
Conferences
- 1996 Presidents Institute & New Presidents Workshop—Presidential Leadership for Communities of Learning
- Twenty-fifth Annual Deans Institute & New Deans Workshop—Transforming Our Campuses: Learning, Leadership & Cost
- 1997 Conversation Between Foundation Officers & College and University Presidents
- Spring Information Technology Workshop—The Network: A Resource for Learning and Student Service
- 13th Annual Faculty Workshops—Using the World Wide Web to Enhance Student Learning
- June 1998 Renewal Weekends for Presidents, Chief Academic Officers—Leading From Within: Inner Resources to Advance Campus Mission

Projects
- College/Community Partnership Program
- Implementing Urban Missions
- Engaging Colleges & Communities
- Serving to Learn, Learning to Serve
- Faculty Roles, Faculty Rewards, and Institutional Priorities

Technology
- CIC online: www.cic.edu
- TEP online: www.cic.edu/tep
- Private College Links: www.cic.edu/colleges

and more...
CIC’s Mission

CIC is an association of independent colleges and universities working together to:
- support college leadership,
- advance institutional excellence,
- and enhance private higher education’s contributions to society.

To fulfill its mission, CIC provides ideas, resources, and services that assist institutions in improving leadership expertise, educational programs, administrative and financial performance, and institutional visibility.
A Message from the Chairman

In January 1998, I had the honor of being installed as the chairman of the Board of Directors of the Council of Independent Colleges. Serving in this role is a genuine privilege for me. I have been involved with CIC for decades, and indeed have learned much of what I know about academic and institutional leadership from networking with my colleagues through this fine organization. Recognizing that effective networking requires a certain reciprocity, I have tried over the years to give back to CIC at least as much as I have received, in the form of volunteer service and mentoring. It is a pleasure to continue that service in my term as CIC’s chairman.

It is a pleasure, as well, to share with you this report on CIC’s activities during 1997-98. Under the effective stewardship of past board chair John Henderson, president of Wilberforce University, and the continued distinguished leadership of Allen Splete, CIC has, in the year just completed, again accomplished a remarkable complement of activities and member services.

All of us who are involved in this organization can be justifiably proud both of CIC’s continued expansion and its ongoing programmatic effectiveness. I know that CIC continues to have a very positive impact on my campus, and on hundreds of similar institutions nationwide. CIC’s effectiveness proves that, by working together, we can help each other, strengthen our institutions, and sustain continued quality in the private college sector.

Harold M. Kolenbrander
President, Mount Union College
Chairman, CIC Board of Directors
A Message from the President

The 1997-1998 fiscal year was an outstanding year for the Council of Independent Colleges. Among many highlights, CIC:

- Saw its membership top 450 colleges and universities for the first time in history;
- Ended the year with a balanced budget and a modest fund balance;
- Contributed to the creation of a new organization for teacher education accreditation, TEAC;
- Secured a new $1.5 million grant, one of the largest in our history, to start a new project called “Engaging Colleges and Communities;”
- Completed work on two national projects—service-learning in teacher education, environmental curricula;
- Held major conferences for presidents and deans that, according to evaluations, rank among our best ever;
- Conducted well-received and well-attended workshops to help faculty use the World Wide Web to enhance student learning, and a ninth annual workshop on information technology;
- Awarded grants to colleges and universities totaling over $1 million;
- Established a Web site (www.cic.edu) as a new information resource;
- Developed a blueprint paper, Designing the Future, to guide CIC programming priorities now and in the immediate future; and
- Expanded, redesigned, and renovated our office space, including enhanced facilities for meetings and electronic conferences, and designed a new information management system.

We’re proud of this record of accomplishment. I want to acknowledge and thank all the many people—CIC members, directors, funders, special friends, and staff—who contributed to our success. It is truly gratifying to see how effectively our network of individuals and institutions works, and how much we can accomplish when we work together for the common good.

Even as I suggest you scan this report of our progress during the past year, I want to underscore that CIC has no intention of resting on its laurels. As I write this, we are deeply engaged in developing an ambitious set of activities for 1998-99, including a major national institute on the Creating Cultures of Learning. We very much look forward to the next opportunity to report on our progress.

It is a privilege to serve the nation’s private liberal arts colleges and universities. Thank you for your continued interest and support.

Allen P. Splete
President
Council of Independent Colleges
1997-98

Annual Report 1997-98

We will report first on CIC meetings, a cornerstone of much of our work. Second, we will report on our progress in major CIC projects. Sections on communications, additional initiatives, awardees, and resource development round out this report.

Conferences

CIC’s annual conferences and workshops provide professional development and opportunities for personal renewal—especially for top leaders and also for other administrative and faculty leaders—on critical issues.

Presidents Institute. CIC’s premier event provides presidents with ideas, personal support and networking, recreation, and relaxation. This year, presidents came together in early January for a meeting on the theme Presidential Leadership for Communities of Learning. Major speakers included Lee Shulman, president of Carnegie Foundation for the Advancement of Teaching; Troy Duster, professor of sociology and director of Institute for the Study of Social Change at the University of California, Berkeley; and Jennifer James, cultural anthropologist, lecturer, writer and commentator. Nearly 50 percent of our members attended, and many conference evaluations dubbed the institute the “best ever.” The institute included a highly regarded New Presidents Workshop, a well-attended spouses program, and some spirited, productive dialogue at CIC’s annual meeting about plans for CIC’s future set forth in a paper, Designing the Future.

Robert Zemsky, founding director of the University of Pennsylvania’s Institute for Research on Higher Education, spoke this year at both the Presidents and Deans Institutes. Arguing that “our prices are a function of the market, not of costs;” he urged administrators to make decisions based on their institution’s position in a new taxonomy based on their relative positions in the college marketplace.

Sponsors provided a record amount of grant support for the 1998 Presidents Institute.

Deans Institute. This annual meeting provides chief academic officers and other academic administrators with information and ideas, personal support and networking, and recreation and relaxation. A full 50 percent of our membership attended the 1997 Deans Institute, which was held in November under the theme Transforming Our Campuses: Learning, Leadership and Cost. We celebrated the 25th anniversary of this event and published a brief history of the Institute. Major speakers included Robert Zemsky, Marilla D. Svinicki, director of the Center for Teaching Effectiveness at the University of Texas; and Peter G. Vaill, professor of management at the University of St. Thomas. As a new meeting feature, we offered opportunities for deans to participate in working groups on issues of educational redesign.

Conversation Between Foundation Officers and College and University Presidents. For ten consecutive years, CIC has sponsored an opportunity for foundation officers and institutional presidents to discuss topics of
emerging importance. This year’s meeting, Transformation to the Next Century, took place in New York in October. Arthur Levine, president of Teachers College of Columbia University, gave the keynote address.

Renewal Weekends. Held in a retreat setting in June, these events provide institutional leaders and spouses with an opportunity to develop the inner resources necessary for leadership. This year for the first time, we sponsored a meeting for chief academic officers as well as one for presidents, both on the topic Leading from Within. Parker Palmer, the highly regarded author, lecturer and consultant, facilitated both retreats. For the third year, our Renewal Weekends were held in partnership with the Fetzer Institute, which continues to support this program by providing its award-winning facility, lodging, and meals for participants.

Information Technologies Workshop. Now in its ninth year, this workshop provides information and ideas about improving learning and institutional management to individuals responsible for making choices about the purchase and use of information technologies. Held in March under the theme, The Network: A Resource for Learning and Student Service, the workshop focused on campus communication and learning in a networked environment. CAUSE, Educom, and the Consortium for Computing in Undergraduate Education were co-sponsors this year. Nearly 200 people attended.

Regional Faculty Workshops. A regular offering of CIC, these workshops provide information and ideas for faculty members seeking to enhance their abilities to improve student learning. Held at four college or university campuses, this year’s workshops used hands-on computer laboratories to help faculty create a Web site for one of their courses. The workshop served 85 faculty from 78 institutions. Microsoft Corporation was a major sponsor.

Special Programs and Projects

CIC’s special projects provide opportunities for joint program development and improvement in key areas, particularly by assisting selected institutions and more generally by sharing resulting ideas broadly with CIC’s membership. We now have several programs funded at $1 million or more that address issues of fundamental and long-range significance for independent institutions and society.

Engaging Colleges and Communities. CIC’s newest major project, sponsored with a grant of $1.5 million, assists institutions in their myriad connections with local communities. Focusing particularly on various forms of experiential learning and community partnerships, the project will initially develop a range of resources (vision paper, resource directories, Web materials, consultants, workshops) for institutions and then (assuming second-stage funding is secured) provide grants for 20 exemplar campuses. In part, this program ties together previous and ongoing CIC work in community partnerships, service-learning, and urban missions.
Implementing Urban Missions. This program, sponsored under a $1.5 million grant from the W.K. Kellogg Foundation, assists institutions in fulfilling their urban missions, particularly as they provide professional community development and educate diverse learners. In January, CIC made grants of $150,000 to eight colleges and universities to participate in the project. The eight institutions have developed projects to enhance aspects of their institutional urban missions. Project work started with a meeting in February in conjunction with the Coalition of Urban and Metropolitan Universities national conference in San Antonio, Texas. A second project meeting took place in June in Chicago.

Faculty Roles, Faculty Rewards, and Institutional Priorities. This CAPHE program, funded with a $1 million grant from the Pew Charitable Trusts, enables institutions to look in fresh ways at faculty roles and rewards systems. Twenty-two colleges and universities have $30,000 CAPHE grants to explore a broad array of issues around faculty workload and expectations about faculty time, performance appraisals, and compensation. Campus project activities concluded in December. A project report, scheduled for release in early 1999, will analyze changes that have taken place on campuses in faculty roles and rewards, attitudes, beliefs, policies and practices, as a result of the program. We intend to seek additional funding and expand this effort.

Enabling Leadership in Information Technologies. This program assists institutions in making decisions about the purchase and use of information technologies. It has both regional and national components. The current phase of the regional component (Western Pennsylvania), concluded in the summer of 1998. Faculty at nine institutions explored ways in which technology can improve teaching and learning in math, writing, and via collaborative learning, while chief academic officers worked to develop broader visions and plans for their institutions. Nationally, we are developing Web-based resources, publications, and design templates to make developing ideas available to a greater number of institutions nationally. Funding well in excess of $500,000 has come from the Buhl Foundation, Citibank, H. J. Heinz Company Foundation, and the Teagle Foundation; equipment and software support was provided by Compaq Corporation and Microsoft Corporation.

Serving to Learn, Learning to Serve. Under funding from the Corporation for National Service, CIC has helped to promote student success in K-12 schools through service-learning initiatives sponsored by teacher education programs in cooperation with schools. Ten participating institutions have had $18,000 grants from CIC to support a wide variety of work, such as creating culturally appropriate learning materials for students who have immigrated from Central America; creating a partnership for intensive work on inclusive education; helping parents and students understand reading assessment strategies; linking
troubled high school students with college mentors in service activities; creating “schoolyard labs” for science/environmental education of children in early grades; establishing an after-school program focused on multi-disciplinary approaches to character education; and involving middle school students in service-learning projects. The project has now completed its second and final year. Results have been reported in the CIC newsletter.

Enhancing Black College Leadership. This program involves historically black institutions in two distinct ways:

Leadership Services. This component enables wider participation by Historically Black College and University (HBCU) leaders in CIC institutes and workshops.

Interinstitutional Exchanges. This component enables campuses to share resources through faculty, administrator, and student exchanges. To date, we have supported a total of 33 exchange relationships. Currently, 20 institutions (10 pairs) are participating in exchanges under grants from the Teagle and Prudential foundations. Many of the current partnerships focus on exchanges of information and expertise in teacher education programs.

College/Community Partnership Program. A joint project of CAPHE and Citizens’ Scholarship Foundation of America’s Dollars for Scholars program, CCPP brings small private colleges and community organizations together in dynamic partnerships that provide academic and financial support for economically disadvantaged pre-college students in their communities. Now in a second multi-year phase, under a $1 million grant from DeWitt Wallace-Reader’s Digest Fund, 16 partnerships have grants of up to $30,000 to strengthen and institutionalize their collaborations. Project work this year included site visits to provide technical assistance to seven partnerships. To guide future partnerships, staff plan a series of focus group discussions, to be held in the fall of 1998, and the writing of a “Principles and Practices” document.

Planning for Leadership. This CAPHE program enabled presidents in their second or third year in office to support institutional planning activities. We plan to release a monograph describing the long-term results of CAPHE planning grants. As a program follow-up, we hope to build a fund as an ongoing resource of small, discretionary grants to enable presidents to re-position a college.

Integrating the Sciences and Humanities Through Environmental Studies. This program assists with curriculum development using environmental studies as an organizing rubric for interdisciplinary courses intended to help prospective teachers and other concerned citizens learn science. This project has been completed and a final report is being written.

Communications

CIC’s communications activities share information about CIC work as well as ideas emerging from single and joint campus efforts, and they promote the visibility and values of member institutions.
Electronic Communications. CIC's Web site and listservs provide important new avenues for communication of information about CIC and among institutional leaders. CIC's Web site (www.cic.edu), launched in September, has already become a fundamental component of our communications. The site is a source of late-breaking information about CIC meetings, full content of our publications (including our newsletter), and links to articles and presentations following our conferences. A new section, Private College Links, holds general information about private colleges for the prospective students and their parents, and has direct links to CIC-member institution Web sites. Members have welcomed the capacity to register for meetings on-line.

We are presently developing a section of the site that will focus on “effective practices.” This will be something of a tool kit for colleges, where administrators and faculty can share with their colleagues new ideas and proven practices for what works best on independent college campuses. We have high hopes for this site, which we see as an electronic extension of the networking that takes place at CIC meetings.

CIC's listserv discussion groups— for presidents, deans, and other administrators— serve more than 700 subscribers as a forum for dialogue and networking on a wide range of issues relevant to our sector.

Publications. Publications market CIC events and share information of use to institutional leaders. Several major publications are in the planning stage. In 1998-99, we expect to publish major monographs or books that will emanate from the projects Planning for Leadership, Faculty Roles and Rewards, and College/Community Partnership Program. Staff was busy this year producing conference marketing brochures, quarterly issues of our newsletter, and our annual report, among other products. We worked hard to improve the content of our newsletter, and to get more perspectives of member presidents into our copy. We also started a new column called Telling Your Story, which focuses on communication issues at colleges and universities. ServiceMaster Education Management Services again provided our newsletter with financial support.

Public Relations. Our public relations efforts promote CIC programs as well as the visibility of independent colleges and universities. We fielded press inquiries this year from media including Time Magazine, The Wall Street Journal, ABC News, The Christian Science Monitor, The Chronicle of Higher Education, The Pittsburgh Post-Gazette, and many other major regional newspapers, and CIC staff were quoted in several places. The Teacher Education Accreditation Council was the subject of several articles following our announcement of Frank Murray’s appointment as TEAC’s first president.

CIC was again a co-sponsor of the national Professors of the Year program (a joint venture of the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education). We also co-sponsored a workshop, with Keith Moore Associates, on how college public relations officers can work with the press to obtain more coverage of the work of their institution’s faculty.

During 1997-98, CIC engaged its constituents in a number of conversations around a new paper, “Designing the Future,” that suggests a focus for CIC’s work over the next several years. The paper suggests that colleges and universities today share goals in three broad areas: enhancing learning; creating a meaningful work life for faculty, administrators, and staff; and maintaining financial sustainability. It presents an agenda of 13 specific “areas of improvement,” and outlines a “collective strategy” that CIC institutions could follow to pursue change in these areas. The paper was endorsed officially by CIC board and, later, by the full membership. The text can be found at www.cic.edu/newspubs.

Web users can find Private College Links at www.cic.edu/colleges.
Additional Programs and Initiatives

CIC also has several additional ongoing or special programs that serve members.

Tuition Exchange Program. The CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities willing to accept—tuition free—students from families of full-time employees of other CIC institutions. Currently, a record 285 institutions are registered for TEP. In another application of electronic communications, registration materials for the program were added this year to CIC's Web site.

Teacher Education Accreditation Council (TEAC). Working with other educators and organizations, CIC developed a new accrediting organization for teacher education programs. TEAC was officially launched this year, and its first president, Frank B. Murray, was appointed. TEAC’s Standards and Process Committee helped to develop a final draft of Foundations for an Innovative Accreditation System: The Teacher Education Accreditation Council, which will be used to guide the accreditation process. A board of directors was appointed. A group of pilot institutions will be selected to go through the initial accreditation process, and a timetable established for institutions seeking accreditation status. Start-up funding for TEAC, from several sources, totals more than $1 million.

Technical Assistance to Funders. Especially via CAPHE, we advise funders and carry out programs for them. CAPHE continues to assist an anonymous donor with its scholarship program for graduates of private colleges and universities.

Partners for the Advancement of Technology in Higher Education (PATH). For a second year, CIC and six other higher education associations participated in a partnership with Microsoft Corporation to upgrade the associations’ technological capacities and to assist institutions in using information technologies. In conjunction with Compaq Corporation, Microsoft provided a hands-on computer lab at the Deans and Presidents Institutes.

UAW-Ford University. Last fall, CIC was asked to participate, with three other associations, in facilitating college involvement in the new UAW-Ford University. A pilot project will begin in 1998-99, involving two CIC institutions, Madonna University (Mich.) and Lourdes College (Ohio), along with public colleges and universities.
The Women's College Coalition was one of two recipients of CIC's 1998 Award for Outstanding Service to Independent Higher Education. The award recognized the coalition's promotion of a public policy agenda on behalf of all women in higher education.

Robert Zemsky also received the 1998 Award for Outstanding Service to Independent Higher Education. Zemsky's vision, ideas, and research have informed change processes at many CIC institutions. He is the founding director of the University of Pennsylvania's Institute for Research on Higher Education, a major public policy center for postsecondary education.

William A. McMillan Sr. received a new honor from CIC, the Exemplar Award. The award recognizes the legacy McMillan left Rust College during his 25-year presidency there, and included a contribution in McMillan's name to the college.

The James Irvine Foundation received CIC's 1998 Award for Philanthropy. The foundation supports campus efforts to stabilize costs and improve quality; offers programs to increase educational opportunities for economically disadvantaged and ethnically diverse students; helps create ideas to develop multicultural campuses; and has had a major initiative that encourages colleges and universities to reinvent the way they conduct their business.

Corella A. Bonner was awarded the 1998 Award for Personal Volunteerism and Philanthropy for providing a successful scholarship program that gives students financial help and encourages community service. She and her husband established the Corella and Bertram F. Bonner Foundation in 1981.

Thomas J. Trebon, vice president for academic affairs and dean of the college at St. Norbert College, received CIC's 1997 Dean's Award. He has served his colleagues as a member and chair of the CIC Deans Task Force. He has also assisted numerous new academic vice presidents through his leadership in the New Deans Workshop.
Looking Ahead

While this report looks back at CIC’s activities in 1997-98, it is as important to look forward to the next year. During 1998-99 we will again sponsor significant meetings for college presidents and chief academic officers and a national workshop on information technology, as well as another in our annual series of conversations between foundation officers and college leaders. We will continue and expand work in several of the major projects reported on in this document. We will continue to offer such well-received services as the CIC Tuition Exchange Program. We intend to sustain high quality across the range of our programs, projects, and services.

During 1998-99, we plan to engage in a set of new activities—some that build on work we have already accomplished and others that take CIC in important new directions. Here is a sampling of what we will offer in 1998-99:

- A National Institute on Creating Cultures of Learning for campus teams, in St. Louis on June 2-5, 1999, in addition to the regular Presidents and Deans Institutes;
- Development of a “sharing effective practice” section of CIC’s Web site;
- Publications from projects, including Faculty Roles, Serving to Learn, and Planning for Leadership;
- Launch of a major new program on “Engaging Colleges and Communities;”
- A series of campus-based workshops assisting faculty to develop course Web sites.

We also intend to explore opportunities for new initiatives, including an executive institute for cabinet-level campus teams; a pilot “presidential forum” to enable an ongoing small group of presidents to meet several times during the year; and experimentation with videoconferencing.

Look for more information on these activities throughout the year in CIC’s newsletter, the Independent, and in our next annual report.
COUNCIL OF INDEPENDENT COLLEGES

Resource Development

Resource Development. CIC’s fundraising efforts generate three types of revenue—sponsored program grants for projects, restricted operating grants earmarked for particular programs (e.g., conference sponsorships), and unrestricted support for general operating support. In 1997-98, in addition to securing several major grants, we significantly exceeded our sponsorship goals for both the Presidents Institute and Faculty Workshops. We gratefully acknowledge these sponsors of our work during 1997-98:

A.T. Kearney, Inc.  George Gund Foundation
Aerofit Products, Inc.  Grable Foundation
Alcoa Foundation  Henry C. Frick Educational Fund of the Buhl Foundation
Allied Irish Bank  Higher Education Administrative Search Inc.
AlliedSignal Foundation, Inc.  Ice, Miller, Donadio and Ryan
ARAMARK Campus Services  IDEA Center
Banc One Capital Corporation  INDUS International
BankAmerica Foundation  Jerold Panas, Linzy & Partners, Inc.
Bayer Corporation  Kaludis Consulting Group, Inc.
Bemis Company Foundation  W.K. Kellogg Foundation
Bon Appetit  Legat Architects
Buchanan Ingersoll  Mason Jay Blacher & Associates
Buhl Foundation  Microsoft Corporation
Burt Hill Kosar Rittelmann  Miller/Cook & Associates, Inc.
CARS Information Systems Corporation  Monsanto Fund
Celli-Flynn and Associates, Architects and Planners  National Endowment for the Humanities
Chaplin-Mullaugh, Inc.  New Ventures, Regis University
Charitable Resources Group  Performa, Inc.
Citicorp Foundation  Pew Charitable Trusts
CMDS  Pittsburgh Steelers
College Enterprises, Inc.  Quehl Associates & The Quehl Group
Common Fund  QUODATA
ConAgra Foundation  R.H. Perry & Associates
Consolidated Natural Gas Company Foundation  ServiceMaster Management Services Company
Coordinated Financial Services, Ltd.  Sextant Group
Corporation for National Service  Siemens Business Communications System, Inc.
Dewitt-Wallace Reader’s Digest Fund  S/L/A/M Collaborative
Donley Foundation  Sodexo Marriott Services
Educational Management Network  Solomon, Cordwell & Buenz
ELS Language Centers  Systems & Computer Technology Corporation (SCT)
Exxon Education Foundation  Teagle Foundation
Ferrellgas  Three Rivers Bank
Follett College Stores Corporation  TIAA-CREF
Ford Motor Company Fund  United States Department of Education
Franklin Consulting Group  USA Group/Noel-Levitz Centers, Inc.
Fund for the Improvement of Post-Secondary Education  WTAE-TV
Statement of Unrestricted Funds
for Program and Support Services
7/1/97— 6/30/98

REVENUES
Membership Dues $1,079,960
Program Participant Fees 474,068
Gifts and Grants
   Unrestricted Grants 133,500
   Program Grants 270,295
   Interest and Miscellaneous Income 207,703
   Total Revenues 2,165,526

EXPENSES
Salaries and Benefits 820,404
Programs and Meetings 468,504
General Operations 616,855
   Total Expenses 1,905,763

Change in Net Assets 259,763
Net Assets 7/1/97 965,373
Net Assets 6/30/98 1,225,136

STATEMENT OF TEMPORARILY RESTRICTED FUNDS
(RESTRICTED PROJECT SERVICES)
7/1/97-6/30/98

REVENUES
Corporate and Foundation Grants $1,402,508
Government Grants 156,643
   Total Revenues 1,559,151

EXPENSES
Grants to Colleges 1,078,032
Direct Costs 307,497
Salaries, Benefits, and Indirect Costs 173,622
   Total Expenses 1,559,151
COUNCIL OF INDEPENDENT COLLEGES

CIC Board of Directors

Executive Committee

Chair
Harold M. Kolenbrander
President, Mount Union College

Vice Chair for Programs Committee
Margaret A. McKenna
President, Lesley College

Vice Chair/Resource Development Committee
Patricia L. Willis
Director, Corporate and Education Affairs, BellSouth Corporation

Vice Chair for Public Information & Promotion Committee
Richard Detweiler
President, Hartwick College

Treasurer
Sr. Catherine Dunn, BVM
President, Clarke College

Secretary and Chair of Membership Committee
Peter H. Armacost
President, Eckerd College

Past Chair & Chair of Appointments, Nominations & Organizations Committee
John L. Henderson
President, Wilberforce University

Ex Officio
Allen P. Splete
President, CIC

Corporate/Lay Directors

Doreen E. Boyce
President, The Buhl Foundation
John F. Budd, Jr.
Chairman & Chief Executive, The Omega Group
Robert M. Frehse, Jr.
Executive Director, The William Randolph Hearst Foundations
Richard W. Kimball
President & Chief Executive Officer, The Eagle Foundation, Inc.
John Mason
Chairman & President, Monsanto Fund, & Vice President of University Relations & Equal Employment, Monsanto Company
Shirley M. McBay
President, Quality Education for Minorities Network
John R. McCarty
President, McCarty Enterprises, LLC
Jerold Panas
Executive Partner & Chief Executive Officer

Class of 1998
Esther Barazzone
President, Chatham College
Frederic D. Brown
President, Doane College
R. Judson Carlberg
President, Gordon College
Marilyn Chapin Massey
President, Pitzer College
Scott D. Miller
President, Wesley College
Douglas M. Orr, Jr.
President, Warren Wilson College

Class of 1999
Robert H. Chambers, III
President, Western Maryland College
William C. Crothers
President, Roberts Wesleyan College
Bryan L. Cureton
President, Elmhurst College
Stephen G. Jennings
President, Oklahoma City University
Robert E. Shimp
President, McMurry University
Peggy A. Stock
President, Westminster College of Salt Lake City

Class of 2000
Wanda Durrett Bigham
President, Huntingdon College
D. Duane Cummins
President, Bethany College (W.Va.)
David Gring
President, Roanoke College
Larry Kramer
President, Avila College
Sr. Mary Reap, I.H.M.
President, Marywood University
Dorothy Cowser Yancy
President, Johnson C. Smith University

Honorary Directors

Philip B. Fletcher
Chairman, ConAgra, Inc.
Arthur C. Frantzreb
Consultant in Philanthropy
William H. Gray, III
President & Chief Executive Officer, The College Fund/UNCF
Charles A. Johnson
Vice President for Development (retired), Lilly Endowment, Inc.
J. Richard Munro
Chairman & Chief Executive Officer, Time Warner Cable
Richard White
Senior Executive Vice President, Bayer Corporation

Directors Emeriti

Theodore Q. Demeritte
President, Demeritte & Associates, Inc.
K. Duane Hurley
President Emeritus, Salem-Teikyo University
Joel D. Weiner
Senior Vice President (retired), Kraft

Sr. Catherine Dunn, BVM
President, Clarke College
CAPHE Advisory Panel  
(November 1998)
- Jamie Merisotis (chair)
  President, The Institute for Higher Education Policy
- Walter Allen
  Professor, University of California-Los Angeles
- Doreen E. Boyce
  President, The Buhl Foundation
- Sarita Brown
  Executive Director, White House Initiative on the Educational Excellence for Hispanic Americans
- Richard Ekman
  Secretary, The Andrew W. Mellon Foundation
- Robert M. Frehse, Jr.
  Executive Director, The William Randolph Hearst Foundations
- Gregory Fusco
  Educational Consultant, Fusco Associates
- Antoine Garibaldi
  Provost and Chief Academic Officer, Howard University
- David Haslam
  Compensation Analyst, BellSouth Corporation
- Sally Johnstone
  Senior Program Director, Western Cooperative for Educational Telecommunications
- Shirley McBay
  President, QEM Network
- John Synodinos
  Consultant, Franklin Consulting Group
- Patrick Terenzini
  Interim Director, Center for the Study of Higher Education, Pennsylvania State University

Staff Associates

Senior Consultant
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate, Information Technologies Program
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate, Annual Programs
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Consultant, Tuition Exchange Program
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate, Faculty Roles & Rewards Program
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Government Relations Counsel
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate, Public Relations
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate, Service-Learning Program
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski

Senior Associate, Faculty Roles & Rewards Program
Marylouise Fennell, RSM
Edward J. Barboni
W. H. Bearce
Edward Clark
Peter J. Frederick
Howard E. Holcomb
R. Keith Moore
Robert L. Sigmon
William Bergquist
Kenneth J. Zahorski
## Advisory Groups

### 1998 Presidents Institute Task Forces

**Programs Committee of CIC Board of Directors**
- Harold Kolenbrander (chair)  
  Mount Union College
- Dorothy MacConkey (vice-chair)  
  Davis & Elkins College
- William Crothers  
  Roberts Wesleyan College
- Bryant Cureton  
  Elmhurst College
- Richard Detwiler  
  Hartwick College
- Margaret McKenna  
  Lesley College
- Joseph Short  
  Bradford College
- Peggy Stock  
  Westminster College of Salt Lake City

**New Presidents Workshop Advisory Group**
- Delbert W. Baker  
  Oakwood College
- Wanda Bigham  
  Huntingdon College
- Marianne Inman  
  Central Methodist College
- Frederick W. Gilliard  
  University of Great Falls

**Presidents Institute Spouses Task Force**
- Darcy W. Orr (chair)  
  Warren Wilson College
- Jan Carlberg  
  Gordon College
- Lynne Pierson Doti  
  Chapman University
- Marlene Wise Shaw  
  Shaw University
- Judy Shields  
  Rockford College
- Stuart W. Showalter  
  Goshen College

### 1997 Deans Institute Task Forces

**Deans Task Force**
- Wallace Campbell (chair)  
  Alice Lloyd College
- Carl H. Caldwell  
  Anderson University
- Thomas F. Flynn  
  Millikin University
- Marie J. Harris, CSJ  
  Avila College
- Patricia A. Matthews, IHM  
  Marywood University
- J. William Mocrief  
  Lyon College
- Janet W. Sheeran  
  Rockhurst College

**Deans Spouses Task Force**
- Carolyn R. Caldwell (chair)  
  Anderson University
- Patricia A. Frey  
  The University of Charleston
- Brenda F. Newman  
  Shorter College
- David E. Switzer  
  Manchester College
- Scottie Trebon  
  St. Norbert College
# CIC Members

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

**Alaska**
- Alaska Pacific University

**Arizona**
- Grand Canyon University
- Prescott College

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

**California**
- Azusa Pacific University
- California Baptist University
- California Lutheran University
- Chapman University
- College of Notre Dame
- Concordia University
- Dominican College of San Rafael
- Fresno Pacific University
- Golden Gate University
- Holy Names College
- Mills College
- Mount Saint Mary's College
- National-Louis University
- National University
- North Central College
- Olney University
- Principia College
- Quincy University
- Rockford College
- Saint Xavier University
- Trinity Christian College
- University of Saint Francis

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

**Connecticut**
- Albertus Magnus College
- Sacred Heart University
- Tekyo Post University

**Delaware**
- Wesley College
- Wilmington College

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

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

**Hawaii**
- Chaminade University of Honolulu

**Illinois**
- Aurora University
- Benedictine University
- Blackburn College
- Columbia College Chicago
- Dominican University
- Elmhurst College
- Eureka College
- Greenville College
- Illinois College
- Illinois Wesleyan University
- Kendall College
- Lewis University
- MacMurray College
- McKendree College
- Millikin University
- Monmouth College
- National-Louis University
- North Central College
- Olivet Nazarene University
- Principia College
- Quincy University
- Rockford College
- Saint Xavier University
- Trinity Christian College
- University of Saint Francis

**Indiana**
- Anderson University
- Bethel College
- Calumet College of Saint Joseph
- Franklin College of Indiana
- Goshen College
- Grace College
- Hanover College
- Huntington College
- Manchester College
- Marian College
- Saint Joseph's College
- Saint Mary's College
- Saint Mary-of-the-Woods College
- Taylor University
- Tri-State University
- University of Indianapolis
- University of Saint Francis
- Wabash College

**Iowa**
- Briar Cliff College
- Buena Vista University
- Central College
- Clarke College
- Dordt College
- Graceland College
- Grand View College
- Iowa Wesleyan College
- Loras College
- Marycrest International University
- Morningside College
- Mount Mercy College
- Saint Ambrose University
- Simpson College
- University of Dubuque
- Upper Iowa University
- Wartburg College

**Kansas**
- Baker University
- Benedictine College
- Bethany College
- Bethel College
- Friends University
- McPherson College
- MidAmerica Nazarene University
- Newman University
- Saint Mary College
- Southwestern College
- Sterling College
- Tabor College

**Kentucky**
- Alice Lloyd College
- Bellarmine College
- Berea College
- Brescia University
- Campbellsville University
- Cumberland College
- Georgetown College
- Kentucky Wesleyan College
- Lindsey Wilson College
- Midway College
- Pikeville College
- Spalding University
- Thomas More College
- Union College

**Louisiana**
- Dillard University

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

**Maryland**
- College of Notre Dame of Maryland
- Columbia Union College
- Loyola College in Maryland
- Mount Saint Mary’s College & Seminary
- Western Maryland College

**Massachusetts**
- Anna Maria College
- Assumption College
- Bradford College
- College of Our Lady of the Elms
- Curry College
- Eastern Nazarene College
- Emmanuel College
- Gordon College
- Hampshire College
- Lesley College
- Merrimack College
- Mount Holyoke College
- Nichols College
- Regis College
- Springfield College
- Stonehill College

**Michigan**
- Adrian College
- Cornerstone College
- Madonna University
- Marygrove College
<table>
<thead>
<tr>
<th>State</th>
<th>College Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hampshire</td>
<td>Colby-Sawyer College</td>
</tr>
<tr>
<td></td>
<td>Franklin Pierce College</td>
</tr>
<tr>
<td>Nevada</td>
<td>Sierra Nevada College</td>
</tr>
<tr>
<td>New Jersey</td>
<td>Bloomfield College</td>
</tr>
<tr>
<td></td>
<td>Caldwell College</td>
</tr>
<tr>
<td></td>
<td>Centenary College</td>
</tr>
<tr>
<td></td>
<td>College of Saint Elizabeth</td>
</tr>
<tr>
<td></td>
<td>Felician College</td>
</tr>
<tr>
<td></td>
<td>Georgian Court College</td>
</tr>
<tr>
<td></td>
<td>Saint Peter's College</td>
</tr>
<tr>
<td>New Mexico</td>
<td>College of Santa Fe</td>
</tr>
<tr>
<td></td>
<td>College of the Southwest</td>
</tr>
<tr>
<td>New York</td>
<td>College of Mount Saint Vincent</td>
</tr>
<tr>
<td></td>
<td>College of Saint Rose, The</td>
</tr>
<tr>
<td></td>
<td>Concordia College</td>
</tr>
<tr>
<td></td>
<td>D'Youville College</td>
</tr>
<tr>
<td></td>
<td>Dominican College of Blauvelt</td>
</tr>
<tr>
<td></td>
<td>Elmira College</td>
</tr>
<tr>
<td></td>
<td>Hartwick College</td>
</tr>
<tr>
<td></td>
<td>Houghton College</td>
</tr>
<tr>
<td></td>
<td>Ithaca College</td>
</tr>
<tr>
<td></td>
<td>Keuka College</td>
</tr>
<tr>
<td></td>
<td>Manhattanville College</td>
</tr>
<tr>
<td></td>
<td>Marymount College Tarrytown</td>
</tr>
<tr>
<td></td>
<td>Marymount Manhattan College</td>
</tr>
<tr>
<td></td>
<td>Medaille College</td>
</tr>
<tr>
<td></td>
<td>Molloy College</td>
</tr>
<tr>
<td></td>
<td>Mount Saint Mary College</td>
</tr>
<tr>
<td></td>
<td>Nazareth College of Rochester</td>
</tr>
<tr>
<td></td>
<td>Nyack College</td>
</tr>
<tr>
<td></td>
<td>Roberts Wesleyan College</td>
</tr>
<tr>
<td></td>
<td>Saint Bonaventure University</td>
</tr>
<tr>
<td></td>
<td>Saint Francis College</td>
</tr>
<tr>
<td></td>
<td>Saint John Fisher College</td>
</tr>
<tr>
<td></td>
<td>Saint Joseph's College</td>
</tr>
<tr>
<td></td>
<td>Saint Lawrence University</td>
</tr>
<tr>
<td></td>
<td>Saint Thomas Aquinas College</td>
</tr>
<tr>
<td></td>
<td>Utica College of Syracuse University</td>
</tr>
<tr>
<td></td>
<td>Wagner College</td>
</tr>
<tr>
<td>North Carolina</td>
<td>Barber-Scotia College</td>
</tr>
<tr>
<td></td>
<td>Barton College</td>
</tr>
<tr>
<td></td>
<td>Belmont Abbey College</td>
</tr>
<tr>
<td></td>
<td>Catawba College</td>
</tr>
<tr>
<td></td>
<td>Chowan College</td>
</tr>
<tr>
<td></td>
<td>Elon College</td>
</tr>
<tr>
<td></td>
<td>Gardner-Webb University</td>
</tr>
<tr>
<td></td>
<td>Greensboro College</td>
</tr>
<tr>
<td></td>
<td>Johnson C. Smith University</td>
</tr>
<tr>
<td></td>
<td>Lenoir-Rhyne College</td>
</tr>
<tr>
<td></td>
<td>Livingstone College</td>
</tr>
<tr>
<td></td>
<td>Mars Hill College</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>Albright College</td>
</tr>
<tr>
<td></td>
<td>Allegheny College</td>
</tr>
<tr>
<td></td>
<td>Allentown College of St. Francis D'sales</td>
</tr>
<tr>
<td></td>
<td>Alvernia College</td>
</tr>
<tr>
<td></td>
<td>Beaver College</td>
</tr>
<tr>
<td></td>
<td>Cabrini College</td>
</tr>
<tr>
<td></td>
<td>Carlow College</td>
</tr>
<tr>
<td></td>
<td>Cedar Crest College</td>
</tr>
<tr>
<td></td>
<td>Chatham College</td>
</tr>
<tr>
<td></td>
<td>Chestnut Hill College</td>
</tr>
<tr>
<td></td>
<td>College Misericordia</td>
</tr>
<tr>
<td></td>
<td>Duquesne University</td>
</tr>
<tr>
<td></td>
<td>Eastern College</td>
</tr>
<tr>
<td></td>
<td>Elizabethtown College</td>
</tr>
<tr>
<td></td>
<td>Franklin and Marshall College</td>
</tr>
<tr>
<td></td>
<td>Gannon University</td>
</tr>
<tr>
<td></td>
<td>Geneva College</td>
</tr>
<tr>
<td></td>
<td>Grove City College</td>
</tr>
<tr>
<td></td>
<td>Gwynedd-Mercy College</td>
</tr>
<tr>
<td></td>
<td>Holy Family College</td>
</tr>
<tr>
<td></td>
<td>Immaculata College</td>
</tr>
<tr>
<td></td>
<td>Junia College</td>
</tr>
<tr>
<td></td>
<td>King's College</td>
</tr>
<tr>
<td></td>
<td>La Roche College</td>
</tr>
<tr>
<td></td>
<td>Lebanon Valley College</td>
</tr>
<tr>
<td></td>
<td>Lycoming College</td>
</tr>
<tr>
<td></td>
<td>Marywood University</td>
</tr>
<tr>
<td></td>
<td>Mercyhurst College</td>
</tr>
<tr>
<td></td>
<td>Messiah College</td>
</tr>
<tr>
<td></td>
<td>Moravian College</td>
</tr>
<tr>
<td></td>
<td>Muhlenberg College</td>
</tr>
<tr>
<td></td>
<td>Neumann College</td>
</tr>
<tr>
<td></td>
<td>Philadelphia College of Textiles &amp; Science</td>
</tr>
<tr>
<td></td>
<td>Point Park College</td>
</tr>
<tr>
<td></td>
<td>Rosemont College</td>
</tr>
<tr>
<td></td>
<td>Saint Francis College</td>
</tr>
<tr>
<td></td>
<td>Saint Joseph's University</td>
</tr>
<tr>
<td></td>
<td>Saint Vincent College</td>
</tr>
<tr>
<td></td>
<td>Seton Hill College</td>
</tr>
<tr>
<td></td>
<td>Susquehanna University</td>
</tr>
<tr>
<td></td>
<td>Thiel College</td>
</tr>
<tr>
<td></td>
<td>Ursinus College</td>
</tr>
<tr>
<td></td>
<td>Washington &amp; Jefferson College</td>
</tr>
<tr>
<td></td>
<td>Waynesburg College</td>
</tr>
<tr>
<td></td>
<td>Westminster College</td>
</tr>
<tr>
<td></td>
<td>Widener University</td>
</tr>
<tr>
<td></td>
<td>Wilkes University</td>
</tr>
<tr>
<td></td>
<td>Wilson College</td>
</tr>
<tr>
<td></td>
<td>York College of Pennsylvania</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>Roger Williams University</td>
</tr>
<tr>
<td>South Carolina</td>
<td>Benedict College</td>
</tr>
<tr>
<td></td>
<td>Charleston Southern University</td>
</tr>
<tr>
<td></td>
<td>Claflin College</td>
</tr>
<tr>
<td></td>
<td>Coker College</td>
</tr>
<tr>
<td></td>
<td>Columbia College of South Carolina</td>
</tr>
<tr>
<td></td>
<td>Converse College</td>
</tr>
<tr>
<td></td>
<td>Erskine College</td>
</tr>
<tr>
<td></td>
<td>Limestone College</td>
</tr>
<tr>
<td></td>
<td>Morris College</td>
</tr>
<tr>
<td></td>
<td>Newberry College</td>
</tr>
<tr>
<td></td>
<td>Presbyterian College</td>
</tr>
<tr>
<td></td>
<td>Voorhees College</td>
</tr>
<tr>
<td></td>
<td>Wofford College</td>
</tr>
</tbody>
</table>
South Dakota
Dakota Wesleyan University
Mount Marty College

Tennessee
Bethel College
Carson-Newman College
Crichton College
Christian Brothers University
Fisk University
King College
Lambuth University
Le Moyne-Owen College
Lee University
Lincoln Memorial University
Maryville College
Milligan College
Trevecca Nazarene University
Tusculum College

Texas
East Texas Baptist University
Huston-Tillotson College
Jarvis Christian College
McMurry University
Our Lady of the Lake University
Paul Quinn College
Saint Edward's University
Texas College
Texas Lutheran University
Texas Wesleyan University
University of Saint Thomas
University of the Incarnate Word
Wiley College

Utah
Westminster College of Salt Lake City

Vermont
Bennington College
Goddard College
Green Mountain College
Marlboro College
Saint Michael's College
Southern Vermont College
Trinity College of Vermont

Virginia
Averett College
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hollins University
Lynchburg College
Marymount University
Randolph-Macon College
Randolph-Macon Woman's College
Roanoke College
Saint Paul's College
Shenandoah University
Sweet Briar College
Virginia Wesleyan College

Washington
Heritage College
Pacific Lutheran University
Saint Martin's College
Seattle Pacific University
Whitworth College

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

Wisconsin
Alverno College
Cardinal Stritch University
Carroll College
Carthage College
Concordia University Wisconsin
Edgewood College
Lakeland College
Marian College Fond du Lac
Mount Mary College
Mount Senario College
Northland College
Saint Norbert College
Silver Lake College
Viterbo College
Wisconsin Lutheran College

International Members
American College of Greece
Australian Catholic University
Franklin College of Switzerland
Richmond College-The American International University
Universidad Interamericana de Costa Rica

Affiliate Members
American Heritage Association
Association of Advanced Rabbinical & Talmudic Schools
Association of Independent Colleges & Universities of Nebraska
Association of Independent Colleges & Universities in New Jersey
Association of Independent Colleges & Universities of Ohio
Association of Presbyterian Colleges & Universities
Association of Private Universities of Central America
Association of Vermont Independent Colleges
Christian College Consortium
Church of the Nazarene
Coalition for Christian Colleges & Universities
Council for Advancement & Support of Education
Council for Higher Education/United Church of Christ
EDUCAUSE
Evangelical Lutheran Church America
Independent Colleges & Universities of Indiana
Independent Colleges & Universities of South Carolina
Independent Colleges of Indiana Foundation
Institute for Experiential Learning
LeaderShape, Inc.
Louisiana Association of Independent Colleges & Universities
National Association of Independent Colleges and Universities
National Association of Colleges/Universities Attorneys
National Association of Intercollegiate Athletics
North Carolina Association of Independent Colleges & Universities
Oklahoma Independent College Foundation, Inc.
United Methodist Church/The Board of Higher Education
United Negro College Fund
Washington Friends of Higher Education
Wisconsin Association of Independent Colleges & Universities
West Virginia Association of Independent Colleges
Connecting with CIC

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

Phone: 202-466-7230
Fax: 202-466-7238
E-mail: cic@cic.nche.edu

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

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

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

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

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

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

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

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

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

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

**CICSPOUSE-LIST**: Open to spouses of sitting presidents of CIC member institutions.

**CICTECH-LIST**: Open to information technology staff at CIC member institutions.