# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE OPPORTUNITY</td>
<td>3</td>
</tr>
<tr>
<td>ABOUT CIC</td>
<td>4</td>
</tr>
<tr>
<td>PROGRAMS &amp; SERVICES</td>
<td>5</td>
</tr>
<tr>
<td>RECENT HIGHLIGHTS</td>
<td>5</td>
</tr>
<tr>
<td>MEMBERSHIP &amp; BENEFITS</td>
<td>6</td>
</tr>
<tr>
<td>FINANCES</td>
<td>7</td>
</tr>
<tr>
<td>GOVERNANCE</td>
<td>7</td>
</tr>
<tr>
<td>STAFF &amp; SENIOR ADVISORS</td>
<td>8</td>
</tr>
<tr>
<td>LEADERSHIP AGENDA</td>
<td>8</td>
</tr>
<tr>
<td>DESIRED CHARACTERISTICS &amp; PERSONAL QUALITIES</td>
<td>9</td>
</tr>
<tr>
<td>APPLICATION PROCESS</td>
<td>9</td>
</tr>
<tr>
<td>SIGNATURE PROGRAMS &amp; SERVICES</td>
<td>10</td>
</tr>
</tbody>
</table>
The Board of Directors of the Council of Independent Colleges (CIC) invites applications and nominations for a visionary, dynamic, and entrepreneurial leader to serve as its next President. After twenty years of exceptional leadership by Richard Ekman, CIC enjoys strong membership, enviable finances, highly regarded programs, and excellent relationships with member institutions and key funders. The new president will build on this impressive legacy while building new strength during a time of transformation and opportunity for independent higher education. The position will begin in July 2021.
Based in Washington, D.C., the Council of Independent Colleges is an association of nonprofit independent colleges and universities that has worked since 1956 to support college and university leadership, advance institutional excellence, and enhance public understanding of the important contributions made by independent higher education to society.

The Council serves nearly 700 independent colleges and universities across the United States and the world, including liberal arts, comprehensive, four-year, two-year, and international institutions. Members represent the full spectrum of independent higher education, from selective liberal arts colleges to medium-sized private universities to religious colleges to historically black colleges to single-sex institutions. In addition, more than 50 national, state, and regional organizations are Affiliate Members, and 27 state associations are State Council Members as the result of a merger with the Foundation for Independent Higher Education in 2010.

CIC benefits from a loyal and active membership, strong support from sponsors and foundations, an engaged Board of Directors, and a talented administration to fulfill its mission. Through an evolving agenda of programs and services, CIC works to foster institutional innovation, promote educational exchange, and encourage ongoing leadership development in order to strengthen the role played by independent colleges and universities in the landscape of 21st-century higher education.

The Council of Independent Colleges was founded in 1956, when the presidents of 63 small independent colleges decided that none of the existing national organizations spoke to the issues most important to them. First called the Council for the Advancement of Small Colleges, the organization limited membership to schools with fewer than 500 full-time students. For some founding members, accreditation was an issue; for others, it was gaining visibility in foundation and corporation circles. The mission from the start was to build a self-help organization for small colleges.

In 1969, CIC moved to its present headquarters at the National Center for Higher Education at One Dupont Circle. In 1974, Gary H. Quehl left the consortium of colleges in central New York State to become CIC’s executive director. He was followed in 1986 by Allan P. Splete, who had earlier served as president of Westminster College in Pennsylvania. Richard Ekman succeeded Splete in 2000.

Growth in membership has been steady over the past 40 years—from about 250 members in the early 1980s to nearly 700 in 2020, and the profile of the institutions has evolved with it. If CIC at first represented very small residential liberal arts colleges, it now supports a range of small and mid-sized institutions with a mix of liberal arts and pre-professional programs, as well as sizeable graduate programs, many of which are offered online. In 1981, the name of the organization was changed to the Council of Independent Colleges in recognition of its enlarged scope.

Today, CIC offers a broad array of programs and services for members. It has also established strong partnerships with higher education organizations and associations. Generous and sustained support from foundations, corporations, small businesses, and government agencies has fueled this growth.
As the major national organization providing professional development to leaders of independent colleges and universities, CIC offers conferences, seminars, and other programs that help institutions improve the quality of education, administrative and financial performance, and institutional visibility. CIC also provides support to state fundraising associations that organize programs and generate contributions for private colleges and universities. The current range of programs and services, detailed on the CIC website, fall into four broad categories:

- Conferences and large-scale meetings for institutional leaders
- Seminars and workshops focused on faculty development
- Unique member services, such as priority access to the Network on Vocation in Undergraduate Education (NetVUE), the Online Course Sharing Consortium, the Tuition Exchange Program, the CIC Visiting Fellows Program, and annual reports on Key Indicators for higher education
- Institutional research on timely issues

CIC has regularly garnered major support from foundations to benefit its membership. Significant grants since 2018 include $9M from the Lilly Endowment to support NetVUE and $2.67M from the Andrew W. Mellon Foundation to create a national network exploring the “Legacies of American Slavery.” Other grants have supported new programs on “Deliberation and Debate” and on Open Education Resources. New services have been launched, as well, most notably the Online Course Sharing Consortium that allows institutions to benefit from online courses taught across the member network. Most recently, to support presidents through the pandemic in the spring and summer of 2020, CIC offered a series of timely webinars, while developing the capacity to deliver its two signature institutes, for Presidents and for Chief Academic Officers, in an immersive online format. The evidence of the past eight months demonstrates the Council’s dedication to fulfilling its mission of responding to the immediate needs of members and to the challenges of independent higher education more broadly. The annual report outlines the full range of CIC’s activities.
MEMBERSHIP & BENEFITS

CIC provides flexible membership options and offers three different types for independent, degree-granting institutions: Institutional, for small to midsize, non-profit, baccalaureate colleges and universities of liberal arts; International, for baccalaureate institutions whose programs and facilities are located outside the United States and meet accreditation standards set by the governing body of education in their home country that is deemed comparable to that of American independent liberal arts institutions; and Associate, for small to midsize, non-profit, associate’s degree-granting colleges of liberal arts.

In addition to the institutional membership categories, there are Affiliate and State Council memberships for nonprofit educational associations/organizations and state associations/consortia, respectively, that serve independent colleges and universities. Affiliate members can participate in some of the programs and access many of the same resources and tools available to institutional members. Among the benefits for State Council Members are the ability to provide, in collaboration with CIC, grants and scholarship funds for their member institutions, including grants for Capacity-Building, Scholarship Challenge, National Venture Fund, and First Opportunity Partners Grants, and UPS Scholarships for first-generation, low-income, minority, and new American students.
The Council of Independent Colleges operates on a July 1–June 30 fiscal year. For 2019–2020, the operating budget was roughly $7 million; the total activities budget, including foundation grant supported programs and projects, was about $13 million. On June 30, 2020, CIC had total liabilities and net assets of $74 million. Assets included approximately $12 million in Reserves, and nearly $43 million in CIC/UPS Educational Endowment, which is designated to support the work of CIC’s State Council members and their member colleges and universities.

CIC receives approximately 40 percent of its annual revenue from membership dues and event registrations, while foundation grants and corporate support account for another 35–40 percent. The remaining 20–25 percent is drawn from the CIC/UPS Educational Endowment and other income sources, including interest and dividends. (Funds from the CIC/UPS Education Endowment are passed through CIC to the State Council Members.)

The majority of CIC’s yearly expenses (about 60 percent) are related to its programs, projects, and services, and approximately 25 percent are grants and scholarships that CIC makes available to its members. Administrative and support services account for less than 15 percent of CIC’s total annual expenses.

The Council is governed by the Board of Directors, with the power to set policy, and to direct and manage the affairs of CIC. The Board also has the responsibility not only of appointing the president but also of advising, supporting, and assessing the president. The Board conducts its work through nine Committees during semiannual meetings.

The Board is made of a representative group of both sitting presidents and executives in business and philanthropy. One spot on the Board of Directors is reserved for the State Councils Presiding Officer, and a second spot may be reserved for another individual, likely a college president, related to a State Council. Eight Board members, designated officers, constitute the Executive Committee; the president of CIC also is a voting member. Board members are elected in January to three-year terms. College and university presidents must rotate off the Board after completing a full three-year term, unless they are chosen to serve as officers, and other Board members may be re-elected to the Board after completion of a full three-year term. The Executive Committee members serve terms of two years.
STAFF & SENIOR ADVISORS

The president leads an accomplished and diverse staff of 25 full-time (with one part-time) staff members who support the operations of the Council. A cadre of 25 senior advisors are appointed on a contractual basis to support specific CIC programs and member services.

LEADERSHIP AGENDA

The next president of CIC inherits a strong organization with a robust record of success in serving its members and therefore, because of that success, strong potential for ongoing growth and evolution. The next president will be an entrepreneurial leader and a national spokesperson for the cause of independent higher education, supporting member institutions during a dynamic time by:

• Celebrating the unique contributions of independent higher education, while nimbly addressing both near- and long-term opportunities for CIC and its members;
• Embracing the excellence and diversity among the membership and meeting collective needs through ever more effective programs and services focused on timely issues;
• Serving as the leading voice for the sector in an era of increased skepticism about the value of college and concern about changing demographics, rising costs, and student debt;
• Convening institutional leaders in authentic and difficult conversations around the most critical issues facing the sector in order to enable solutions that benefit everyone;
• Working with funders to increase the resources available to members in support of their unique missions and in pursuit of the common good;
• Advancing partnerships among member institutions, higher education associations, foundations, and other philanthropic organizations to generate new opportunities for independent colleges and universities; and
• Serving as an exemplary administrative leader and manager, both inspiring the highly talented CIC staff and directing their work in support of member institutions and the sector.
The new president, possessing a range of strong leadership qualities, will have:

- A history of distinguished leadership in higher education and the gravitas to represent the robust, diverse membership of CIC with credibility, passion, and conviction;
- A demonstrated passion for and history of success in independent higher education;
- Excellent communication skills and the ability to inspire others through writing and speaking within the association, the higher education secretariate, and beyond;
- An innovative, entrepreneurial approach to meeting the challenges of the future, and a record of having been a successful leader of change;
- A commitment to and record of advocating for diversity, equity, and inclusion;
- An ability to both “lead and do” within the context of a small, member-based organization; and
- An abundance of EQ with the ability to relate well to a broad range of constituencies, including members, staff, funders, and other leaders.

APPLICATION PROCESS

Nominations, applications, and inquiries may be sent in complete confidence. Applications must include a letter of interest, curriculum vitae, and the names and full contact information of five references (who will not be contacted without permission). All materials must be submitted to: CICPresident@academicsearch.org.

The position is open until filled but only applications received by January 11, 2021 can be assured full consideration. CIC is being assisted by Academic Search. Confidential discussions about this opportunity may be arranged by contacting consultants Ann Die Hasselmo at Ann.Hasselmo@academicsearch.org, Jay Lemons at Jay.Lemons@academicsearch.org, or Jennifer Kooker at Jennifer.Kooker@academicsearch.org.
Key CIC programs are listed below. A more comprehensive listing is available in the latest CIC brochure.

DEVELOPING LEADERS

- Presidents Institute—Signature annual meeting of college and university presidents—the largest of its kind—focuses on institutional effectiveness, leadership, and the professional renewal of presidents; examines key aspects of the presidency; and includes sessions on strategic planning, financial management, fundraising, board relations, and enrollment management as well as a full program for presidential spouses and partners
- Institute for Chief Academic Officers—Annual meeting of CAOs—the largest annual gathering of CAOs—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
- 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 strengthen vocational exploration programs for students (supported by Lilly Endowment Inc.)
- 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

IMPROVING EDUCATIONAL EFFECTIVENESS

- CIC Online Course Sharing Consortium—Consortium of CIC member institutions that share online courses to meet curricular needs, improve retention and degree completion, streamline payments and reporting, and increase institutional revenue (with Acadeum)
- Humanities Research for the Public Good—Initiative to support student research and public activities that make use of institutional research collections to address issues of public importance in collaboration with community-based organizations (supported by The Andrew W. Mellon Foundation)
- Deliberation & Debate: Advancing Civil Discourse through Courses for First-Year Students—Workshops for faculty members who prepare first-year students for the challenges and open exchange of ideas that are elements of a rigorous liberal arts education (supported by Charles Koch Foundation)
- Legacies of American Slavery: Reckoning with the Past—Initiative to explore the enduring impact of American slavery by creating a national network of member colleges and community partners to develop academic and public programs on the legacies of
slavery with the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University (supported by The Andrew W. Mellon 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 can revitalize philosophy instruction and undergraduates’ interest in the subject (supported by The Andrew W. Mellon Foundation)

- Visiting Fellows Program—Customized multiday residencies that bring 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

- 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 [RNL])

- 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 RNL)

- Studies, Reports, and Briefs—Recent publications include A Study of Chief Academic Officers at Independent Colleges and Universities, 2009–2019; Strengthening the STEM Pipeline Part II: The Contributions of Small and Mid-Sized Independent Colleges in Preparing Underrepresented Students in STEM; Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges; and Digest of Recent Research, Seventh Edition (supported by Spencer Foundation)


OFFERING GRANTS AND SCHOLARSHIPS

- 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 across the liberal arts and applied professional fields; and Grants for Reframing the Institutional Saga, to create updated accounts of mission and history (supported by Lilly Endowment Inc.)

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

- CIC/UPS Scholarships Program—Provides funds for colleges that are members of their State Council to award a need-based scholarship to a first-generation, low-income, minority, or new American student
ABOUT ACADEMIC SEARCH

Academic Search is assisting the Council of Independent Colleges in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.

Institutions Featured:
Loyola University Maryland (MD) – Cover
Wheaton College (IL) – Cover
Trinity University (TX) – Cover
Colorado College (CO) – Cover
Dillard University (LA) – Cover
Alderson Broaddus University (WV) – Page 6
Pitzer College (CA) – Page 7
Middlebury College (VT) – Page 9