td>
</tr>
<tr>
<td>Lesley University</td>
</tr>
<tr>
<td>Merrimack College</td>
</tr>
<tr>
<td>Mount Holyoke College</td>
</tr>
<tr>
<td>Nichols College</td>
</tr>
<tr>
<td>Regis College</td>
</tr>
<tr>
<td>Springfield College</td>
</tr>
<tr>
<td>Stonehill College</td>
</tr>
<tr>
<td>Western New England College</td>
</tr>
<tr>
<td><strong>Michigan</strong></td>
</tr>
<tr>
<td>Adrian College</td>
</tr>
<tr>
<td>Calvin College</td>
</tr>
<tr>
<td>Cornerstone University</td>
</tr>
<tr>
<td>Madonna University</td>
</tr>
<tr>
<td>Marygrove College</td>
</tr>
<tr>
<td>Olivet College</td>
</tr>
<tr>
<td>Siena Heights University</td>
</tr>
<tr>
<td>Spring Arbor University</td>
</tr>
<tr>
<td><strong>Minnesota</strong></td>
</tr>
<tr>
<td>Augsburg College</td>
</tr>
<tr>
<td>Bethel College</td>
</tr>
<tr>
<td>College of Saint Benedict</td>
</tr>
<tr>
<td>College of St. Catherine</td>
</tr>
<tr>
<td>College of St. Scholastica</td>
</tr>
<tr>
<td>Concordia College</td>
</tr>
<tr>
<td><strong>Maine</strong></td>
</tr>
<tr>
<td>Saint Joseph’s College of Maine</td>
</tr>
<tr>
<td>Unity College</td>
</tr>
<tr>
<td>University of New England</td>
</tr>
<tr>
<td>State</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>MISSOURI</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>MISSISSIPPI</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>MONTANA</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NEBRASKA</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NEVADA</td>
</tr>
<tr>
<td>NEW HAMPSHIRE</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NEW JERSEY</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NEW MEXICO</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NEW YORK</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NORTH CAROLINA</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NORTH DAKOTA</td>
</tr>
<tr>
<td>OHIO</td>
</tr>
</tbody>
</table>
College and University Members of CIC (cont’d)

Ashland University
Bluffton College
Capital University
Cedarville University
College of Mount St. Joseph
Defiance College
Franciscan University of Steubenville
Franklin University
Heidelberg College
Hiram College
John Carroll University
Lake Erie College
Lourdes College
Malone College
Marietta College
Mount Union College
Mount Vernon Nazarene College
Muskingum College
Notre Dame College
Ohio Dominican College
Ohio Northern University
Otterbein College
University of Findlay
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College

Pennsylvania
Albright College
Allegheny College
Alvernia College
Arcadia University
Cabrini College
Carlow College
Cedar Crest College
Chatham College
Cheesnut Hill College
College Misericordia
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Franklin & Marshall College
Gannon University
Geneva College
Grove City College
Gwynedd-Mercy College
Holy Family College
Immaculata College
Juniata College
King’s College
La Roche College
Lebanon Valley College
Lycoming College
Marywood University
Mercyhurst College
Messiah College
Moore College of Art and Design
Moravian College
Mount Aloysius College
Neumann College
Philadelphia University
Point Park College
Robert Morris University
Rosemont College
Saint Francis University
Saint Joseph’s University
Saint Vincent College
Seton Hill College
Susquehanna University
Thiel College
University of Scranton
Ursinus College
Washington and Jefferson College
Waynesburg College
Westminster College
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

Rhode Island
Roger Williams University

South Carolina
Benedict College
Charleston Southern University
Cluffin University
Columbia College
Converse College
Erskine College
Limestone College
Morris College
Newberry College
Presbyterian College
Wofford College

South Dakota
Dakota Wesleyan University
Mount Marty College
University of Sioux Falls

Tennessee
Bethel College
Carson-Newman College
Christian Brothers University
Crichton College
Cumberland University
Fisk University

Oklahoma
Oklahoma City University
Oklahoma Wesleyan University
Oklahoma Baptist University

Oregon
George Fox University
Linfield College
Marylhurst University
Pacific University

Annual Report 2000-2001
College and University Members of CIC (cont’d)

**TEXAS**
- Austin College
- East Texas Baptist University
- Huston-Tillotson College
- Jarvis Christian College
- McMurry University
- Our Lady of the Lake University
- Southwestern University
- St. Edward’s University
- Texas College
- Texas Lutheran University
- Texas Wesleyan University
- University of St. Thomas
- University of the Incarnate Word
- Wiley College

**UTAH**
- Westminster College

**VERMONT**
- Bennington College
- Goddard College
- Green Mountain College
- Marlboro College
- Norwich University
- Saint Michael’s College
- Southern Vermont College

**VIRGINIA**
- Averett University
- Bluefield College
- Bridgewater College
- Eastern Mennonite University
- Emory & Henry College
- Ferrum College
- Hampden-Sydney College
- Hollins University
- Lynchburg College
- Marymount University
- Randolph-Macon College
- Randolph-Macon Woman’s College
- Roanoke College
- Saint Paul’s College
- Shenandoah University
- Sweet Briar College
- Virginia Intermont College
- Virginia Union University
- Virginia Wesleyan College

**WISCONSIN**
- Alverno College
- Cardinal Stritch University
- Carroll College
- Carthage College
- Concordia University Wisconsin
- Edgewood College
- Lakeland College
- Marian College
- Mount Mary College
- Mount Senario College
- Northland College
- Silver Lake College
- St. Norbert College
- Viterbo University
- Wisconsin Lutheran College

**INTERNATIONAL MEMBERS**
- American College of Greece
- American University of Paris
- Australian Catholic University
- Franklin College of Switzerland
- John Cabot University
- Richmond, The American International University in London
- Universidad Interamericana de Costa Rica
- Universidad Jose Cecilio del Valle

**WASHINGTON**
- Heritage College
- Pacific Lutheran University
- Saint Martin’s College
- Seattle Pacific University
- Whitworth College

**WEST VIRGINIA**
- Alderson-Broaddus College
- Bethany College
- Davis & Elkins College
- Salem International University
- University of Charleston
- West Virginia Wesleyan College
- Wheeling Jesuit University
Affiliate Members of CIC (June 2001)

AHA International, OR
Appalachian College Association, KY
Arkansas’ Independent Colleges & Universities
Associated Colleges of Illinois
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Independent Colleges & Universities
in New Jersey
Association of Independent Colleges & Universities of Nebraska
Association of Independent Colleges and Universities of Ohio
Association of Independent Colleges and Universities
of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Association of Presbyterian Colleges & Universities, KY
Christian College Consortium, NH
Church of the Nazarene, MO
Council for Advancement & Support of Education, DC
Council for Christian Colleges & Universities, DC
Council for Higher Education/United Church of Christ, OH
EDUCAUSE, CO
Evangelical Lutheran Church in America, IL
Federation of Independent Illinois Colleges & Universities
Georgia Foundation for Independent Colleges, Inc.
Independent Colleges of Indiana, Inc.
Iowa Association of Independent Colleges and Universities
Kansas Independent Colleges Association
LeaderShape, Inc., IL
Lutheran Educational Conference of North America, SD
Minnesota Private College Council
National Association of Independent Colleges
and Universities, DC
North Carolina Independent Colleges and Universities
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
South Carolina Independent Colleges & Universities
Tennessee Independent Colleges and Universities Association
United Methodist Church/General Board of Higher
Education & Ministry
Wisconsin Association of Independent Colleges & Universities
<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Operations/ Director of Conferences</td>
<td>Elizabeth M. Bishop</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>Christopher Call</td>
</tr>
<tr>
<td>Executive Secretary</td>
<td>Sheila Cooper</td>
</tr>
<tr>
<td>President</td>
<td>Richard Ekman</td>
</tr>
<tr>
<td>Executive Vice President</td>
<td>Russell Garth</td>
</tr>
<tr>
<td>Projects Coordinator</td>
<td>Stephen Gibson</td>
</tr>
<tr>
<td>Executive Director of CAPHE</td>
<td>Michelle D. Gilliard</td>
</tr>
<tr>
<td>Vice President for Development</td>
<td>Candace J. Groudine</td>
</tr>
<tr>
<td>Assistant to the President</td>
<td>Elizabeth Hamshaw</td>
</tr>
<tr>
<td>Membership Manager</td>
<td>Erika Henderson</td>
</tr>
<tr>
<td>Business Manager</td>
<td>Kathleen I. LaHood</td>
</tr>
<tr>
<td>Conference Coordinator</td>
<td>Alcenia McIntosh-Peters</td>
</tr>
<tr>
<td>Publications Coordinator</td>
<td>Maxine Morris</td>
</tr>
<tr>
<td>Communications Assistant</td>
<td>Julia Rachiele</td>
</tr>
<tr>
<td>Vice President for Annual Programs</td>
<td>Mary Ann Rehnke</td>
</tr>
<tr>
<td>Receptionist/Administrative Assistant</td>
<td>Diane Richardson</td>
</tr>
<tr>
<td>CAPHE Administrative Assistant</td>
<td>Leslie Rogers</td>
</tr>
<tr>
<td>Associate Director of CAPHE</td>
<td>Jacqueline Skinner</td>
</tr>
<tr>
<td>Director of Administration</td>
<td>Keith A. Wallace</td>
</tr>
<tr>
<td>Development Coordinator</td>
<td>Tiwanda Washington</td>
</tr>
<tr>
<td>Director of Communications</td>
<td>Laura Wilcox</td>
</tr>
</tbody>
</table>
Senior Advisor, Information Technologies Program
Edward J. Barboni

Senior Advisor, Annual Programs
W. H. Bearce

Senior Advisor, Tuition Exchange Program
Edward J. Clark

Senior Counsel
Marylouise Fennell, RSM

Senior Advisor, Science Projects
William Moncrief

Senior Advisor, Public Relations
R. Keith Moore

Advisor
Howard Muscott

President Emeritus
Allen Splete
Connecting with CIC

There are several ways to reach CIC. Let us hear from you.

Council of Independent Colleges
One Dupont Circle, Suite 320
Washington, DC 20036-1110
Phone: (202) 466-7230
Fax: (202) 466-7238
E-mail: cic@cic.nche.edu

Tip: Always include name, address and phone number when sending e-mail to CIC’s general e-mail address.

Website

CIC’s website—www.cic.edu—is a rich resource of information. Visit the site for news about CIC conferences and programs, to download CIC publications, and for links to other sites in higher education.

Listservs

Through listservs, CIC links a national network of people who lead and staff private colleges and universities. The service is free, and all but one are restricted to CIC member institutions; the list for chief academic officers (cicdean-list), is open to deans from non-member institutions as well.

To join the discussion groups, send your request via e-mail to cic@cic.nche.edu. Include your name, title and institution. If your request is approved, your name will be added to the appropriate listserv. You will receive an e-mail confirmation.

CIC Listservs

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

CICDEAN-LIST
Open to private-college chief academic officers, provosts and those with similar rank; open to those from CIC member and member-eligible institutions.

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

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

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

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

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

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