Annual Report 2008-2009

Creative Leadership for Challenging Times

Founded in 1956, the Council of Independent Colleges (CIC) is an association of independent colleges and universities working together to:

- support college and university leadership;
- advance institutional excellence; and
- enhance private higher education’s contributions to society.

CIC is the major national service organization for all small and mid-sized, independent liberal arts colleges and universities in the U.S. CIC is not a lobbying organization but rather focuses on providing services to campus leaders as well as seminars, workshops, and programs that assist institutions in improving educational programs, administrative and financial performance, and institutional visibility.
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Message from the Chair

Last year’s Annual Report noted that the independent sector of higher education remained strong despite daunting economic challenges. This year it is even more obvious that most of our colleges are not hunkering down, but responding to the external environment with creativity and imagination—for some, by new programs; for others, by becoming even more focused and effective while trimming costs; for still others, by finding new sources of support.

What makes small and mid-sized private colleges and universities so resilient? One answer became more obvious to me this year: it is good leadership. If there is one hallmark shared by those who lead CIC institutions, it is dedication to transformative education. There has been no panic, but rather a determined commitment not to be distracted from our mission—developing new academic programs even as we increase institutional aid and reduce costs. Most importantly, a growing number of private colleges and universities are moving away from feeding students’ careerist concerns and instead engaging them in conversations about core values. We are restoring fundamental questions about the nature of society to the center of education.

I take vicarious pride in all that the Council of Independent Colleges is doing to help college and university leaders think more deeply about such issues. CIC’s new Network for Vocation in Undergraduate Education (NetVUE), for example, will deepen vocational exploration in campus communities by considering the callings, commitments, and contexts in the lives of administrators, faculty members, and students. CIC’s Walmart College Success Awards extend efforts to recruit, retain, and graduate first-generation college students—and could hardly have come at a better time or be a more important way of underscoring our shared mission of sustaining democracy.

I am especially pleased that increasingly CIC is directly enriching the professional lives of faculty members and students. This is what makes CIC so special; it is not only a presidents’ organization; it is all about education. Its programs remind everyone what drew us to our work. For example, CIC is offering a wider array than ever of faculty seminars. Building on past successes, CIC enables each college to maximize faculty development resources by creating opportunities which in many cases would not be available to our professorial colleagues, in fields ranging from American history to classics to art history.

Let me close by thanking all of you. Being chair of CIC is largely a matter of letting an uncommonly gifted, dedicated, and—I should add—gracious group of professionals who work at CIC accomplish all that I just alluded to and more. A fringe benefit for me has been the collegiality of our gatherings, and the opportunity to learn from so many of you. I will finish where I started: anyone who has the chance to be involved in the various CIC activities and work with member presidents will, I am certain, come away renewed as I have been by the chance to learn from so many thoughtful and dedicated educational leaders.

Sincerely,

John Strassburger  
President, Ursinus College  
Chair, CIC Board of Directors
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lthough this has been a challenging year for many colleges, the leaders of private institutions have continued to create new partnerships, services, and other means of ensuring high quality while increasing cost-effectiveness. A remarkable amount of money has been raised by campuses and awarded as financial aid for low-income and first-generation students. The superior rates of degree completion by these students have more than justified these efforts.

Extending the exceptional leadership of CIC institutions into the future is a continuing concern. CIC’s newest leadership development program, Academic Leadership for the 21st Century, helps prepare CAOs to serve as college presidents. CIC’s emphasis on leadership development includes the annual Presidents Institute with its New Presidents Program; the Institute for Chief Academic Officers with its New CAO Workshop and Workshop for CAOs in their Third or Fourth Year; and Division and Department Chairs Workshops. An ongoing series of President-Trustee Dialogues brings together presidents and trustee leaders to examine board governance, president-board relations, and institutional strategy.

These programs appear to be highly valued by CIC members. Despite tight campus budgets, the 2009 Presidents Institute drew more than 300 presidents, continuing its role as the largest annual conference of college and university presidents. The November 2008 Institute for Chief Academic Officers drew the largest attendance to date for a West Coast Institute and second largest attendance ever. A record number of department and division chairs participated in the 2009 CIC Department and Division Chairs Workshops. The 2009 College Media Conference, hosted for the first time this year by CIC and the American Association of State Colleges and Universities, attracted a significant number of the nation’s most prominent higher education media representatives and near-record attendance.

CIC continues to take a lead role in the national discussions of assessment and accountability. CIC was the first of the national presidential associations to urge its members to use the National Survey of Student Engagement to assess student involvement in educationally purposeful activities, and CIC’s Collegiate Learning Assessment Consortium is the largest group of institutions that use and share CLA results to improve teaching and learning.

Membership in CIC continued its positive trend and for 2008–2009 reached a new high of 580 Institutional Members.

CIC is grateful for the support of member presidents and the Board of Directors, who provide thoughtful guidance on new directions for the Council, and the significant backing from foundations and corporate sponsors. These enthusiastic and generous supporters of private higher education provide financial support, expertise, and informed judgment. I am pleased that CIC’s array of programs and services, with their emphasis on practical help for colleges and universities, has been helpful to so many CIC member colleges and universities during the past year.

Sincerely yours,

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

**PROGRAMS FOR PRESIDENTS**

**Presidents Institute**

CIC’s 2009 Institute provided presidents with new ideas, strategies to enhance leadership, and networking opportunities. Despite the economic recession, the Institute, held in Bonita Springs, FL, under the theme of “Investing in the Future: Students, Institutions, and the Public Good,” attracted near record-level participation—312 presidents and 167 spouses—and garnered an unprecedented level of financial support from sponsors. Plenary speakers included noted literary scholar Henry Louis Gates, Jr., Alphonse Fletcher University Professor and director of the W.E.B. Du Bois Institute for African and African American Research at Harvard University, who delivered the keynote address on “Higher Education’s Contribution to the Public Good in a Diverse Society”; Paul H. O’Neill, former Secretary of the U.S. Treasury and chairman and chief executive of Alcoa, who delivered an address on “Weathering the Storm: The Future of Private Colleges and Universities in the Face of Economic Uncertainty” (see box); Shirley Ann Jackson, president of Rensselaer Polytechnic Institute, who focused her plenary remarks on “Investing in the Future of Science Education”; and Molly Corbett Broad, president of the American Council on Education, and George D. Kuh, Chancellor’s Professor of Higher Education and director of the Center for Postsecondary Research at Indiana University, who together closed the Institute with a presentation on “Investing in Student Success and the Public Good: Ensuring the Future of American Private Higher Education.”

**Presidential Vocation and Institutional Mission**

CIC completed the 2004–2009 cycle of its Presidential Vocation and Institutional Mission program, a distinctive series of seminars for presidents, as well as prospective presidents, that centered on the alignment of personal vocation and the mission of educational institutions. Presidents were the participants in a seminar on July 13–16, 2008, in Bradford, PA, and a follow-up meeting on January 7–8, 2009, in Bonita Springs, FL (coinciding with CIC’s Presidents Institute). During the length of the Vocation and Mission program, a total of three series (three seminars and three follow-up meetings) were held for presidents, and similarly, three series (three seminars and three follow-up meetings) were held for prospective presidents. Forty-seven presidents, most with spouses, participated in the presidents’ program. An additional 62 senior administrators, many with their spouses, participated in the parallel program for prospective presidents.

The seminars for prospective presidents have played a particularly important role in helping those future leaders examine the role of institutional mission in framing their potential work as president and presidential spouse. A dozen prospective presidents have assumed presidencies at various institutions, including: Robin E. Baker, provost, to president, George Fox University; Nancy H. Blattner, vice president and dean for academic affairs,Fontbonne University, to president, Caldwell College; Grant H. Cornwell, vice president for academic affairs, St. Lawrence University, to president, The College of Wooster; Tracy Fitzsimmons, vice president for academic affairs, to president, Shenandoah University; Rockwell “Rock” Jones,
2009 PRESIDENTS INSTITUTE ADDRESS
“Weathering the Storm: The Future of Private Colleges and Universities in the Face of Economic Uncertainty”

I would venture to say that at last year’s conference, most of you thought that you were already under terrific stress and financial pressure trying to keep things going,” said Paul H. O’Neill, former Secretary of the U.S. Treasury and former chairman and chief executive officer of Alcoa, in his Presidents Institute address. “And then in 12 months’ time we vaporized $7 trillion worth of market value in the stock market. Truly unbelievable.”

Given the “tremendous loss of value in the stock market over the past year [2008]—the average loss of paper value is 40 percent—the roles of college presidents as stewards of the institutions’ endowments and as chief investors will be a particular challenge,” O’Neill said. However, he also said that it is important to realize that the money they have today is twice as valuable as it was a year ago. He recommended that presidents help donors understand that the dollars they give today will have twice the power they had before.

O’Neill admitted that leading in good times is a lot easier than leading in bad times. Good leaders must “create a vision that animates everyone in the institution, and by animate I mean move them in a consistent value-driven direction that is good in good times and bad times because it’s the right thing to do.” The person at the top must articulate a vision that has operational consequences about what must be done and “share virtually everything with the people in the institution so that when you have to make a hard decision, people may not like it, but they will understand it; so they’re with you instead of against you.”

He outlined several strategies to achieve economic recovery and underscored the importance of the economic stimulus efforts, particularly for education. O’Neill claimed that what K-12 education has been doing is not working for 30 to 40 percent of today’s students. “If we don’t do a better job of attaining the skill capabilities that are latent in our whole population, we’re going to have a very hard time competing in the world of the future.” On higher education, O’Neill said he hoped that colleges and universities will “do as much as possible to stay true to the idea of liberal education.”

Professionalism is important, he said, but higher education needs to serve society by helping people appreciate the classics and engage in lifelong learning.

O’Neill’s full address is available as a podcast on CIC’s 2009 Presidents Institute website at www.cic.edu/conferences_events/presidents/2009.asp.
President-Trustee Dialogues
CIC offered additional President-Trustee Dialogues in 2008–2009 with the support and cooperation of the American Academic Leadership Institute. Launched in 2003 with funding from the Henry Luce Foundation, CIC piloted the President–Trustee Dialogues to encourage frank and confidential conversations between presidents and trustee leaders. These regional meetings are designed to bring together five to seven presidents, each accompanied by one or two trustee leaders from their respective institutions, to examine board governance, president-board relations, and institutional strategy. Besides familiar topics such as trustees’ responsibilities and the board’s role in planning, participants have considered other topics such as best practices for board meetings, the emerging role of the committee on trustees, and the role of curriculum in developing a strategic board.

Dates and locations for the 2008–2009 Dialogues included: Utica College (NY) on September 10, 2008; Augsburg College (MN) on October 30, 2008; Chatham University (PA) on May 4, 2009; and Edgewood College (WI) on June 3, 2009.
Plenary speakers included Vincent Tinto, Distinguished University Professor in the School of Education at Syracuse University and senior scholar of the Pell Institute for the Study of Opportunity in Higher Education, who shared the results of his recent national study of learning communities for academically underprepared students in two- and four-year institutions; Ann E. Austin, professor at Michigan State University and coauthor of *Rethinking Faculty Work*, who discussed her research on faculty members and the nature of faculty work; Kwame Anthony Appiah, Laurence S. Rockefeller University Professor of Philosophy and the University Center for Human Values at Princeton University, who explored “Cosmopolitan Education” (see box); and Sharon Daloz Parks of the Whidbey Institute in Washington and author of *Leadership Can Be Taught: A Bold Approach for a Complex World*, who spoke about the role of CAOs in leading their institutions in a complex world.

In addition, 32 CAO spouses attended special sessions on issues ranging from working with today’s college students to entertaining campus constituents.

**2008 CHIEF ACADEMIC OFFICERS INSTITUTE ADDRESS**

**“The Art and Practice of Leadership”**

One of the premier philosophers of our time, Kwame Anthony Appiah, Laurence S. Rockefeller University Professor of Philosophy and the University Center for Human Values at Princeton University, challenged chief academic officers to teach students “how to live in a world of ideas that is not simply American but also global and thus, in a certain way, the shared space of all of humankind.”

In his plenary address at the CAO Institute, Appiah maintained that “the spirit of cosmopolitanism provides the proper starting point for thinking about the role of our universities in a global context.” In doing so, he offered a new way of understanding the necessity of “internationalizing” colleges and universities.

The imperative, according to Appiah is, “If our young people are to be ready for life in our globalizing world—or even just for study in our increasingly cosmopolitan colleges—they need preparation for life as citizens not only of their towns and states and our country, but also of our world.”

He suggested that we begin to meet this challenge by borrowing invaluable lessons from the first self-proclaimed “citizen of the world,” Diogenes: 1) “Human beings can think of themselves as fellow citizens while rejecting the notion of a single world government; 2) ...We should care about the fate of all our fellow human beings, not just the ones in...our particular political community; 3) We can borrow good ideas from all over the world, not just from within our own society; and 4) We have much to gain from conversation with one another across differences.”

Cosmopolitanism, then, “believes that every human being matters and that we have a shared obligation to care for one another. But what distinguishes it from many other universalist philosophies is that it also accepts a wide range of legitimate human diversity...and tolerance for other people’s choices of how to live and humility about what we ourselves know.” Practically speaking, Appiah said, “a global community of cosmopolitans will want to learn about other ways of life, through anthropology and history, novels, movies, news stories in newspapers and on radio and television.” If nothing else, we should encourage students to “do what people all around the world are already doing with American movies: see at least one movie with subtitles a month.”

What makes these ideas so current for colleges and universities is, he noted, that contemporary society, unlike the ancient world, is in a position to make cosmopolitanism real—we now have “knowledge about the lives of other citizens, on the one hand, and the power to affect them, on the other.” Appiah left to academic officers and faculty members how to articulate and defend cosmopolitan education to the rising generation in our colleges, but his conceptualization has profound implications for teaching and learning—for the design of study abroad programs to the development of core curricula to the creation of interdisciplinary and cross-disciplinary courses.
Connecting Leaders (cont’d)

Academic Leadership for the 21st Century
CIC, in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU), has developed a new program that helps prepare CAOs to serve as effective college presidents. The year-long program focuses on aspects of institutional leadership that are often outside the CAO’s purview and consists of two seminars, ongoing webinars and reading exercises, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring. Twenty CAOs from CIC institutions and 21 CAOs from AASCU institutions were admitted to the program. The first seminar, which covers many of the nonacademic content areas of the president’s role, took place August 4–6, 2009; the second will take place January 13–14, 2010, both in Washington, DC.

AALI is underwriting a substantial portion of the expense of this initiative, which makes the program available at a relatively modest fee. The need for such a program is evident, given recent reports from search consultants about smaller applicant pools in many presidential searches, an increase in the median age of those currently serving as presidents that will likely lead to a large number of presidential retirements in the coming years, and a decrease in the number of chief academic officers pursuing presidencies.

Participants include Jeffrey Abernathy, Augustana College (IL); Lyle L. Bowlin, Southeastern University (FL); Andrea Chapdelaine, Albright College; Elizabeth Domholdt, College of St. Scholastica; Patricia H. Draves, Mount Union College; Sherilyn Emberton, Lincoln Memorial University; Ed Ericson III, John Brown University; Karen Gainey, Limestone College; Bryon Lee Grigsby, Shenandoah University; Tina S. Holland, Holy Cross College (IN); MaryAnn Janosik, Saint Joseph’s College (IN); Barbara Karlin, Golden Gate University; Paul C. Koch, St. Ambrose University; Leslie Lambert, Ferrum College; Lizbeth Martin, Holy Names University; Daniel May, University of Findlay; Carol A. Scheppard, Bridgewater College; Michael Selmon, Alma College; Michael B. Sperling, Mercy College (NY); and C. Reynold Verret, Wilkes University.

OTHER PROGRAMS FOR CAMPUS LEADERS AND FACULTY MEMBERS

CIC/Aspen/Wye Seminars on Leadership
CIC, in collaboration with the Aspen Institute, offered a seminar on leadership for presidents and another for chief academic officers. The program responds to expressions by both presidents and CAOs of their desire for intellectual renewal and opportunities to engage substantive scholarly issues and ideas in conversation with one another. The first seminar for CAOs was held following the CIC Institute for Chief Academic Officers in Seattle, WA, on November 4, 2008. The first seminar for presidents took place following the 2009 Presidents Institute in Bonita Springs, FL, January 7, 2009. Participants had an opportunity to read classical and contemporary texts that have bearing on issues of leadership, discuss ideas with colleagues, and consider fundamental issues and values as they relate to the challenges of leadership. The discussions were guided by the most experienced of Aspen’s moderators, David Townsend, who is director of Wye programs for Aspen and has served as tutor at St. John’s College in Annapolis for over 30 years. Participants had an opportunity to read classical and contemporary texts that have bearing on issues of leadership, discuss ideas with colleagues, and consider fundamental issues and values as they relate to the challenges of leadership. The discussions were guided by the most experienced of Aspen’s moderators, David Townsend, who is director of Wye programs for Aspen and has served as tutor at St. John’s College in Annapolis for over 30 years. Both seminars were filled to capacity within days of the announcements. Additional seminars are planned for the 2009–2010 academic year.

For the CAO seminar, participating institutions included Augustana College (IL), Averett University, Blackburn College, Centenary College (NJ), Elizabethtown College, Francisca University of Steubenville, Fresno Pacific University, Kansas Wesleyan University, Lewis University, Marlboro College, Monmouth College (IL), Morningside College, Northwestern College (IA), Ohio Dominican University, Sweet Briar College, Trinity Christian College, University of Mary, Whitworth University, and Wiley College.

For the president’s seminar, participating institutions included Burlington College, California Lutheran University, Central College, Colby-Sawyer College, College of Saint Mary (NE), DePaul University, Eastern Mennonite University, Flagler College, Hanover College, Kalamazoo College, Le Moyne College, Manchester College, Mercyhurst College, Mount Marty College, Quincy University, Saint Mary’s College (IN), Schreiner University, Southern Adventist University, and Texas Lutheran University.
**Department/Division Chairs Workshops**

A record number of department and division chairs participated in CIC’s 2009 Department and Division Chairs Workshops, held in St. Louis, MO (April 2–4); Cambridge, MA (May 27–29); Pittsburgh, PA (June 2–4); and San Diego, CA (June 9–11). “Creative Leadership with Limited Resources” was the theme of the eighth annual series of workshops, which explored the role of division and department chairs in promoting their departments both internally and externally and provided chairs with tools for managing key aspects of their work. Sessions focused on attracting entry-level students to the major, using data to guide decisions, the theory and practice of conflict management, working with underperforming faculty members, cost-effective professional development for faculty members, working with the chief academic officer, and preventive law.

**Millennium Leadership Initiative**

CIC is one of the cosponsors of the American Association of State Colleges and Universities’ 2009 Millennium Leadership Initiative (MLI) program. MLI, which is in its tenth year, is a leadership development program that provides individuals from underrepresented groups with opportunities to advance to the college presidency. Three members of the MLI 2009 class were nominated by CIC institutions and all three were accepted. They are Joi Lewis, dean of student life and vice provost, Mills College; Shirley Ramirez, vice president for institutional planning and community engagement, Lafayette College; and Steve Siconolfi, dean of the school of health sciences and human performance, Ithaca College.

**Helping Spouses of Presidents and Chief Academic Officers**

CIC provides special programming for spouses of presidents and chief academic officers at its two annual meetings. Nearly 170 spouses participated in CIC’s 2009 Presidents Institute, featuring sessions on fundraising and hospitality, activities in which most presidential spouses engage, as well as balancing their multiple roles and creative uses of technology. Thirty-two spouses participated in the 2008 Institute for Chief Academic Officers.

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**PRESENTERS AT THE 2009 DEPARTMENT AND DIVISION CHAIRS WORKSHOPS**

- **Nancy Blattner**, President, Caldwell College (NJ)
- **Mark Braun**, Senior Vice President for Academic Affairs and Dean of the College, Augustana College (SD)
- **Nancy Carrick**, Vice President for Academic Affairs, University of Redlands (CA)
- **Andrea Chapdelaine**, Provost and Vice President for Academic Affairs, Albright College (PA)
- **Mary Ann Coughlin**, Assistant Vice President for Academic Affairs, Springfield College (MA)
- **George Dehne**, President, George Dehne & Associates, Inc.
- **Josanne DeNatale**, Vice President and Co-founder, Cognitive Marketing Inc.
- **Marylouise Fennell, RSM**, CIC Senior Counsel and Partner, Higher Education Services
- **Tim Gilbert**, Senior Vice President and Chief Marketing Officer, Campus Management Corporation
- **Barbara Hetrick**, Senior Vice President, CIC
- **Peter Holloran**, President and Co-founder, Cognitive Marketing Inc.
- **Jane Jakoubek**, Vice President for Academic Affairs and Dean of the Faculty, Monmouth College (IL)
- **William Kauffman**, Vice President, General Counsel, and Secretary of the University, Saint Louis University (MO)
- **James Lakso**, Provost and Vice President for Student Development, Juniata College (PA)
- **Mark Matson**, Vice President for Academic Affairs and Academic Dean, Milligan College (TN)
- **David Mee**, Senior Consultant and Director of Enrollment Solutions, Performa Higher Education
- **Christopher Qualls**, Dean of Faculty, Emory & Henry College (VA)
- **Mary Ann F. Rehnke**, Vice President for Programs, CIC
- **Mark Sargent**, Provost, Gordon College (MA)
- **Richard Sherry**, Executive Assistant to the President, Bethel University (MN)
- **Georgia Yuan**, General Counsel and Secretary, Smith College (MA)
- **Sidney Zonn**, Vice President and General Counsel, Robert Morris University (PA)
Promoting High-Quality Education

The Council of Independent Colleges supports practical, sustainable, and cost-effective ways to raise the quality of education. CIC’s variety of initiatives foster campus programs for first-generation college and university students; bring distinguished visiting fellows to campuses; explore vocation in undergraduate education; assist in language learning; support graduate studies; strengthen libraries and learning spaces; improve teaching and research in critical fields of study; serve campus leaders in addressing student learning; provide professional development opportunities; and connect campuses with communities.

FOSTERING CAMPUS PROGRAMS FOR FIRST-GENERATION COLLEGE AND UNIVERSITY STUDENTS

Walmart College Success Awards

Launched in 2008 with a $2.3 million grant from the Walmart Foundation—the largest single grant in CIC’s history—the Walmart College Success Awards program was designed to help CIC institutions extend, deepen, and strengthen their efforts to recruit, retain, and graduate first-generation college students. The program provided $100,000 grants over two years to 20 small and mid-sized independent colleges and universities, selected competitively, that were already deeply committed to the education of first-generation students. Winning institutions were selected from 217 applicants and announced in June 2008 (see box). Selected institutions have begun to implement their programs and three-person teams attended a meeting in July 2009 during which they shared their successes and challenges and learned from a small group of experts. The strategies used by the 20 institutions vary widely, with multi-faceted programs that focus on assisting first-generation students with the academic, social, and psychological challenges that they face in college. Speakers at the meeting included Michelle Gilliard, senior director of workforce development and education at the Walmart Foundation; Patrick Terenzini, Distinguished Professor of Education and senior scientist at the Center for the Study of Higher Education at Pennsylvania State University; and Joshua Wyner, senior vice president of the National Consortium for College Completion. More than one-third of CIC’s members applied for a College Success Award, most with impressive numbers of first-generation students enrolled. Selection criteria for the Awards included: demonstrated commitment to first-generation students, creativity and innovation of the proposed program, and probability of significant and successful results from the program.

WALMART COLLEGE SUCCESS AWARDS WINNERS

| Adrian College (MI) | Kalamazoo College (MI) |
| Bay Path College (MA) | Lesley University (MA) |
| Bellarmine University (KY) | Manchester College (IN) |
| California Lutheran University | North Central College (IL) |
| Carroll University (WI) | Ripon College (WI) |
| College of Mount Saint Vincent (NY) | St. Edward’s University (TX) |
| College of Saint Benedict (MN) | The College of Idaho |
| Florida Memorial University | The College of St. Scholastica (MN) |
| Illinois College | Wartburg College (IA) |
| Juniata College (PA) | Wiley College (TX) |
BRINGING DISTINGUISHED VISITING FELLOWS TO CAMPUSES

Woodrow Wilson Visiting Fellows

Now in its second year of administration by CIC, the Fellows program continues to bring high-quality academic programming to campuses nationwide. CIC increased the number of participating Fellows to more than 125 and facilitated 83 successful campus visits by Fellows. For the 2009–2010 academic year, 62 visits at 57 campuses have been confirmed with additional applications continuing to be received. The Visiting Fellows program brings distinguished nonacademic visitors to liberal arts colleges and universities for week-long residencies. Created by the Woodrow Wilson National Fellowship Foundation in 1973, the program has offered students and faculty members at hundreds of colleges and universities—particularly those with limited access to guest speakers and visiting faculty—opportunities to learn from business and nonprofit executives, diplomats, public officials, and prize-winning journalists, writers, and artists. Over the years, countless CIC institutions have taken advantage of the opportunity to host Visiting Fellows through this program.

CIC continues to expand the roster of Woodrow Wilson Visiting Fellows with experts in science, studio arts, Asian and Middle Eastern affairs, writing, the environment, and contemporary American politics. Currently, the list of Fellows includes more than 125 renowned professionals; 26 of those were added in 2008–2009 (see box).

NEW WOODROW WILSON VISITING FELLOWS (IN 2008–2009)

Mahlon Apgar IV, Consultant, Boston Consulting Group, and former Assistant Secretary of the Army

Jeffrey Ball, Environmental Editor, The Wall Street Journal

Richard Benedetto, Journalist and former White House Correspondent

The Honorable Sherwood Boehlert, former Congressperson from New York and advocate for investment in science and technology

Stuart Diamond, President, Empowered Media, Internet entrepreneur, writer, journalist, and composer/musician

Margaret Edson, Playwright and teacher

Jan Egeland, Director, Norwegian Institute of International Affairs and Special Advisor to the U.N. Secretary General

Jim Hoagland, Associate Editor and Chief Foreign Correspondent, The Washington Post

Diane Jorkasky, Expert in drug development and international medicine

Jere L. Krakow, former Superintendent, National Historic Trails, National Park Service

Stephen Lang, Hollywood actor, playwright, and Tony Award nominee

L. Hunter Lovins, President and Founder, Natural Capitalism Solutions (NCS)

Don Justin Meserve, Sculptor

Taslima Nasrin, Author and human rights activist

Rory O’Connor, former Managing Director, Hewlett-Packard Galway Ltd.

Glenn T. Prickett, Senior Fellow, U.N. Foundation

Joseph Romm, Editor, Climate Progress and Senior Fellow, Center for American Progress

Serge Schmemann, Editor, International Herald Tribune

Eric B. Schneider, President, Public Works LLC, public policymaker, and social entrepreneur

Joanna Catherine Scott, Novelist

Robert Shetterly, Painter, Illustrator, and activist

Toby Smith, Sports journalist and author

Kathleen Kennedy Townsend, former Lieutenant Governor of Maryland and U.S. Deputy Assistant Attorney General

Stephen Vetter, President, Partners of the Americas and advisor to national foundations and international development agencies

John Walters, Executive Vice President, Hudson Institute and former Director, White House Office of National Drug Control Policy

Governor Christine Todd Whitman, President, Whitman Strategy Group and former Governor of New Jersey and Administrator, Environmental Protection Agency
EXPLORING VOCATION IN UNDERGRADUATE EDUCATION

Network for Vocation in Undergraduate Education (NetVUE)

CIC is establishing a new network to support the theological exploration of vocation among undergraduate students. This program expands and extends the Programs for the Theological Exploration of Vocation (PTEV), funded by Lilly Endowment Inc., at 88 colleges and universities across the country, most of which are CIC members.

In March 2009, 386 presidents, CAOs, and other campus leaders from 109 colleges and universities convened in Indianapolis, IN, for the inaugural conference, “Vocation in Undergraduate Education (VUE): Extending the Theological Exploration of Vocation,” which set the stage for the launch of the Network for Vocation in Undergraduate Education (NetVUE). The meeting featured presentations by noted scholars, theologians, and campus leaders; sessions about successful campus programs and challenges to them; and an exchange of best practices. Plenary speakers at the conference included Nathan O. Hatch, president of Wake Forest University; Beverly Daniel Tatum, president of Spelman College; and William F. May, Cary M. Maguire Professor of Ethics Emeritus at Southern Methodist University. In addition, panels of campus leaders addressed such topics as “The Varieties of Vocational Experience” and “Institutional Impact of Vocational Exploration Programs,” and presenters from a number of colleges and universities shared elements of their programs and ideas for strengthening the theological exploration of vocation on campus.

The conference was generously supported by Lilly Endowment Inc. The key programmatic elements of NetVUE will include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, online resources and networking, and a mentoring and consulting service. A small NetVUE staff based on a campus will support these activities.

IMPROVING THE CONDITIONS FOR LEARNING

Learning Spaces and Technology Workshop

The final workshop in this series was held at the University of Richmond in March 2009. Since 2006, the series of four workshops included teams from 85 institutions. Cosponsored by CIC and the National Institute for Technology and Liberal Education (NITLE) in collaboration with Project Kaleidoscope (PKAL) and with financial support provided by the Andrew W. Mellon Foundation, the workshops brought teams of up to five faculty and staff members from colleges and universities together with architects, technology consultants, and space designers. These workshops helped colleges and universities plan for effective technology-enhanced learning spaces, serving both those institutions planning to construct new facilities and those intending to renovate existing buildings. The workshops focused on the more effective use of technology in the service of learning, especially in libraries, information commons, and technology-enhanced classrooms.

Participating institutions in 2009 included Albion College, American University of Central Asia (Kyrgyz Republic), Bridgewater College (VA), Defiance College, Georgian Court University, Illinois Wesleyan University, Linfield College, Lynn University, McDaniel College, Neumann College, Point Park University, Rosemont College, Silver Lake College, University of Richmond, Ursuline College, and Washington and Lee University.

Information Fluency in the Disciplines

After six years of offering Transformation of the College Library Workshops that focused on “information literacy” in the general education program, in which more than 250 colleges and universities participated, CIC is now addressing the need to prepare students to use information more effectively in coursework and research projects in their major fields of study. With a grant from the Andrew W. Mellon Foundation, CIC developed a new series of workshops and will provide generous support for campus teams of faculty members, librarians, and chief academic officers to participate. Four workshops, each focusing on a different discipline of the humanities, will be offered over four years; the first workshop will focus on literature and will be held in March 2010 in New Orleans, LA. The 2010 workshop has been endorsed
by the Modern Language Association, the Appalachian College Association, and the United Negro College Fund.

SUPPORTING GRADUATE STUDIES

American Graduate Fellowships

This initiative promotes and supports doctoral study in the humanities by accomplished graduates of small and mid-sized private liberal arts colleges. Two Fellowships, worth up to $50,000 each and renewable for a second year, will be awarded through 2011. The third round of Fellowships were awarded in 2009 to Robert Hoffman of Rollins College (FL) and Matthew Loar of Washington and Lee University (VA) (see box).

The Fellowships may be used to support doctoral study at 23 leading private research institutions in the U.S., Great Britain, and Ireland. The eligible fields of graduate study include history, philosophy, literature and languages, and fine arts.

The Fellowships draw attention to the best graduates of small liberal arts colleges who possess the education and ability to excel in the doctoral programs that train tomorrow's leading scholars. A generation ago, small liberal arts colleges prepared a disproportionate share of the country's scholars and scientists. In recent years, however, graduate students in the humanities have been drawn increasingly from large research institutions and state universities.

The American Graduate Fellowships are funded by the Wichita Falls Area Community Foundation of Wichita Falls, TX. The 23 research universities available for study include: (in the United States) Brown University, Columbia University, Cornell University, Duke University, Emory University, Georgetown University, Harvard University, Johns Hopkins University, New York University, Northwestern University, Princeton University, Rice University, Stanford University, University of Chicago, University of Pennsylvania, Washington University in St. Louis, and Yale University; and (in Great Britain and Ireland) University of Cambridge, University of Oxford, King's College London, University College London, University of Edinburgh, and Trinity College Dublin.

In 2009, CIC announced the third annual recipients of the American Graduate Fellowships. They are Robert Hoffman of Rollins College (FL) and Matthew Loar of Washington and Lee University (VA). Each of these students received an award of $50,000 for a year of graduate study, renewable for a second year.

Robert Hoffman of Orange Park, FL, was described by Rollins professor of philosophy J. Thomas Cook, as someone with “a truly exceptional intellect, an exemplary character, and a serious commitment to the life of the mind.” Hoffman has earned numerous academic honors and awards at Rollins College and is a Cornell Scholar—the college’s highest academic honor. He has been active in numerous service organizations, including Habitat for Humanity and Rollins Relief, an organization that assisted residents of New Orleans adversely affected by Hurricane Katrina and central Florida residents who suffered the effects of a series of devastating tornados. He was also instrumental in establishing the Honor Code at Rollins. In the field of philosophy, he is particularly interested in the topics of freedom, determinism, responsibility, and moral psychology. He is studying philosophy at the University of Pennsylvania.

Matthew Loar of Littleton, CO, graduated summa cum laude from Washington and Lee University with a major in classics in 2007. He subsequently completed post-baccalaureate studies in Greek and Latin at the University of Pennsylvania in preparation for his pursuit of a PhD in classics. He also completed a master’s degree in women’s studies at the University of Oxford in 2009. Loar is a member of Phi Beta Kappa and was awarded the Beinecke Fellowship for Graduate Studies in 2006. He was one of the founding members of Washington and Lee’s chapter of One in Four, an all-male sexual assault peer education group, and in Lexington, VA, he volunteered for Project Horizon, for which he answered a crisis hotline at an abused women’s shelter and assisted the shelter’s clients with childcare. In graduate school at Stanford, Loar is studying gender in ancient literature.
IMPROVING TEACHING IN SELECTED FIELDS OF STUDY

Ancient Greece in the Modern College Classroom Seminar
CIC and the Center for Hellenic Studies, a research institute of Harvard University in Washington, DC, cosponsored the fourth in a series of seminars on Ancient Greece in the Modern College Classroom in July 2009. This program of seminars strengthens the use of classical texts in undergraduate general education. Interest in the 2008 seminar was so strong that the topic—Homer and Hesiod—was repeated in 2009, with 23 participants selected from the group of nominations received for the 2008 seminar (see box). Gregory Nagy, director of the Center, Francis Jones Professor of Classical Greek Literature, and professor of comparative literature at Harvard University, and Kenneth Scott Morrell, associate professor of Greek and Roman studies at Rhodes College, again directed the seminar. The seminar, made possible with support from the Gladys Krieble Delmas Foundation, offered faculty members an opportunity to examine the *Homeric Hymns* and poetry of Hesiod—ancient texts that are less well known than the *Iliad* and *Odyssey* but equally important to the Western poetic tradition—and to explore use of the texts in general education.

American History Seminar for Faculty Members
To strengthen teaching in a critical field at CIC institutions, CIC and the Gilder Lehrman Institute of American History cosponsored in 2009, for the eighth year, a seminar for faculty members. The United Negro College Fund was a cosponsor as it was in 2008. In response to the enormous interest generated in the 2008 seminar on Slave Narratives, the topic was offered again in June 2009. The seminar was open to faculty members in history, English, and related fields. CIC received 114 nominations, and 30 faculty members were selected to participate. As in previous years, the seminar was directed by David W. Blight, Class of 1954 Professor of American History at Yale and author of *A Slave No More: Two Men Who Escaped to Freedom, Including their Narratives of Emancipation* (2007).

During the intensive four-day seminar, participants considered the place of slavery and abolition in American history and culture, framing that discussion in the genre of slave narratives and a number of
exemplary texts. Participants examined both antebellum and postbellum narratives in considerable depth. The seminar covered the most famous pre-war and post-war narratives—those of Frederick Douglass and Booker T. Washington, respectively, as well as other recently discovered narratives included in Blight’s book.

ASSISTING IN LANGUAGE LEARNING

Network for Effective Language Learning (NELL)

The Network, now in its final year, helps colleges and universities explore innovative approaches to language learning—enabling institutions to investigate ways to invigorate their current foreign language program as well as offer new languages. The three-year program, which started in 2007, has included eight to ten participating institutions and consortia each year. Teams from selected institutions have attended a summer meeting, engaged in an ongoing eCommunity where problems and best practices are discussed throughout the academic year, and hosted onsite campus visits by facilitators. Ten institutions and one consortium attended the final summer meeting in July 2009 at Endicott College and will continue to participate in the online eCommunity and host facilitators on their campuses during the 2009–2010 academic year.

The 2009 Network includes Appalachian College Association, Alverno College, Benedictine University (IL), Burlington College/Southern Vermont College, Daemen College, Endicott College, Loras College, Marlboro College, Mount Union College, and Prescott College.

NELL is made possible by the generous support of the W.M. Keck Foundation.

Engaging Communities and Campuses

CIC operates a web-based Effective Practices Exchange that includes descriptions of 54 community-campus partnerships. The Exchange can be accessed at www.cic.edu/projects_services/epeindex.asp and was created by CIC in 2004 as the culminating project in a multi-year initiative to improve student learning and to meet community needs. In its fifth year of operation, the Exchange continues to receive steady web traffic.
Making the Case

CIC serves as a national voice for independent higher education and promotes the distinctive features of education offered by small and mid-sized, teaching-oriented, private liberal arts colleges and universities. Ongoing initiatives and activities include the following.

INCREASED ACTIVITY WITH THE NATIONAL MEDIA

College Media Conference for College PR Directors

The 2009 College Media Conference, “How Colleges Can Obtain National and Regional Publicity,” was organized and hosted for the first time by CIC and the American Association of State Colleges and Universities. The annual conference, now in its 23rd year, was held in June in Baltimore, MD. The conference attracted a significant number of the nation’s most prominent higher education media representatives and near-record attendance. More than 230 people participated, including more than 200 communications officers from public and private, large and small colleges and universities in 38 states. The event featured reporters and editors from the Wall Street Journal, CNN International, NBC’s Today Show, U.S. News & World Report, InsideHigherEd, New York Times, USA Today, Washington Post, Newsweek, National Public Radio, Chronicle of Higher Education, Huffington Post, and Science News.

Articles, Op-eds, and Media Meetings

CIC continued to increase its presence as a national voice for independent higher education through a growing number of interviews, opinion pieces, and articles. These efforts resulted not only in more exposure for CIC and coverage of CIC conferences, programs, and services, but CIC member institutions were also more often highlighted in stories by reporters who otherwise might not have focused on small or mid-sized private colleges or universities. In 2008–2009 CIC staff members met with higher education reporters and editors from the New York Times, Chronicle of Higher Education, InsideHigherEd, Bloomberg News, Wall Street Journal, U.S. News & World Report, and Newsweek.

In addition, a collaboration between CIC and University Business continues to provide an excellent opportunity to focus the spotlight on issues of importance to independent higher education in the magazine. Over the course of 2008–2009, CIC President Richard Ekman and CIC member presidents authored a series of columns for University Business that were published under the section heading of “Independent Outlook.” Topics included: “Higher Ed Journalism: New Realities” (August) by Ekman; “Seeking a Drinking Age Debate: Perspectives from an Amethyst Initiative Signatory about Moving the Dialogue Forward” (October) by Elisabeth Muhlenfeld, president of Sweet Briar College (VA); “Entrepreneurship in Higher Education” (December) by Todd Hutton, president of Utica College (NY); “The Cost of Innovation” (February) by Ekman; “Access Matters” (April) by George Martin, president of St. Edward’s University; and “Tossing out the Baby with the Bathwater” (June) by Ekman.

Several CIC programs and services received coverage this year by the national and trade press:

- *InsideHigherEd*—The online publication featured a lengthy report on CIC’s Collegiate Learning Assessment Consortium summer meeting, “Private Colleges, Serious About Assessment” (August 2008) and included two stories on CIC’s CAO Institute, “The Heavy Hitters” (November 2008) and “Condescending Negativism and Other Transgressions” (November 2008). Stories that quoted Ekman include “Let the Assessment PR Wars Begin” (August 2008); “Will More Colleges Merge?” (August 2008); and “A College Ends Poli Sci” (March 2009).

- *Chronicle of Higher Education*—The Chronicle covered sessions at CIC’s Presidents Institute in January: “Recession will be Deeper and Longer than Past Ones, College Presidents are Told” (January 2009) and “At Meeting of Small Private Colleges, Presidents Don’t Worry Too Much About Economy” (January 2009). In addition, Ekman was quoted in “Rising Enrollments Buoy Some Colleges, Burden Others” (November 2008) and “Debt Bomb Is Ticking Loudly on Campuses” (April 2009).

- *Hispanic Outlook* magazine—“The CIC/CLA Consortium” (February 2009) was a lengthy article about the CIC/Collegiate Learning Assessment Consortium’s efforts to assess student learning.

- *New York Review of Books*—The May 14, 2009, edition included an essay by Andrew Delbanco, “The Universities in Trouble,” which quoted Ekman on the policies at some institutions to offer financial aid to students from families with annual incomes up to $200,000.

- *Boston Globe*—“Cut-Rate Campus” (February 3) highlighted institutions that offer a no-frills education for a low cost and quoted Ekman.

- *Business Officer* (NACUBO magazine)—“Diagnosing Fiscal Fitness” (April 2009) was a lengthy article with sidebar that featured CIC’s Financial Indicators Tool on the cover.

- *Pennsylvania Business Central*—In “Private Colleges Facing Tough Decisions” (April 2009), Ekman was quoted at length about the impact of the economic downturn on private colleges and universities.

CIC’s Making the Case website ([www.cic.edu/makingthecase](http://www.cic.edu/makingthecase)) is the central source for evidence on the effectiveness of private higher education. The site consists of five sections: Key Messages and Data, Media Activity, Speeches and Addresses, Books and Reports, and Making the Case Resources. Key Messages and Data is the site’s main section and includes research findings from alumni and student surveys and a consolidation of data from a variety of sources.

CIC periodically disseminates information and statistics from the Making the Case website to all member presidents, chief academic officers, and public relations and institutional research directors. These Making the Case emails include charts with links to the website. In addition, Making the Case Resources packets—compilations of news articles, op-ed pieces, and other materials—are mailed to presidents and emailed to PR directors.

The Making the Case website continued to receive thousands of visitors and more than 270,000 pageviews during 2008–2009, with significant activity in the Key Messages and Data section.
Making the Case (cont’d)

Using Campus Architectural Heritage in Teaching and in Promoting CIC Colleges

Historic Campus Architecture Project

The HCAP website (www.cic.edu/hcap) continues to receive steady traffic and stimulates college officials to take action to preserve important campus buildings and landscapes. The website features approximately 5,000 images of 2,100 buildings and heritage sites at 389 participating colleges and universities. In 2008, HCAP content made its debut in the vast digital library of ARTstor, a nonprofit organization that offers (through a subscription service) an electronic catalogue of scholarly images to 950 educational and other nonprofit institutions worldwide. Through a partnership with ARTstor, CIC plans to update occasionally both the HCAP website and matching materials in ARTstor. In addition to the extra visibility through the ARTstor site, HCAP has received publicity through the Campus Heritage Network website operated by the Society for College and University Planning (SCUP). The Campus Heritage website has included HCAP on its homepage as a “featured resource” and it highlights links to HCAP on the listings of colleges that have received Getty grants.

Strengthening the National Voice for Independent Higher Education

CIC is developing a closer working relationship with the Foundation for Independent Higher Education and its State Fund Members in ways that will further strengthen the private sector of higher education. The Foundation, through its 32 State Fund Members, secures financial resources in support of America’s independent colleges and universities and their students; develops collaborative programs within its network and with other organizations; and, together with its members, is a significant voice of independent higher education to corporate and philanthropic communities.
Advancing Institutional Effectiveness

The Council of Independent Colleges works to advance the institutional effectiveness of its member colleges and universities through a variety of programs, services, and other activities. CIC has focused this effort in recent years on increasing the capacity for and quality of the assessment of student learning at independent colleges and universities.

PROMOTING ASSESSMENT OF LEARNING OUTCOMES

Collegiate Learning Assessment Consortium

Continued funding from the Teagle Foundation is enabling 47 colleges and universities to develop more comprehensive assessment strategies using the Collegiate Learning Assessment during the third phase of the CIC/CLA Consortium. A new grant from the Carnegie Corporation of New York will make possible the creation of an urban cluster within the Consortium to explore pathways to improve learning among students in urban colleges and universities. Ten urban institutions will be added to the Consortium. This phase of the program will continue through 2012.

The fifth annual summer meeting of the CIC/CLA Consortium was held in August 2009 in Jersey City, NJ. Three-person teams from 47 institutions shared results, experiences, and advice. Speakers for the 2009 meeting included Charlie Blaich, director of inquiries, Center of Inquiry for the Liberal Arts, Wabash College; Barbara Gombach, project manager, National Program, Carnegie Corporation of New York; and W. Robert Connor, president, Teagle Foundation.

The Consortium was created in 2003, in cooperation with the Council for Aid to Education, to encourage institutions to use the CLA in efforts to improve student learning. The CLA captures the “value-added” contribution of the institution to student learning in higher-order skills such as critical thinking, analytic reasoning, problem solving, and written communication. Consortium members have gathered at annual meetings to evaluate CLA results and their applications and to develop strategies to improve teaching and learning on their campuses.

MEMBERS OF THE 2008–2011 CLA CONSORTIUM

Alaska Pacific University
Allegheny College (PA)
Aurora University (IL)
Averett University (VA)
Barton College (NC)
Bethel University (MN)
Cabrini College (PA)
Carlow University (PA)
Charleston Southern University (SC)
College of Notre Dame (MD)
College of Saint Benedict/Saint John’s University (MN)
Dominican University (IL)
Drake University (IA)
Franklin Pierce University (NH)
Hastings College (NE)
Hilbert College (NY)
Illinois College
Indiana Wesleyan University
Jamestown College (ND)
John Carroll University (OH)
Juniata College (PA)
LaGrange College (GA)
Loyola University New Orleans (LA)

Lynchburg College (VA)
Marian University (WI)
Morningside College (IA)
Nebraska Wesleyan University
Seton Hill University (PA)
Southwestern University (TX)
Springfield College (MA)
Stephens College (MO)
Stonehill College (MA)
Texas Lutheran University
The College of St. Scholastica (MN)
The University of Findlay (OH)
Trinity Christian College (IL)
University of Charleston (WV)
University of Evansville (IN)
University of Great Falls (MT)
Upper Iowa University
Ursinus College (PA)
Ursuline College (OH)
Wagner College (NY)
Westminster College (MO)
Westminster College (UT)
Willamette University (OR)
William Woods University (MO)
DATA INITIATIVES, USING DATA TO INFORM DECISION MAKING

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

Key Indicators Tool (KIT)

A sixth edition of the Key Indicators Tool, providing comparative benchmarking data on 20 measures of institutional performance and customized for each institution, was made available to all member presidents in October 2009. The KIT is updated each year with the latest data available from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). The KIT tracks data on students and faculty, tuition revenues and financial aid, and financial resources and expenditures over the most recent five-year period for which data are available. Each indicator provides comparisons nationally and by region, size, financial resources, and Carnegie classification. The national comparison group includes more than 800 non-doctoral independent colleges and universities in the U.S., the profile of 94 percent of CIC’s membership. Developed for CIC by the Austen Group with support from the William Randolph Hearst Foundations, preparation and distribution of the 2009 report were supported by TIAA-CREF and made available to CIC member presidents as a benefit of membership.

Financial Indicators Tool (FIT)

CIC’s third annual Financial Indicators Tool (FIT) was released in July 2009. The FIT is a confidential benchmarking report prepared individually for each CIC member president. Designed to complement CIC’s Key Indicators Tool (KIT), the FIT measures institutional financial health using four core financial ratios, along with a combined index score. It is designed to provide a succinct indication of an institution’s financial performance over six years with comparisons similar to those in the KIT. With the assistance of the Austen Group, CIC collects a unique, proprietary dataset of more than 700 baccalaureate and master’s-level private colleges and universities, utilizing data from IPEDS and from IRS Form 990s acquired through GuideStar. The FIT is the first benchmarking report to apply this methodology to a national group of colleges and universities. Developed by CIC with support from the William Randolph Hearst Foundations, the preparation and distribution of the 2009 report was supported by TIAA-CREF and made available to CIC member presidents as a benefit of membership. The magazine published by the National Association of College and University Business Officers, Business Officer (April 2009), featured CIC’s Financial Indicators Tool on the cover and in a lengthy article, “Diagnosing Fiscal Fitness.”

Other Benchmarking Services

In partnership with the Austen Group, which produces CIC’s benchmarking reports, CIC continues to provide other benchmarking services to augment the KIT and FIT. These expanded services include customized Comparison Group reports that enable a CIC member institution to select two sets of comparison institutions for more refined benchmarking analysis and assistance in selecting comparison groups. Also available is the option to schedule online consultations with Michael Williams, president of the Austen Group. Each of these benchmarking services is offered to CIC member institutions for a modest fee.
Data and Decisions® Workshops

CIC and the Association for Institutional Research (AIR) continue to cosponsor a series of workshops on the use of comparative data in institutional planning and decision making. Workshop topics include performance indicators, comparison groups, strategic planning, operational issues, assessment, action plans, and publicly available national data sources. Participants receive hands-on training on the use of the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS) as well as CIC’s benchmarking tools, the KIT and FIT, and the Making the Case website.

The ninth workshop in this series was held in September 2009 in Indianapolis, IN, and was attended by three- and four-person teams from 25 CIC member institutions. More than 200 CIC member institutions have been served by these workshops. Support for the workshops is provided by the U.S. Department of Education’s National Center for Education Statistics.

Study of the Career Patterns of Presidents

CIC published A Study of Career Patterns of the Presidents of Independent Colleges and Universities in July 2009. The study found that the career patterns of presidents of smaller private colleges often differ in important ways from those that are typical of presidents of large universities. Compared with presidents of other kinds of colleges and universities, first-time presidents of CIC member institutions are less likely to have been chief academic officers or come from the academic ranks, less likely to have been hired from within the institution, and more likely to have been employed outside higher education altogether. CIC presidents also are, on average, slightly younger, more likely to be female, and less likely to be a person of color than first-time presidents of other types of colleges and universities.

The CIC study began in 2008 as part of an initiative to strengthen CIC’s many leadership development programs for senior executives of small and mid-sized private colleges and universities. Using data from the American Council on Education’s American College President Study, CIC analyzed the career pathways, educational preparation, and other demographic characteristics of first-time American college and university presidents from 1986 to 2006. Comparisons were made between first-time presidents of CIC member institutions and presidents of four major sub-sector groups: public baccalaureate and master’s level institutions, private doctoral universities, public doctoral universities, and public two-year colleges.

Funding for the project was provided by the American Academic Leadership Institute. The full report is available on CIC’s website at www.cic.edu/PresidentsStudy.
Collaborating to Strengthen Programs

Through collaboration among private colleges and universities and by partnering with other organizations, CIC offers new programs and services that are both cost-effective and efficient. Among the many CIC-sponsored collaborations are the following programs.

DEVELOPING LEADERS

CIC and the American Academic Leadership Institute

CIC continued its relationship with the American Academic Leadership Institute (AALI), an organization formed in 2007 that resulted from a reorganization of the Academic Search Consultation Service. 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.” AALI funded several programs in each of the past three years to support leadership development activities by CIC. AALI board members have included Antoine Garibaldi, president, Gannon University; George Martin, president, St. Edward’s University; Jeanne Neff, president emerita, Sage Colleges; and John Strassburger, president, Ursinus College.

HELPING STUDENTS THROUGH PARTNERSHIP

Tuition Exchange Program (CIC-TEP)

A hallmark of CIC membership, the CIC Tuition Exchange Program consists of a network of member colleges and universities willing to accept as students—tuition free—family members of full-time employees at other CIC institutions. Of CIC’s nearly 600 four-year member institutions, 382 are now participating in CIC-TEP, making it one of the largest national tuition exchange programs of private four-year colleges and universities.

PREPARING STUDENT JOURNALISTS

CIC/New York Times Partnership in Education

Nearly 100 student news editors from 50 CIC member colleges and universities participated in the fourth annual Student Newspaper Editors Workshop at the New York Times in New York City in March 2009. At this annual meeting, which has drawn significant numbers of students from colleges across the country in recent years, participants spent the day exploring the role of a newspaper in society, meeting with Times correspondents and editors, and developing their journalistic skills. The Presidents Council of the Partnership meets each fall at the Times headquarters in New York City.

The Partnership, which was launched in 2003, includes 47 CIC members (see box). Members receive discounted subscriptions, advertising rates, and rights and permissions site licenses for the Times archives, as well as programs and events on campus sponsored by the Times and priority privileges for securing reporters and editors for speaking engagements on campus.

IMPROVING THE PREPARATION OF K-12 TEACHERS

Teachers for the 21st Century

This national faculty development program for teams of faculty members (from education departments and the disciplines in which future teachers major) pursued the goal of improving the capabilities of future teachers in the nation’s K–12 schools. This four-year effort, which formally ended in June 2009, was supported by a grant from the Microsoft Corporation. The program integrated information and communication technologies as well as the content and skills that these technologies foster into courses offered by CIC member institutions.
Through online seminars, access to communities of practice, and dissemination of exemplary instructional materials, CIC helped faculty members in 66 private colleges and universities strengthen curricula and pedagogical approaches in pre-service teacher education programs. The program began in 2006 with 19 leadership colleges that collaborated with CIC in designing the initiative. It was expanded to an additional 47 colleges in 2008. Materials developed by program facilitators and participants are featured on a Teach 21 website (www.cic.edu/teach21) to allow additional faculty members and administrators at CIC member institutions to learn how to use ePortfolios, digital storytelling, and multimedia records of effective teaching practice.

The 66 institutions that participated in Teach 21 include:

(Original 19 leadership institutions) Alverno College, Benedictine University (IL), Catawba College, Chatham University, Clarke College, College of Mt. St. Joseph (OH), Ferrum College, Gannon University, Lesley University, Manchester College, Marywood University (PA), Mercy College (NY), Mount St. Mary's College (CA), Ottawa University (KS), Saint Leo University, Spring Hill College, St. Bonaventure University (NY), The Sage Colleges, and Wheelock College.

(47 expansion institutions) Averett University, Avila University, Bennington College, Bethany College (WV), Brevard College, Briar Cliff University, Cabrini College, Carroll College (MT), Chowan University, College of St. Catherine (MN), Crichton College, Culver-Stockton College, Dana College, Elizabethtown College, Elmira College, Eureka College, Fresno Pacific University, Gordon College, Gwynedd-Mercy College, Heritage University, Huston-Tillotson University, Judson University, King College, Lane College, Lincoln Memorial University, Madonna University (MI), Mercyhurst College (PA), Midway College, Mount Mary College (WI), Mount Saint Mary College (NY), Mount St. Mary's University (MD), Ohio Northern University, Oklahoma City University, Saint Anselm College, Saint Joseph College (CT), Silver Lake College, Southern New Hampshire University, Southern Wesleyan University, Southwestern College (KS), Spalding University, The College of Saint Rose, The College of St. Scholastica, Unity College, University of Saint Francis (IN), University of Saint Mary (KS), Westminster College (UT), and Willamette University.

**2009 CIC/NEW YORK TIMES PARTNER INSTITUTIONS**

| Allegheny College (PA) | George Fox University (OR) |
| Augustana College (IL) | Goucher College (MD) |
| Bethany College (WV) | Hartwick College (NY) |
| Bloomfield College (NJ) | Hendrix College (AR) |
| California Lutheran University | Heritage University (WA) |
| Cazenovia College (NY) | Juniata College (PA) |
| Champlain University of Honolulu (HI) | Marietta College (OH) |
| College of Notre Dame of Maryland | Millsaps College (MS) |
| Concordia College (NY) | Mount Holyoke College (MA) |
| Dillard University (LA) | Mount St. Mary's College (CA) |
| Ferrum College (VA) | Nebraska Wesleyan University |
| Fresno Pacific University (CA) | Otterbein College (OH) |

| Pace University (NY) | The Sage Colleges (NY) |
| Pacific Lutheran University (WA) | University of Charleston (WV) |
| Point Loma Nazarene University (CA) | University of Puget Sound (WA) |
| Regis University (CO) | University of St. Thomas (TX) |
| Rider University (NJ) | Wagner College (NY) |
| Rollins College (FL) | Westminster College (PA) |
| Sacred Heart University (CT) | Westmont College (CA) |
| Saint Leo University (FL) | Whitworth College (WA) |
| Scripps College (CA) | Whittier College (CA) |
| St. Edward's University (TX) | Willamette University (OR) |
| St. Andrews Presbyterian College (NC) | Wofford College (SC) |
| Swarthmore College (PA) | |

**SHARING INFORMATION ON CRITICAL ISSUES**

**Current Economic Issues Webcast**

CIC cosponsored a December 2008 webcast organized by the National Association of College and University Business Officers on the issue of “Understanding the Institutional Impact of Current Economic Issues.” Of the 285 participants, 83 were from CIC member institutions.

**Voter Registration Initiative**

CIC, in cooperation with American Academic Leadership Institute, National Association of Independent Colleges and Universities, and American Association of State Colleges and Universities, supported the 2008 “Your Voice, Your Vote” project, a nonpartisan, nationwide campaign to engage college students in the electoral process.
OTHER ACTIVITIES

Student Aid Alliance
CIC continues to work with the National Association of Independent Colleges and Universities, the American Council on Education, and other associations to increase federal aid for students.

Professors of the Year
CIC continues to sponsor the U.S. Professors of the Year Program organized by the Council for Advancement and Support of Education and the Carnegie Foundation for the Advancement of Teaching.

International Student Enrollment
For the second year, CIC helped World Learning, Inc. locate appropriate undergraduate colleges and universities for students from Latin American and Asian countries who wish to study in the U.S. World Learning provides partial tuition and fees and the full cost of room, board, books, and health insurance. Nearly twice the number of CIC member institutions were selected as hosts for students in 2009–2010, the second year of the program’s operation—11 colleges and universities compared with six last year: Endicott College; Goucher College; Juniata College; Maryville College (TN); Nazareth College (NY); North Central College (IL); Ohio Dominican University; Shenandoah University; University of New England; Utica College; and Wilkes University.
Stimulating Reform

CIC participates in various higher education policy discussions and supports and assesses a range of institutional reforms and programs intended to strengthen institutional operations and improve educational programs, including the following initiatives.

Assessment and Accountability
CIC continues to take a lead role in the national discussions of assessment and accountability. In 2001, CIC was the first of the national presidential associations to urge its members to use the National Survey of Student Engagement (NSSE) to assess student involvement in educationally purposeful activities. To date nearly 500 CIC colleges and universities (more than 80 percent of member institutions) have used NSSE. As described on previous pages, CIC’s Collegiate Learning Assessment Consortium, established in 2003, is expanding to include more colleges and universities. The CIC/CLA Consortium is the largest group of institutions that use and share CLA results to improve teaching and learning. A range of other CIC initiatives that use data for decision making and preparation for regional accreditation review (KIT, FIT, Data and Decisions® Workshops, and the Making the Case materials) have garnered increased media attention.

Teacher Education Accreditation Council (TEAC)
CIC continues to support TEAC, a nonprofit organization founded in 1997 to accredit teacher education programs. TEAC’s membership represents a broad range of higher education institutions, from liberal arts colleges to research universities, and includes other institutions and professional organizations. TEAC is recognized as a national accreditor by the Council for Higher Education Accreditation and by the U.S. Department of Education.
2008–2009 CIC Awardees

CIC Award for Philanthropy (Individual)

Craig Dykstra, senior vice president for religion at Lilly Endowment Inc., was honored for his extraordinary and abiding commitment to liberal arts education. Under his guidance, the Lilly Endowment's Programs for the Theological Exploration of Vocation gave grants totaling $218 million dollars to 88 liberal arts colleges and universities, including 55 CIC member institutions. Other grants totaling more than $58 million dollars were awarded to 12 CIC institutions as well as to CIC itself, supporting projects such as the Presidential Vocation and Institutional Mission Seminars.

Chief Academic Officer Award

Mark Sargent, provost of Gordon College (MA), was awarded the 2008 Chief Academic Officer Award for his notable and exemplary contributions in enhancing the role and work of the private college CAO. He has served at Gordon College since 1996. Sargent has been instrumental in preparing new chief academic officers for their work at private colleges and universities. He has made presentations at the CIC New Chief Academic Officers Workshop and is one of the leaders for the Workshop for CAOs in their Third or Fourth Year of Service. In addition, he served a three-year term on the CIC CAO task force, chairing the group in his final year.

Allen P. Splete Award for Outstanding Service

George D. Kuh, Chancellor's Professor of Higher Education and director of the Center for Postsecondary Research at Indiana University at Bloomington, was recognized for his extraordinary accomplishments in founding the National Survey of Student Engagement and the NSSE Institute for Effective Educational Practice. NSSE has benefited nearly 500 CIC colleges and universities that have used NSSE to assess student learning and improve their educational effectiveness over the past decade.

Award for Academic Leadership

Vincent Tinto, Distinguished University Professor in the School of Education at Syracuse University and senior scholar of the Pell Institute for the Study of Opportunity in Higher Education, received CIC's Award for Academic Leadership for his research on student persistence and attainment in higher education, especially of underrepresented students.
CIC Award for Philanthropy (Organization)

Davis United World College Scholars Program

The Davis United World College Scholars Program, founded in 2001, has become a major philanthropic force in promoting international understanding and nurturing the global leaders of tomorrow. The program, funded by philanthropists Shelby M.C. and Gale L. Davis, provides scholarship support for approximately 1,700 current Davis Scholars from around the United States and the world at a growing number of American colleges and universities. Since its founding, the Scholars Program has expanded to 91 partnering U.S. colleges and universities. Twenty-three of those partnering U.S. campuses are CIC members, which enroll a total of 489 Davis UWC Scholars.

Award for Academic Excellence

The Gilder Lehrman Institute of American History

The Gilder Lehrman Institute was honored for providing superb professional development opportunities for faculty members of small private liberal arts colleges in addition to supporting efforts by faculty members throughout the U.S. to strengthen history teaching at the high school level.

Recognition for Consecutive Years of Sponsorship

Three companies that have been sponsors for 15 years were honored for their dedicated support of the Presidents Institute:

- Celli-Flynn Brennan Architects & Planners
- R.H. Perry & Associates
- TIAA-CREF

Three companies that have sponsored the Presidents Institute for ten years were honored for their dedicated support:

- GDA Integrated Services
- Gonser Gerber Tinker Stuhls LLP
- Stamats, Inc.
Resource Development

CIC’s fundraising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs (such as conference sponsorships), and unrestricted grants for general operating support. CIC received financial support between July 1, 2008, and June 30, 2009, from the following donors and sponsors.

Allegheny College
American Academic Leadership Institute
Academic Search, Inc.
Andrew W. Mellon Foundation
ARAMARK Higher Education
Association of Institutional Research
Bon Appétit Management Company
Burt Hill
CAF American Donor Fund
Campus Management Corp.
Cardean Learning Group
Carnegie Communications, LLC
Celli-Flynn Brennan, Architects & Planners
Cognitive Marketing Inc.
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Derck & Edson Associates
Eduventures, Inc.
E.M. Wickwire Associates, LLC
EFL, Associates, Inc.
Eugene M. Lang Foundation
EurekAlert!
Executive Management Services, Inc.
Financial Aid Services
GDA Integrated Services
Gladys Krieble Delmas Foundation
Gonser Gerber Tinker Stuhr, LLP
Hardwick-Day, Inc.
Hastings & Chivetta Architects, Inc.
Henry Luce Foundation
InsideHigherEd
InsideTrack
Jenzabar, Inc.
Johnson, Grossnickle and Associates, Inc.
Jon McRae & Associates
Kaludis Consulting Group, Inc.
Lilly Endowment Inc.
Maguire Associates, Inc.
Mason Jay Blacher & Associates
Metz & Associates, Ltd.
Microsoft Corporation
Miller/Cook & Associates, Inc.
Mintz Levin Law Firm/ML Strategies, LLC
National Management Resources Corporation
New Ventures of Regis University
Noel-Levitz
Partners Development
Performa Higher Education
Pittsburgh Steelers Sports, Inc.
readMedia, Inc.
R.H. Perry & Associates
Royall & Company
RPA, Inc.
RuffaloCODY
SAGE Dining Services
Sallie Mae, Inc.
Samuel H. Kress Foundation
Scannell & Kurz, Inc.
Scott Healy & Associates
SJG-The Spelman & Johnson Group
Sodexo Campus Services
Stamats, Inc.
Stevens Strategy
SunGard Higher Education
Teagle Foundation
Tegrity Inc.
The Austen Group
The Charitable Resources Group (TCR Group)
The Collaborative, Inc.
The Dysart Group Inc.
The Lawlor Group, Inc.
The Learning House, Inc.
The New York Times
The Presidential Practice, Inc.
TIAA-CREF
Treonor Architects
University of Maryland
USA Today Education
Van Yahres Associates
Walmart Foundation
Wichita Falls Area Community Foundation
Witt/Kieffer
W. M. Keck Foundation
Yaffe & Company, Inc.
**Financial Statements**

**Statement of Revenues, Expenses, and Change in Unrestricted Net Assets, 7/1/08–6/30/09**

<table>
<thead>
<tr>
<th></th>
<th>General Operations</th>
<th>Project Grants</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
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<tr>
<td>Membership Dues</td>
<td>$2,381,634</td>
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<td>$2,381,634</td>
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<tr>
<td>Program Participant Fees</td>
<td>1,383,712</td>
<td>4,910</td>
<td>1,388,622</td>
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<tr>
<td>Gifts and Grants</td>
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<tr>
<td>Unrestricted Grants</td>
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<tr>
<td>Program Grants</td>
<td>659,750</td>
<td>2,382,147</td>
<td>3,041,897</td>
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<tr>
<td>Consulting Fees</td>
<td>0</td>
<td>9,150</td>
<td>9,150</td>
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<tr>
<td>Interest, Investment, and Misc. Income</td>
<td>152,417</td>
<td></td>
<td>152,417</td>
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<tr>
<td>Revenue before Unrealized Gain/(Loss) on Investments</td>
<td>4,579,513</td>
<td>2,396,207</td>
<td>6,975,720</td>
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<tr>
<td>Unrealized Gain/(Loss) on Investments</td>
<td>(1,116,736)</td>
<td>(1,116,736)*</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>3,462,779</td>
<td>2,396,207</td>
<td>5,858,984</td>
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**EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>General Operations</th>
<th>Project Grants</th>
<th>Total</th>
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<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>2,122,723</td>
<td>314,936</td>
<td>2,437,659</td>
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<tr>
<td>Programs and Meetings</td>
<td>1,186,311</td>
<td>1,060,511</td>
<td>2,246,822</td>
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<tr>
<td>Grants to Colleges</td>
<td>0</td>
<td>1,072,618</td>
<td>1,072,618</td>
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<tr>
<td>Other Expenses</td>
<td>823,346</td>
<td></td>
<td>823,346</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$4,132,380</td>
<td>$2,448,065</td>
<td>$6,580,445</td>
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Change in Net Assets ($721,461)

*Investments in debt and equity securities are measured at fair value and are based on quoted market prices as of 6/30/2009.*

**Statement of Financial Position, 6/30/09**

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$2,741,911</td>
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<td>Investments</td>
<td>3,632,793</td>
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<tr>
<td>Accounts and Promises Receivable</td>
<td>213,390</td>
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<tr>
<td>Prepaid Expenses</td>
<td>77,969</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
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<td></td>
<td>6,666,063</td>
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</thead>
<tbody>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td></td>
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<tr>
<td>Furniture, Fixtures, and Improvements, Net</td>
<td>137,031</td>
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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>OTHER ASSETS</strong></td>
<td></td>
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<td></td>
<td>266,921</td>
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<table>
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</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
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<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>311,264</td>
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<td>Refundable Advances</td>
<td>2,078,103</td>
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<td>Deferred Revenue</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
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<tbody>
<tr>
<td><strong>LONG-TERM LIABILITIES</strong></td>
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<td></td>
<td>260,135</td>
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<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
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<tr>
<td>Unrestricted</td>
<td>3,491,913</td>
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<tr>
<td>Temporarily Restricted</td>
<td>259,500</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>$3,751,413</td>
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</tbody>
</table>
Board of Directors (June 2009)

EXECUTIVE COMMITTEE

Chair
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Vice Chair for Programs
George E. Martin
President, St. Edward’s University

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President, Ripon College

Treasurer
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President, Hastings College

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Vice Chair for Public Information
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President, Manchester College

Beverly Daniel Tatum
President, Spelman College

William E. Troutt
President, Rhodes College
Advisory Committees and Task Forces

2009 Presidents Institute

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Elisabeth S. Muhlenfeld (Vice Chair)
President, Sweet Briar College

Belinda C. Anderson
President, Virginia Union University

James M. Dennis
President, McKendree University

Michael Gilligan
President, The Henry Luce Foundation

Todd S. Hutton
President, Utica College

Erik O. Nielsen
President, Franklin College of Switzerland

Beverly Daniel Tatum
President, Spelman College

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President, Bethany College (WV)

Charles L. Flynn, Jr.
President, College of Mount Saint Vincent

Rosemary E. Jeffries, RSM
President, Georgian Court University

William T. Luckey
President, Lindsey Wilson College

Cynthia Zane
President, Hilbert College

Presidents Institute Spouses Task Force

George Efta (Chair)
Presidential Spouse, Saint Mary’s College (IN)

Connie G. Duffett
Presidential Spouse, Dakota Wesleyan University

Kathleen C. Gulley
Presidential Spouse, LaGrange College

Bob Haring-Smith
Presidential Spouse, Washington & Jefferson College

Jennifer Hutton
Presidential Spouse, Utica College

Susan Kueten
Presidential Spouse, Barton College

Kris Ohle
Presidential Spouse, Gustavus Adolphus College

Don Reichard
Presidential Spouse, Emory & Henry College

Mary Ellen Summerlin
Presidential Spouse, Schreiner University

David E. Switzer
Presidential Spouse, Manchester College

Ellen Zemke
Presidential Spouse, Millikin University
Advisory Committees and Task Forces (cont’d)

2008 Chief Academic Officers Institute

CAO Task Force

**Kristine Bartanen** (Chair)
Academic Vice President and Dean of the University
University of Puget Sound

**Randall G. Basinger**
Provost
Messiah College

**Nancy Blattner**
Vice President and Dean for Academic Affairs
Fontbonne University
*(now President, Caldwell College)*

**Katie Conboy**
Vice President for Academic Affairs
Stonehill College

**Linda C. DeMeritt**
Dean of the College
Allegheny College

**Linda Lankewicz**
Provost and Chief Academic Officer
Sewanee: The University of the South

**Devorah Lieberman**
Provost and Vice President for Academic Affairs
Wagner College

**Andrew Manion**
Provost
Aurora University

**George Miller**
Vice President for Academic Affairs
Claflin University

**William Pollard**
Vice President and Dean of the College
Transylvania University

**Helen Ray**
Vice President for Academic Affairs
Brenau University

CAO Spouses Task Force

**Lynn Buck** (Chair)
Sweet Briar College

**Sandy Aper**
Blackburn College

**Sharon Day**
Roanoke College

**Heidi Finley**
Trine University

**Pamla Hoadley**
Morningside College

**Bonnie Lakso**
Juniata College

**David McCarthy**
William Woods University

**Lynne Moore**
Chowan University

**Leonard Turkenkopf**
Mount Saint Mary College (NY)
CIC continues its steady membership growth and now serves 605 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, more than 70 national, state, and regional organizations are Affiliate Members.

**Alabama**
- Birmingham-Southern College
- Huntingdon College
- Oakwood University
- Spring Hill College
- Stillman College
- Alabama
  - Birmingham-Southern College
  - Huntingdon College
  - Oakwood University
  - Spring Hill College
  - Stillman College

**Arkansas**
- Hendrix College
- John Brown University
- Lyon College
- Philander Smith College
- University of the Ozarks
- Arkansas
  - Hendrix College
  - 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 University
- Mills College
- Mount St. Mary’s College
- Notre Dame de Namur University
- Pacific Union College
- Point Loma Nazarene University
- Scripps College
- Simpson University
- Thomas Aquinas College
- University of Redlands
- Westmont College
- Whittier College
- Woodbury University
- California
  - Azusa Pacific University
  - California Baptist University
  - California Lutheran University
  - Chapman University
  - Dominican University of California
  - Fresno Pacific University
  - Golden Gate University
  - Holy Names University
  - Mills College
  - Mount St. Mary’s College
  - Notre Dame de Namur University

**Colorado**
- Colorado Christian University
- Naropa University
- Regis University
- Colorado
  - Colorado Christian University
  - Naropa University
  - Regis University

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

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

**Georgia**
- Agnes Scott College
- Berry College
- Brenau University
- Clark Atlanta University
- LaGrange College
- Morehouse College
- Oglethorpe University
- Paine College
- Piedmont College
- Shorter College
- Spelman College
- Thomas University
- Wesleyan College
- Georgia
  - Agnes Scott College
  - Berry College
  - Brenau University
  - Clark Atlanta University
  - LaGrange College
  - Morehouse College
  - Oglethorpe University
  - Paine College
  - Piedmont College
  - Shorter College
  - Spelman College
  - Thomas University
  - Wesleyan College

**Hawaii**
- Chaminade University of Honolulu
- Hawaii
  - Chaminade University of Honolulu

**Idaho**
- The College of Idaho
- Idaho
  - The College of Idaho

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

**Indiana**
- Anderson University
- Bethel College
- Calumet College of St. Joseph
- Earlham College
- Franklin College
- Goshen College
- Grace College and Seminary
- Hanover College
- Holy Cross College
- Huntington University
- Indiana Wesleyan University
- Manchester College
- 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
- Wabash College
- Indiana
  - Anderson University
  - Bethel College
  - Calumet College of St. Joseph
  - Earlham College
  - Franklin College
  - Goshen College
  - Grace College and Seminary
  - Hanover College
  - Holy Cross College
  - Huntington University
  - Indiana Wesleyan University
  - Manchester College
  - 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
  - Wabash College

**Iowa**
- Briar Cliff University
- Buena Vista University
- Central College
- Clarke College
- Cornell College
- Dordt College
- Drake University
- Graceland University
- Grand View University
- Grinnell College
- Iowa Wesleyan College
- Loras College
- Iowa
  - Briar Cliff University
  - Buena Vista University
  - Central College
  - Clarke College
  - Cornell College
  - Dordt College
  - Drake University
  - Graceland University
  - Grand View University
  - Grinnell College
  - Iowa Wesleyan College
  - Loras College
College and University Members of CIC (cont’d)

Iowa (cont’d)
- Morningside College
- Mount Mercy College
- Northwestern College
- Simpson College
- St. Ambrose University
- University of Dubuque
- Upper Iowa University
- Waldorf College
- Warburg College
- William Penn University

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

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

Louisiana
- Dillard University
- Loyola University New Orleans
- Our Lady of Holy Cross College
- Our Lady of the Lake College

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

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

Michigan
- Adrian College
- Albion College
- Alma College
- Andrews University
- Aquinas College
- Calvin College
- Cornerstone University
- Hillsdale College
- Hope College
- Kalamazoo College
- Madonna University
- Marygrove College
- Olivet College

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

Mississippi
- Millsaps College
- Rust College
- Tougaloo College

Montana
- Carroll College
- Rocky Mountain College
- University of Great Falls

Nebraska
- Bellevue University
- College of Saint Mary
- Dana College
- Doane College
- Hastings College
- Midland Lutheran College
- Nebraska Wesleyan University
- Union College

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

New Jersey
- Bloomfield College
- Caldwell College
- Centenary College
- College of Saint Elizabeth
- Drew University
- William Woods University
Felician College
Georgian Court University
Monmouth University
Rider University
Saint Peter's College

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

New York
Cazenovia College
College of Mount Saint Vincent
College of New Rochelle
Concordia College
Daemen College
Dominican College
D’Youville College
Elmira College
Hamilton College
Hartwick College
Hilbert College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Marymount Manhattan College
Medaille College
Mercy College
Molloy College
Mount Saint Mary College
Nazareth College
Nyack College
Pace University
Paul Smith’s College
Roberts Wesleyan College
Siena College
St. Bonaventure University
St. John Fisher College
St. Joseph’s College
St. Lawrence University
St. Thomas Aquinas College

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

North Dakota
Jamestown College
University of Mary

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

Northwestern
Northwestern College
Northwest Christian University
Pacific University
Willamette University

Pennsylvania
Albright College
Allegheny College
Alvernia University
Arcadia University
Bryn Athyn College
Cabrini College
Carlow University
Cedar Crest College
Chatham University
Chesnut Hill College
Delaware Valley College
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Gannon University
Geneva College
Gettysburg College
Grove City College
Gwynedd-Mercy College
Holy Family University
Immaculata University
 Juniata College
King’s College
La Roche College
Lafayette College
Lebanon Valley College
Lyon College
Marywood University
Mercyhurst College
Messiah College
Misericordia University
Moravian College
Mount Aloysius College
Neumann University
Philadelphia University
Point Park University
Robert Morris University
Rosemont College
Saint Francis University
Saint Vincent College
Seton Hill University
Susquehanna University
Swarthmore College
Thiel College
University of Scranton
University of the Arts
Ursinus College
Washington & Jefferson College
Waynesburg University
Westminster College
Wildner University
Wilkes University
Wilson College
York College of Pennsylvania

Rhode Island
Roger Williams University
Salve Regina University

South Carolina
Anderson University
Charleston Southern University
Clairol University
Columbia College
Converse College
Erskine College
Furman University
Limestone College
Furman University
Lake Erie College
Lebanon Valley College
Lafayette College
Lyon College
Marywood University
Mercyhurst College
Messiah College
Misericordia University
Moravian College
Mount Aloysius College
Neumann University
Philadelphia University
Point Park University
Robert Morris University
Rosemont College
Saint Francis University
Saint Vincent College
Seton Hill University
Susquehanna University
Swarthmore College
Thiel College
University of Scranton
University of the Arts
Ursinus College
Washington & Jefferson College
Waynesburg University
Westminster College
Wildner University
Wilkes University
Wilson College
York College of Pennsylvania

Washington
University of Washington

Wisconsin
University of Wisconsin

Wyoming
University of Wyoming

Alaska
University of Alaska

Alaska
University of Alaska

Army
West Point

Vanderbilt
Vanderbilt University

Virginia
Virginia Commonwealth University

Washington
University of Washington

Wisconsin
University of Wisconsin

Wyoming
University of Wyoming

Alaska
University of Alaska

Alaska
University of Alaska

Army
West Point
College and University Members of CIC (cont’d)

South Dakota
Augustana College
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
Freed-Hardeman University
King College
Lambuth University
Lane College
Lee University
Lincoln Memorial University
Maryville College
Milligan College
Rhodes College
Sewanee: The University of the South
Southern Adventist University
Tennessee Wesleyan College
Trevecca Nazarene University
Tusculum College

Utah
Westminster College

Vermont
Bennington College
Burlington College
Champlain College
Goddard College
Green Mountain College
Marlboro College
Norwich University
Southern Vermont College

Virginia
Averett University
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hollins University
Lynchburg College
Mary Baldwin College
Marymount University
Randolph-Macon College
Randolph College
Regent University
Roanoke College
Saint Paul’s College
Shenandoah University
Sweet Briar College
University of Richmond
Virginia Union University
Virginia Wesleyan College
Washington and Lee University

Washington
City University of Seattle
Heritage University
Pacific Lutheran University
Saint Martin’s University
Seattle Pacific University
University of Puget Sound
Whitworth University

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

Wisconsin
Alverno College
Cardinal Stritch University
Carroll University
Concordia University Wisconsin
Edgewood College
Lakeland College
 Marian University
Mount Mary College
Northland College
Ripon College
Silver Lake College
St. Norbert College
Viterbo University
Wisconsin Lutheran College

International Members
American College of Greece
American University-Central Asia, Kyrgyzstan
American University of Paris, France
American University of Sharjah, United Arab Emirates
Forman Christian College, Pakistan
Franklin College of Switzerland
John Cabot University, Italy
Lebanese American University, Lebanon
Philadelphia University, Jordan
Polytechnic of Namibia
Richmond the American International University in London, England
University American College, Skopje, Macedonia
Zamorano University, Honduras

New Institutional Members
Andrews University, MI
Baldwin-Wallace College, OH
Becker College, MA
Donnelly College, KS
Ellis University, IL
Freed-Hardeman University, TN
Grinnell College, IA
Hope College, MI
Queens University of Charlotte, NC
Saint Mary’s University of Minnesota
Stillman College, AL
Washington Adventist University, MD

New Associate Members
Fisher College, MA
Goodwin College, CT
Valley Military College, PA
Young Harris College, GA

New Affiliate Member
North American Coalition for Christian Admissions Professionals, IN
Affiliate Members of CIC (June 2009)

Alabama Independent Colleges
American Academy of Religion, GA
American Council of Learned Societies, NY
American Councils for International Education, DC
American Historical Association, DC
Appalachian College Association, KY
Arkansas' Independent Colleges & Universities
Associated Colleges of Illinois
Associated Colleges of the Midwest, IL
Associated Colleges of the South, CA
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Collegiate Business Schools and Programs, KS
Association of Independent Colleges and Universities of Nebraska
Association of Independent Colleges and Universities of Ohio
Association of Independent Colleges & Universities of Pennsylvania
Association of Independent Colleges and Universities in New Jersey
Association of Independent Kentucky Colleges and Universities
Association of Presbyterian Colleges and Universities, KY
Christian College Consortium, NH
Collaboration for the Advancement of College Teaching and Learning, MN
Colleges of the Fenway, MA
Concordia University System, MO
Conference for Mercy Higher Education, NE
Consortio Interamericano de Educacion Superior, PA
Council for Advancement and Support of Education, DC
Council for Christian Colleges & Universities, DC
Council for Higher Education/United Church of Christ, OH
Council for International Exchange of Scholars, DC
Council of American Overseas Research Centers, DC
Council of Independent Colleges in Virginia
EDUCAUSE, CO
Evangelical Lutheran Church In America, IL
Federation of Independent Illinois Colleges & Universities
Foundation for Independent Higher Education, DC
Georgia Foundation for Independent Colleges, Inc.
Gilder Lehrman Institute of American History, NY
Great Lakes Colleges Association, Inc., MI
IDEA Center, Inc., KS
Illinois Institute of Independent Colleges and Universities
Independent Colleges of Indiana, Inc.
Independent Colleges of Washington
Iowa Association of Independent Colleges and Universities
Kansas Independent College Association
LeaderShape, Inc., IL
Lutheran Educational Conference of North America, SD
Maryland Independent College and University Association
Mennonite Education Agency, IN
Minnesota Private College Council
Modern Language Association of America, NY
National Association of Independent Colleges and Universities, DC
National Humanities Alliance, DC
Nazarene Colleges Council of Education, MO
North American Coalition for Christian Admissions Professionals, IN
North Carolina Independent Colleges & Universities
Ohio Foundation of Independent Colleges
Society for Historians of the Early American Republic, PA
Society of Biblical Literature, GA
South Carolina Independent Colleges & Universities, Inc.
Tennessee Independent Colleges and Universities Association
Texas Independent College Fund
The New American Colleges and Universities, MA
Tuition Plan Consortium, MO
United Methodist Church/General Board of Higher Education & Ministry, TN
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and Universities
Wisconsin Foundation for Independent Colleges, Inc.
Women's College Coalition, Inc., CT
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Director of Programs

Keith A. Wallace
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Tiwanda Washington-Settlers
Development Manager

Kate Webber
Membership Manager

Laura A. Wilcox
Vice President for Communications

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Senior Advisor, Tuition Exchange Program

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Senior Advisor, Vocation in Undergraduate Education

Marylouise Fennell, RSM
Senior Counsel

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Senior Advisor, Presidential Vocation and Institutional
Mission Program

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Senior Advisor, CIC/CLA Consortium Urban Cluster

William B. Julian
Senior Advisor, Annual Programs

Jan Marston
Senior Advisor, Network for Effective Language
Learning (NELL)

R. Keith Moore
Senior Advisor, Public Relations

Shirley J. Roels
Senior Advisor, NetVUE

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Connecting with CIC

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**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 private higher education, to download and order CIC publications, and for links to member institutions and other sites on higher education.

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

**CIC Listservs**

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

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

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

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

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

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

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

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

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

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

**CICNETVUE-LIST**
Open to members of CIC’s NetVUE program interested in discussing issues of vocational exploration.
Advancing Independent Higher Education and Its Leadership