The Council of Independent Colleges (CIC) is an association of 767 nonprofit independent colleges and universities, state-based councils of independent colleges, and other higher education affiliates that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education's contributions to society.

CIC is the major national organization that focuses on services to leaders of independent colleges and universities and state-based councils. The Council offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. Founded in 1956, CIC conducts the largest annual conferences of college and university presidents and of chief academic officers in the United States.

CIC offers numerous programs and opportunities for campus leaders to learn from experts and share ideas. Among the key programs are:

- **Presidents Institute**—Signature annual meeting of college and university presidents—the largest in the country—focuses on institutional effectiveness, leadership, and the professional renewal of presidents; examines key aspects of the presidency; and includes sessions on financial management, fundraising, board relations, and enrollment management as well as a full program for presidential spouses and partners

- **New Presidents Program**—Two-day interactive workshop for presidents in their first or second year, and concurrently for their spouses or partners, led by seasoned colleagues and held annually in conjunction with the Presidents Institute

- **Presidents Governance Academy**—Highly participatory program for experienced CIC member presidents to sustain effective president-board relations and to strengthen governance policies and practices, held in conjunction with the Presidents Institute (supported by Henry Luce Foundation)

- **Conversation between Foundation Officers and College and University Presidents**—Biennial meeting exclusively for CIC member presidents and foundation leaders on issues of mutual interest (supported by TIAA)

- **Institute for Chief Academic Officers**—Annual meeting of CAOs—the largest in the country—blends practical programming with colleagueship and professional renewal and includes workshops for new chief academic officers and CAOs in their third or fourth year of service
• **Presidential Vocation and Institutional Mission Program**—Yearlong program to assist prospective presidents and their spouses or partners in affirming a sense of personal vocation, or “calling,” in relation to the missions of the institutions they might lead (supported by Lilly Endowment Inc.)

• **Network for Vocation in Undergraduate Education (NetVUE) Conference**—Biennial national conference that brings together teams of campus leaders with distinguished speakers and other experts to support vocational exploration programs for students (supported by Lilly Endowment Inc.)

• **Executive Leadership Academy**—Yearlong program to prepare vice presidents to serve as successful college presidents or to perform more effectively in their current positions (with American Association of State Colleges and Universities [AASCU], American Academic Leadership Institute [AALI], and Academic Search)

• **Senior Leadership Academy**—Yearlong program for mid-level campus administrators who aspire to senior leadership positions in independent colleges or universities (with AALI and Academic Search)

• **Workshops for Department and Division Chairs**—Annual series of regional workshops on major issues of concern to department leaders and deans, focused on departments in small and mid-sized independent colleges and universities

• **State Councils Annual Conference**—Annual conference for executive officers and staff of statewide consortia of private colleges that includes educational sessions, workshops, networking, and sharing of best practices
CIC offers a wide range of programs and services to strengthen teaching, learning, and the quality of education on independent college and university campuses, including:

- **Network for Vocation in Undergraduate Education (NetVUE)**—Membership network of 251 institutions formed to enrich the intellectual and theological exploration of vocation among undergraduate students through national and regional events, scholarly publications, faculty seminars, consulting services, grants to member colleges, and other programs and services (supported by Lilly Endowment Inc.)

- **CIC Online Course Sharing Consortium**—National consortium of institutions that share online courses among CIC members with similar educational goals and concerns for academic quality as well as a commitment to the liberal arts; the membership network facilitates the transfer of credits and financial aid between institutions to help students stay on track to graduate (with College Consortium)

- **Consortium for Instructional Excellence and Career Guidance**—Online course for faculty members to improve student learning, degree completion, and career placement through renewed emphasis on both instructional excellence and career guidance (with the Association of College and University Educators; supported by Strada Education Network)

- **Consortium for Online Humanities Instruction**—Project to explore the use of online teaching methods as feasible alternatives to traditional approaches in upper-level undergraduate courses in the humanities (with Ithaka S+R; supported by Andrew W. Mellon Foundation)

- **Consortium on Digital Resources for Teaching and Research**—Project to improve teaching and learning and enhance faculty and student/faculty research through a cost-effective online resource-management system that enables faculty members across disciplines to organize and access collections (with ITHAKA; supported by Andrew W. Mellon Foundation)

- **Humanities Research for the Public Good**—Initiative to support student research and public activities that make use of institutional collections from libraries, archives, or museums to address issues of importance to local communities (supported by Andrew W. Mellon Foundation)

- **Intergenerational Connections: Students Serving Older Adults**—Project designed to encourage college students to help older adults tackle key life challenges and by doing so acquire valuable service learning experiences (supported by AARP Foundation)

- **Diversity, Civility, and the Liberal Arts Institute**—Initiative to introduce faculty members and administrators to current research and best practices that will help students understand issues of diversity, civility, and the causes of social unrest that are prominent on campuses today (supported by Andrew W. Mellon Foundation)

- **Teaching Interfaith Understanding**—Seminars to help faculty members strengthen the teaching of interfaith understanding, develop new courses and resources, and encourage the development of an expanding network of faculty members who are committed to teaching this subject (with Interfaith Youth Core; supported by Henry Luce Foundation)

- **Seminars on Science Pedagogy**—Seminars in which teams from participating institutions receive intensive training that prepares them to implement research-based active learning in introductory science courses on their campuses (with Nobel Laureate physicist Carl E. Wieman; supported by W. M. Keck Foundation)
• **New Currents in Teaching Philosophy**—Institutes to provide faculty members in philosophy at CIC member colleges with opportunities to learn about successful, innovative approaches to the teaching of philosophy that will revitalize undergraduates' interest in the subject *(supported by Andrew W. Mellon Foundation)*

• **American History**—Seminars for faculty members in history and related fields on a topic in American history, led by a renowned expert *(with Gilder Lehrman Institute of American History; supported by Andrew W. Mellon Foundation)*

• **Ancient Greece in the Modern College Classroom**—Seminars at the Harvard University Center for Hellenic Studies for faculty members to explore the use of ancient Greek texts in undergraduate general education *(supported by Andrew W. Mellon Foundation)*

• **Teaching European Art in Context**—Weeklong seminars at leading museums to strengthen the teaching of art history at independent colleges and universities *(supported by Samuel H. Kress Foundation)*

• **Independent Pathways: Community College Transfer in the Liberal Arts**—Pilot program to create pathways that encourage community college students to pursue degrees in sociology and psychology at liberal arts colleges *(with North Carolina Independent Colleges and Universities; supported by Teagle Foundation)*

• **Woodrow Wilson Visiting Fellows**—Weeklong residential program that brings prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses for classes, seminars, workshops, lectures, and informal discussions

• **Tuition Exchange Program**—A benefit program that allows employees and their families at participating institutions to enroll tuition-free at hundreds of network campuses

**PROVIDING RESEARCH, NEWS, AND INFORMATION**

CIC offers a range of programs and services that help campuses make better use of data and research, assessment results, and benchmarking tools to improve teaching, learning, institutional planning, and decision making. CIC also produces publications and engages in outreach efforts that promote the distinctive qualities of the education offered by small and mid-sized, teaching-oriented, private colleges and universities. Programs and services include:

• **Key Indicators Tool (KIT)**—Confidential annual benchmarking report that provides member presidents with comparative performance indicators on students, faculty, revenues, and expenditures *(supported by Ruffalo Noel Levitz)*

• **Financial Indicators Tool (FIT)**—Companion to the KIT benchmarking report that provides member presidents with comparative indicators of institutional financial performance derived from key financial ratios *(supported by Ruffalo Noel Levitz)*

• **Charts and Data**—An expanding collection of research and comparative data on the educational quality, affordability, and outcomes of independent colleges and universities

• **State Council Benchmarking**—Management information tool for State Councils that makes possible a comparison of fundraising programs with peer organizations
• **Studies, Reports, and Briefs**—Prepared periodically on selected higher education issues and available on the CIC website; recent publications include *Taking the Field: Intercollegiate Athletics on CIC Campuses*; *The Independent College Presidency: 1986–2016*; *Innovation and the Independent College: Examples from the Sector*; and “Student Debt: Myths and Facts” (Sixth Edition)

• **Talking about Private Colleges: Busting the Myths**—Series of regional workshops for CIC member institutions designed to inform faculty and staff conversations with friends, neighbors, and the public about independent higher education

• **Media Relations**—Columns, op-eds, and interviews that provide perspectives on the independent college sector; meetings of member presidents with representatives of the *New York Times*, *Washington Post*, *Chronicle of Higher Education*, *Inside Higher Ed*, and other major news media

• **Social Media Activities**—CIC’s main Twitter feed (@CICnotes) as well as feeds for the liberal arts (@SmartColleges) and the NetVUE community (@VocationMatters); and CIC’s LinkedIn page

• **Independent Newsletter**—Includes information on CIC’s latest programs and services as well as a presidential column on higher education issues, briefs on higher education research, and news highlights from member institutions

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**OFFERING GRANTS AND SCHOLARSHIPS**

CIC’s grant and scholarship programs provide financial resources for independent colleges and universities, State Councils, and students. Programs include:

• **NetVUE Grant Programs**—Professional Development Awards (to enhance the expertise of faculty and staff members in undergraduate vocational initiatives); Program Development Grants (to develop or expand campus programs that are already underway); Vocation across the Academy Grants (to expand ongoing programming in the intellectual and theological exploration of vocation across the liberal arts and applied professional fields) *(supported by Lilly Endowment Inc.)*

• **State Council Grant Programs**—First Opportunity Partners grants (to increase college access and success of first-generation, low-income, minority, and new American students); Scholarship Challenge Grants (to leverage additional gifts for scholarships); National Venture Fund grants (to support collaborative projects for State Councils’ members); and Capacity-Building Grants (to enhance State Councils’ capacity to raise money) *(supported by UPS Foundation)*

• **CIC/UPS Scholarships Program**—Provides funds for every college that is a member of its State Council to award a need-based scholarship to a first-generation, low-income, minority, or new American student

• **CIC/SAGE Scholarships Program**—Provides funds for incoming first-year and sophomore students at select institutions that are members of CIC, a designated CIC State Council, and SAGE Scholars Tuition Rewards; supports students’ financial needs beyond tuition incurred in pursuit of a four-year degree *(supported by SAGE Scholars)*

• **Davies-Jackson Scholarship Program**—Awards high-achieving, first-generation graduates of private colleges with scholarships to attend St. John’s College of the University of Cambridge (UK)
Through collaborations and partnerships, CIC helps member institutions offer programs and services that are cost-effective and efficient. Among the many CIC-sponsored collaborations are:

- **American Academic Leadership Institute**—Partnership to provide leadership development programs (with AASCU and Academic Search)

- **American Councils for International Education**—Partnership that provides CIC member colleges and universities access to programs and services that advance campus internationalization and international exchanges

- **Association for the Study of Higher Education-CIC Collaboration**—A research-to-practice collaboration to strengthen the linkage between empirical research and institutional practice, including the 2017 volume *The Challenge of Independent Colleges: Moving Research into Practice*

- **Mexican Federation of Private Institutions of Higher Education (FIMPES), Mexican Association of Universities and Higher Education Institutions (ANUIES), and Santander Universidades and Universia**—Partnerships to increase exchanges between and collaboration among CIC member institutions and private universities in Mexico

- **New York Times Partnership**—Access to materials, speakers, and special programs including a day-long workshop at the Times for student newspaper editors

- **Student Aid Alliance**—A coalition of higher education organizations that work to ensure all qualified students are able to go to college regardless of their financial need and that federal aid for students will increase
CIC connects campus leaders nationally in a variety of ways:

- **Listservs**—Email discussion platforms exclusively for presidents; chief academic officers; deans; department and division chairs; presidential assistants; officers in advancement, finance, institutional research, public relations, and student affairs; presidential spouses and partners; State Council executives; and Tuition Exchange Program liaisons

- **Online Communities**—Web-based platforms to facilitate confidential networking, communication, and collaboration among program participants through discussion boards, document and resource libraries, multimedia sharing, and community announcements

- **Task Forces and Advisory Councils**—Representative groups from member institutions that assist in planning the Presidents Institute, New Presidents Program, Presidential Spouses and Partners Program, and Institute for Chief Academic Officers; and advisory councils that help guide programming for NetVUE and State Council programs