This President’s Report provides an update on CIC programs and activities during summer and fall 2017 and plans for the remaining 2017–2018 membership year. These activities are grouped under two large headings—programmatic capacity and organizational capacity.

- Institutional Membership continues to increase and is now at 656. Already 12 institutions have joined for the 2017–2018 year.

- Twenty presidents will participate in the Presidents Governance Academy (supported by the Henry Luce Foundation) on January 3–4. CIC has received a large amount of interest in the academy and is maintaining an active waitlist. Also on January 3–4, 52 presidents will participate in the New Presidents Program and 38 spouses and partners in the parallel program.

- Planning for the next State Councils Annual Conference, “The Power of Partnerships,” is underway. The conference will take place April 29–May 1 in St. Louis, Missouri.

- The first Diversity, Civility, and the Liberal Arts Institute (supported by the Andrew W. Mellon Foundation) will be held in Atlanta, Georgia, on June 3–6, 2018. In November, 83 institutions applied to be one of 25 teams participating in the Institute.

- CIC announced the 2018 College Media Conference, “Real News: Taking Higher Education’s Story to the Media,” in the fall. The conference will be held in partnership with the American Association of State Colleges and Universities (AASCU) June 25–27, 2018.

- The 29th annual Conversation between Foundation Officers and College and University Presidents will take place at TIAA Headquarters on October 15, 2018.

- Registrations for the November Institute for Chief Academic and Chief Student Affairs Officers in San Antonio, Texas, were strong. Sponsor support for the Institute far exceeded the previous record level.

- Members of the 2017–2018 cohort of the Senior Leadership Academy (SLA) met for the first time November 3–5, 2017, prior to and during the Institute for Chief Academic Officers. The 45-person cohort includes 12 women and people of color whose participation has been subsidized by a grant from the American Express Foundation. Twenty-six SLA participants also participated in the Institute.

- During the fall, CIC announced the spring and summer 2018 programs. Opportunities include: the 2018–2019 Executive Leadership Academy, cosponsored by the American Academic Leadership Institute (AALI) and AASCU (Deadline: January 12); a seminar on Teaching Interfaith Understanding led by Laurie Patton, president of Middlebury College, and Eboo Patel, founder and president of Interfaith Youth Core, and supported by the Henry Luce Foundation (Deadline: January 19); a seminar, “Traveling with Pausanias through Greece,” cosponsored by the Center for Hellenic Studies and supported by the Andrew W. Mellon Foundation and led by Gregory Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of the Center for Hellenic Studies of Harvard
University, and Kenneth Scott Morrell, associate professor of Greek and Roman studies at Rhodes College and director of fellowships and curricular development at the Center for Hellenic Studies. The seminar will travel to historical sites across Greece (Deadline: January 19); an American history seminar, “The Civil War in American Memory” supported by the Andrew W. Mellon Foundation and led by David W. Blight, Class of 1954 Professor of American History and director, Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, Yale University (Deadline: January 26); the 2018–2019 Senior Leadership Academy, which is offered in partnership with AALI (Deadline: January 26); and the 2018–2019 Presidential Vocation and Institutional Mission program, supported by Lilly Endowment Inc. and led by Fred Ohles, CIC senior advisor and president of Nebraska Wesleyan University (Deadline: February 8). CIC also announced in the fall the 2018–2019 Intergenerational Connections: Students Serving Older Adults project grant availability (Deadline: February 16), as well as renewal grants for participants in the first (2017–2018) cohort (Deadline: February 1).

- The 42 campus teams participating in the Consortium on Digital Resources for Teaching and Research (supported by the Andrew W. Mellon Foundation) met for the final time in early September in Washington, DC. The workshop focused on sustaining faculty members’ use in the classroom of material collections managed in the JSTOR Forum platform (previously named Shared Shelf).

- Participants in the second cohort of the Consortium for Online Humanities Instruction (supported by the Andrew W. Mellon Foundation) met for the second time in early August in Washington, DC. Campus teams reviewed progress to date, discussed best practices for institutional collaboration, and prepared for the second iteration of online courses.

- In July, CIC distributed $1,518,000 in CIC/UPS Scholarships to 29 State Councils, which they redistributed to each of their member institutions as $2,750 student scholarships for 2017–2018. Other scholarships supported through the CIC/UPS Educational Endowment and distributed through the State Councils included grants totaling $32,500 to support nine Dorothea M. Waterbury Scholarships for institutions in New England, and five named legacy scholarships to five State Councils for use by designated institutions in their states. In addition, recent provisional grants, pending raising matching funds, made for 2017–2018 include $105,000 to five State Councils for the Scholarship Challenge Grant Program.

- In July, CIC worked with SAGE Scholars, Inc. to provide $2,500 emergency scholarships to 16 private colleges and universities in New York State that are members of both CIC and SAGE Scholars. The scholarships, supported by SAGE Scholars, were made available to offset the negative effects of New York’s Excelsior Scholarship on independent colleges and universities.
Programmatic Capacity
CIC’s efforts to assist independent colleges and universities are reported here under four headings: Conferences and Other Events; Projects, Programs, and Services; Communications; and Other Opportunities.

Conferences and Other Events
CIC’s conferences and other events provide senior campus leaders and other administrators with opportunities for professional development and personal renewal.

Presidents Institute. CIC’s premier annual event is the largest annual gathering of college and university presidents in the country. The 2018 Presidents Institute will be held January 4–7 at the Diplomat Hotel in Hollywood, Florida, with the theme “Pathways to Excellence: Resilience and Innovation.” Independent colleges and universities have long histories as pioneers of new pedagogies, as early responders to changes in market conditions, and as nimble sentinels of social and economic challenges. But the future of higher education is less well defined than ever and is constrained by smaller operating margins, changing demographics, and a rapidly changing work environment. These challenges call for independent colleges and universities to be even more agile, flexible, innovative, and resilient.

### 2018 Participants
(as of December 8, 2017)

<table>
<thead>
<tr>
<th></th>
<th>Member</th>
<th>Nonmember</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>College Presidents</td>
<td>349</td>
<td>20</td>
<td>369</td>
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<tr>
<td>Spouses and Partners</td>
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<td>State Council Executives</td>
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<td>TOTAL</td>
<td>544</td>
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<tr>
<td>New Presidents</td>
<td>46</td>
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<td>52</td>
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Theme: “Pathways to Excellence: Resilience and Innovation”
Dates and Location: January 4–7, 2018, Hollywood, Florida
Participation Goal: 50 percent of member presidents
Advisory Groups: Board of Directors Programs Committee; Presidents Institute Spouses and Partners Task Force
Plenary Speakers: Valerie B. Jarrett, former senior advisor to President Barack Obama; David Leonhardt, op-ed columnist and founding editor of the New York Times’s “The Upshot”; Mary B. Marcy, president, Dominican University of California; Christopher C. Morphew, dean, School of Education, Johns Hopkins University; Michael D. Rhodin, former senior vice president, Watson Business Development, IBM; Kevin M. Ross, president, Lynn University; Carl J. Strikwerda, president, Elizabethtown College; John I. Williams, Jr., president, Muhlenberg College
Institute for Chief Academic Officers. The 45th Institute for Chief Academic Officers to which chief student affairs officers were invited was held November 4–7, 2017, in San Antonio, Texas. Chief diversity officers and academic team members also participated with the CAO and CSAO. Under the Institute theme of “Preparing All Students for Civic Participation,” sessions focused on changes in the core responsibilities of the chief academic officer and the chief student affairs officer. In today’s higher education environment, creating and sustaining strong communication and cooperation between these two officers is essential for institutional success; and both must be prepared to lead seamlessly integrated teams that are committed to the institution’s distinctive mission.

<table>
<thead>
<tr>
<th>2017 Participants</th>
<th>Member</th>
<th>Nonmember</th>
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</tr>
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<tbody>
<tr>
<td>Chief Academic Officers</td>
<td>250</td>
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<tr>
<td>Other Academic Officers</td>
<td>133</td>
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<td>153</td>
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<tr>
<td>Chief Student Affairs Officers</td>
<td>116</td>
<td>3</td>
<td>119</td>
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<tr>
<td>TOTAL</td>
<td>499</td>
<td>29</td>
<td>528</td>
</tr>
<tr>
<td>Spouses and Partners</td>
<td></td>
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<td>10</td>
</tr>
<tr>
<td>Institutions Represented</td>
<td></td>
<td></td>
<td>295</td>
</tr>
</tbody>
</table>

The 46th Institute for Chief Academic Officers—to which chief financial and chief enrollment officers will be invited—will be held November 3–6, 2018, in St. Louis, Missouri.

College Media Conference. The 32nd College Media Conference will take place June 25–27, 2018, at the Capital Hilton in Washington, DC. Focused on the theme, “Real News: Taking Higher Education’s Story to the Media,” the conference will bring leading journalists from national digital, print, and broadcast media together with college and university PR professionals to build working relationships and strengthen understanding. Communications trainer Michael Smart, Money magazine reporter Kaitlin Mulhere, and others will join reporters from the Washington Post, New York Times, USA Today, Chronicle of Higher Education, NPR, and other news outlets to explore higher education coverage in national media. A “save the date” postcard was disseminated in November; registration will open in late January.

<table>
<thead>
<tr>
<th>Theme:</th>
<th>“Real News: Taking Higher Education’s Story to the Media”</th>
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<tbody>
<tr>
<td>Dates and Location:</td>
<td>June 25–27, 2018, Washington, DC</td>
</tr>
<tr>
<td>Advisory Group:</td>
<td>Board of Directors Public Information Committee</td>
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</table>
**Conversation between Foundation Officers and College and University Presidents.** The 2018 Foundation Conversation will take place October 15 at TIAA headquarters in New York City. The half-day event will discuss the topic, “Philanthropy in a Changing Context: Foundations and Independent Higher Education,” and consist of several sessions led by foundation leaders as well as small group discussions over lunch.

- **Theme:** “Philanthropy in a Changing Context: Foundations and Independent Higher Education”
- **Date and Location:** October 15, 2018, New York, New York
- **Advisory Group:** Board of Directors Resource Development Committee

**State Councils Annual Conference.** This annual meeting provides an opportunity for CIC State Council executives and key staff to explore emerging trends in independent higher education and how they can most effectively benefit their member institutions through resources and connections with other organizations. The 2018 CIC State Councils Annual Conference will take place April 29–May 1, at the Four Seasons Hotel in St. Louis, Missouri. The conference theme, “The Power of Partnerships,” reflects the pivotal role State Councils serve in addressing the needs of their member institutions by facilitating access to resources from foundations, corporations, and CIC. Conference registration will open in January.

- **Theme:** “The Power of Partnerships”
- **Dates and Location:** April 29–May 1, 2018, St. Louis, Missouri
- **Participation Goal:** 50 State Council executives and staff members
- **Advisory Group:** State Councils Advisory Committee
- **Speakers:** John Meslow, founder and program director, Mayo Innovation Scholars program, Minnesota Private College Fund; Michael Schmidt, director, Education and Community Development, Ford Motor Company Fund and Community Services

**Projects, Programs, and Services**

CIC’s projects, programs, and services provide opportunities for program development and institutional improvement in key areas, leadership development for senior campus leaders, and faculty development workshops, as well as programs and services for State Council Members. Several initiatives provide information and technical assistance to institutions.

**1. Institutional Development Programs and Services**

*Securing America’s Future.* For more than three years, CIC’s public information campaign—*Securing America’s Future: The Power of Liberal Arts Education*—provided presidents and other campus leaders with a rich array of resources to demonstrate the value of a liberal arts education and the effectiveness of smaller independent colleges and universities. Through its *Project on the Future of Independent Higher Education*, CIC provided presidents and other campus leaders with research-based insights into how they can revise their institutional business models to thrive in today’s challenging market. In 2016, these two efforts were integrated into a single CIC initiative, *Securing America’s Future*. Funders of initiative activities in 2016–2017 included the Arthur Vining Davis Foundations, Endeavor Foundation, Lumina Foundation for Education, National Endowment for the Humanities, and TIAA Institute.
The signature activity of *Securing America’s Future* in 2016–2017 was a series of eight free workshops hosted by CIC member presidents on campuses across the nation. The goal of these workshops was to help member colleges and universities prepare for the future more effectively and become more engaged in promoting the value of the liberal arts and independent colleges and universities. The one-day gatherings, facilitated by S. Georgia Nugent, senior fellow, CIC, and president emerita, Kenyon College, brought together teams of presidents, chief academic officers, other administrators, and faculty leaders to explore key trends in higher education and society, the pressures individual colleges and universities face, and potential solutions that can be pursued at their institutions. Presenters at each workshop included higher education researchers as well as innovative CIC member presidents who have revitalized their institutional business models. A total of 488 campus leaders from 121 CIC member institutions participated in the workshops.

In early 2018, CIC will disseminate a summary report to inform all members of the results and impact of the workshop series and to inspire similar activities on many more campuses. The report will highlight examples of mission-driven innovation offered by workshop participants. A print version of the innovations report will be supplemented by a web-based presentation designed to encourage sharing of practical models of innovation and specific strategies for change.

CIC has extended elements of the *Securing America’s Future* initiative in 2017–2018:

- S. Georgia Nugent, CIC senior fellow, assists with workshop follow-up and report preparation, engages in social media, writes op-eds and blog posts, delivers conference and meeting presentations, participates in media briefings, and co-leads guidance counselor engagement;
- Staff preparation of two research briefs that build on key themes that emerged during the workshops: sustaining the centrality of the liberal arts at independent colleges and universities and the role of the liberal arts in the training of health care professionals.
- Updating content and design of the “Making the Case” section of the CIC website by spring 2018;
- Georgia Nugent and Laura Wilcox represented CIC at the November 2017 meeting of the Independent Educational Consultants Association (IECA) in Washington, DC;
- Continued presence on social media through Twitter (@CICnotes) and a new CIC page on LinkedIn; and
- Meetings and speeches—conducted by Richard Ekman and Georgia Nugent—with State Council executives and their boards, editorial boards, and journalists.

*Diversity, Civility, and the Liberal Arts Institute.* In December 2016, the Andrew W. Mellon Foundation awarded CIC a grant to support a new initiative, Diversity, Civility, and the Liberal Arts Institute. The purpose of the two annual Institutes initially funded is to deepen participants’ understanding of important scholarly works that should be more prominent in campus discussions of such issues as prejudice, racism, intolerance, histories of discrimination and inequality, and to provide effective methods for achieving social and political change. CIC announced the project and the first Institute in September 2017 with an application deadline of November 17. CIC received applications from 83 member colleges and universities; participants will be notified in January 2018. Each institution will be represented by a team composed of two faculty members and two administrators. Teams will be expected to develop a feasible plan to incorporate the content of the workshop into
curricular and co-curricular activities on their campus. A second Institute will be offered in 2019 with space for another 25 institutions.

Dates and Location: June 3–6, 2018, Atlanta, Georgia
Funding: Andrew W. Mellon Foundation
Senior Advisor: Beverly Daniel Tatum, president emerita, Spelman College
Presenters: Danielle S. Allen, James Bryant Conant University Professor, Harvard University; David W. Blight, Class of 1954 Professor of American History and director, Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, Yale University; Geoffrey Cohen, James G. March Professor of Organizational Studies in Education and Business, Stanford University; Cathy N. Davidson, Distinguished Professor, CUNY Graduate Center; Nathan D. Grawe, Ada M. Harrison Distinguished Teaching Professor in the Social Sciences, Carleton College; Allan Metcalf, Professor of English, MacMurray College; Eboo Patel, Founder and President, Interfaith Youth Core; Craig Steven Wilder, Barton L. Weller Professor of History, MIT; Eileen B. Wilson-Oyelaran, President Emerita, Kalamazoo College; Jonathan Zimmerman, Professor of History of Education, University of Pennsylvania

*Intergenerational Connections: Students Serving Older Adults.* In October 2016, CIC received a grant from the AARP Foundation to develop a project, Intergenerational Connections: Students Serving Older Adults. The project aims to develop a national network of student programs on independent college campuses that strengthen the mutual benefits of intergenerational interaction with older members of the institutions’ communities. CIC members were invited in November 2016 to apply for grants for the 2017–2018 academic year for up to $13,000 to strengthen existing or to develop new programs on their campuses that focus primarily on serving the basic needs—healthy diets, safe and affordable housing, income generation, and social interaction—of adults in their communities. The 2017–2018 grants support student stipends. Ninety-two colleges and universities submitted proposals, and the AARP Foundation agreed to expand the number of awards for the first cohort from the planned 12 to 21. Members of the first cohort have participated in two webinars on grant reporting best practices and debriefing the projects’ first semester; a third webinar is planned for April 2018. In November 2017, CIC invited participants in the first cohort to apply for renewal grants of up to $13,000 and disseminated a request for proposals for a second cohort of projects in 2018–2019. Grant recipients for both cohorts will be announced by early spring.

Funding: AARP Foundation
Participants: Bay Path University, Bridgewater College, Caldwell University, Campbell University, Coe College, Dominican University (IL), Dominican University of California, Elizabethtown College, Franciscan Missionaries of Our Lady University, Goodwin College, Hilbert College, Holy Names University, Jarvis Christian College, Meredith College, Pfeiffer University, Rust College, Shenandoah University, Springfield College, Wheeling Jesuit University, Whitman College, Wofford College

*Consortia for Online Humanities Instruction.* In November 2013, CIC received a grant from the Andrew W. Mellon Foundation to be used over approximately three years to assess the effectiveness of online teaching in upper-level humanities courses at liberal arts colleges. The project has three main goals: to explore how online humanities instruction can improve student learning outcomes; to determine whether smaller, independent liberal arts institutions
can make more effective use of their instructional resources and reduce costs through online humanities instruction; and to provide an opportunity for CIC member institutions to build their capacity for online humanities instruction and share their successes with other liberal arts colleges. In October 2016, CIC received an Officer’s Grant from the Andrew W. Mellon Foundation to support in 2016–2018 the continued coordination of Consortium I participants’ activities. CIC has engaged a part-time coordinator, who is supported by a seven-member advisory committee of volunteer representatives from the participating institutions, to foster continued work of Consortium I members and to gather assessment data on the courses they offered. Sixteen of the 21 cohort I institutions continue to advance their collaborative work; courses will be offered through the spring 2019 semester.

CIC received a second grant in December 2015 to support an additional cohort over approximately three years. The project goals remain the same but with a narrower focus on online courses that are potential substitutes for upper-level humanities courses in the same major at comparable institutions. CIC received applications from 41 member institutions and selected 21 teams to participate in Consortium II. Participants from Consortium I are serving as advisors to participants in the second cohort and helped lead three course development webinars for faculty members in fall 2016. The online courses developed as part of Consortium II were first offered in spring 2017, and revised courses offered during 2017–2018 will be open for enrollment by undergraduate students from the other participating institutions. Consortium II participants met for a second national workshop on August 7–9, 2017, in Washington, DC, to review preliminary evaluation findings, prepare to revise courses for a second iteration, and discuss best practices in institutional collaboration. Revised courses will be offered in spring 2018 and open to enrollment by qualified students from the other institutions in the Consortium.

**Funding:** Andrew W. Mellon Foundation  
**Coordinator:** Kevin Gannon, professor of history and director of the Center for Excellence in Teaching and Learning, Grand View University  
**Evaluator:** Ithaka S+R  
**Consortium I:** (2016–2018) Concordia College (MN), Connecticut College/Trinity College, Elizabethtown College, Gordon College, Grand View University, Hiram College, Lesley University, McDaniel College, Moravian College, Park University, Saint Michael’s College, Saint Vincent College, Sweet Briar College, University of St. Francis (IL), Wartburg College  
**Consortium II:** (2017–2018) Bloomfield College, Carlow University, Carroll College (MT), Carroll University (WI), Claflin University, Clarke University (IA), Concordia University Texas, Gettysburg College, Lasell College, Mount Mary University (WI), Northwestern College (IA), Randolph-Macon College, Rosemont College, Shenandoah University, Siena College, Simpson College (IA), St. Edward’s University, St. Olaf College, Ursuline College, Walsh University (OH), Wesleyan College (GA)

**Consortium on Digital Resources for Teaching and Research.** In December 2014, CIC received a grant from the Andrew W. Mellon Foundation to be used over four years to provide access for CIC members to the JSTOR Forum (previously named Shared Shelf) application and service—a means to organize, preserve, and share unique collections of digital teaching and research artifacts. The project provides participating CIC member institutions subsidized access to JSTOR Forum, the opportunity to participate in a users’ consortium, and use of JSTOR Forum to store and manage media in support of teaching, learning, and student and faculty research. The goals of this project are to improve teaching and learning at liberal arts colleges; allow faculty members at small institutions to collaborate
in both scholarship and teaching through use of their collections of research and teaching resources; and make cataloging and use of digital images and other materials for research and instruction more cost-effective. Forty-two teams were accepted for the project. The third and final workshop for project participants, which took place in September 2017 in Washington, DC, focused on sustaining faculty members’ use in the classroom of materials catalogued in JSTOR Forum, including archives and special collections.

During the first two years of the four-year project, the project grant covered the full cost of participating institutions’ subscription to JSTOR Forum. Beginning in 2017–2018, the 42 participating institutions pay less than half the JSTOR Forum subscription fee (in the third and fourth years of the project).

Dates and Location: (2016 national workshop) September 8–10, Washington, DC; (2017 national workshop) September 7–9, Washington, DC
Funding: Andrew W. Mellon Foundation
Partner: ITHAKA
Evaluator: Andrea Rehn, associate professor of English and director of the digital arts program, Whittier College
Senior Advisor: Susan Barnes Whyte, library and media services director, Linfield College
Participants: Albright College, Allegheny College, Bellarmine University, Bennington College, Caldwell University, Campbellsville University, Central Methodist University, Chatham University, Coker College, Elmhurst College, Gannon University, Gettysburg College, Guilford College, Hampden-Sydney College, Hartwick College, Hollins University, Hope College, Illinois College, Keuka College, Limestone College, Linfield College, Manhattanville College, Martin Methodist College, Misericordia University, Moravian College, Muhlenberg College, Nebraska Wesleyan University, Ottawa University, Presbyterian College, Roanoke College, Rosemont College, Saint Mary’s College (IN), St. Lawrence University, St. Thomas University (FL), Tuskegee University, University of Dubuque, University of Puget Sound, University of Saint Mary (KS), Washington and Lee University, Wheaton College (MA), Wilson College, Wofford College

Woodrow Wilson Visiting Fellows Program. The Woodrow Wilson Visiting Fellows (WWVF) program brings prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses across the United States for intensive, week-long residential programs of classes, seminars, workshops, lectures, and informal discussions. Funding is derived from program fees paid by participating colleges and universities. Campuses that participate in the program continue to find significant value in the visits and many bring fellows to campus every year. The roster of fellows is constantly evolving; notable recent additions include Rhonesha Byng, founder and CEO of Her Agenda, Ron Currie, Pushcart Prize winning novelist, and Michael D. Rhodin, former senior vice president, Watson Business Development, IBM.

Forty-two visits have already been scheduled for 2017–2018. In October, CIC released the third annual Woodrow Wilson Program newsletter, which provides an update on program activities and features stories from host institutions. CIC continues efforts to recruit additional visits for spring 2018 and to generate interest in the 2018–2019 program year.

Senior Advisor: Roger Bowen, former general secretary, American Association of University Professors
Host Institutions: (2017–2018) Albertus Magnus College, Butler University, California Baptist University, Campbell University, Centre College, Davenport University,* Dominican College, Dominican University (IL), Eastern Mennonite
University, Elizabethtown College, Fontbonne University, Furman University, Gannon University, Hamline University, Hampden-Sydney College, Hood College, Linfield College, Marietta College, Medaille College, Mount Holyoke College, Mount St. Joseph University, Muhlenberg College, Northland College, Rose-Hulman Institute of Technology,* Simmons College, Southwestern Adventist University, Spring Arbor University, St. Ambrose University, St. Joseph’s College, St. Thomas University (FL), Stetson University, Stonehill College, The University of Findlay, Thomas University, Towson University,* University of Charleston, University of North Georgia,* Voorhees College,* Wabash College, Webster University, York College of Pennsylvania

*Not CIC Institutional Members

**Apple Presidents Summit.** Apple invited CIC to partner with its education division to organize a summit for college presidents and other senior leaders of CIC member colleges and universities. The Summit, which will take place April 8–10, 2018, in San Jose, California, and on the Apple campus will provide opportunities for senior campus leaders to explore with key Apple executives how technology can be used at CIC institutions to increase enrollment, enhance student engagement, improve academic outcomes, and prepare more effectively the graduates of CIC colleges for a rapidly evolving work environment. In September 2017, CIC issued a formal invitation to participate to presidents who had expressed interest in such an opportunity in a May survey that also requested agenda topics. In October, CIC notified teams from 41 institutions that they were selected to participate in the Summit, and in November, Apple shared participation details with institutional teams.

**Dates and Location:** April 8–10, 2018, San Jose, California  
**Participants:** Ashland University, Augustana College (IL), Bennett College, Bennington College, Bluefield College, California Lutheran University, Defiance College, DePauw University, Dominican University of California, Emory & Henry College, Hood College Indiana Wesleyan University, Jarvis Christian College, Lebanon Valley College, Lewis University, Logan University, Lourdes University, Marymount California University, Mercy College, Midland University, Moravian College, Muhlenberg College, Nebraska Methodist College, Notre Dame de Namur University, Paul Smith’s College, Point Loma Nazarene University, Saint Vincent College, Schreiner University, Spring Hill College, St. John Fisher College, The University of Findlay, Tiffin University, Trinity College (CT), Universidad del Sagrado Corazón (Puerto Rico), University of La Verne, University of Providence, Ursuline College, Virginia Wesleyan University, Wabash College, Widener University, Wofford College

**Information Fluency in the Disciplines.** CIC began a series of four workshops on Information Fluency in the Disciplines in 2010 with support from the Andrew W. Mellon Foundation. These workshops focused on literature (2010 and 2011); history (2011); and ancient studies (2012). With additional support from the Andrew W. Mellon Foundation, CIC was able to offer four additional workshops on information fluency in foreign languages, literature, and cultures (2013); philosophy, religion, and the history of ideas (2015); and English and American language and literature (2016). The final workshop in the series took place in April 2017 in New Orleans, Louisiana, and explored the theme, “The Arts: History, Theory, and Criticism.” Twenty-six campus teams participated.
Following the conclusion of the 2017 workshop, CIC announced the availability of small grants for participants of the last four workshops to pursue projects that developed out of the workshop experience and will bring materials and ideas to a wider audience. Ten institutions were selected to receive awards in the amount of $4,000 each. Projects that were funded include: a workshop for faculty members who are interested in redesigning a course assignment from the ground up incorporating a partnership with a librarian; production of online instructional videos on topics including “Navigating the Library Website,” “How to Search Library Databases,” and “Effective Use of the Online Catalogue” to help advance information fluency; and a one-day retreat to help connect faculty members with the institutional team that attended the 2017 Information Fluency Workshop to plan next steps and goals.

Funding: Andrew W. Mellon Foundation
Cosponsors: Association of College and Research Libraries and discipline-specific scholarly and learned societies
Senior Advisor: Susanne Woods, provost and professor of English emerita, Wheaton College (MA)
Recipients: Barton College, Butler University, Campbell University, Converse College, Davis & Elkins College, Gannon University, John Carroll University, Rockhurst University, Rust College, Valparaiso University

Collaboration between Higher Education Institutions in the U.S. and Mexico. CIC has been working since 2014 with two Mexican national higher education organizations—FIMPES and ANUIES—to increase the number of student and faculty member exchanges between CIC member institutions and private colleges and universities in Mexico. Meetings of Mexican rectors and CIC member presidents, which provided participants with an opportunity to get to know each other and to discuss possible opportunities for exchange, took place at both the 2015 and 2016 Presidents Institutes; and a delegation of 13 Mexican rectors participated in the 2017 Presidents Institute. In March, CIC and its sister organizations hosted the first U.S.-Mexico Higher Education Summit in Guadalajara, Mexico. Twenty-three Institutional Member presidents and 11 other campus leaders participated, and the responses to the summit were overwhelmingly positive. A “reunion” meeting for Summit participants and a concurrent session that focuses on building international partnerships for student exchanges and study abroad opportunities will take place during the 2018 Presidents Institute. CIC also is beginning to plan a second Summit, which will take place in spring 2019 in Chicago, Illinois.

Dates and Location: March 29–31, 2017, Guadalajara, Mexico
Funding: Santander Universidades and Universia, FIMPES, and host institutions in Guadalajara
Participants: Augustana College (IL), California Baptist University, California Lutheran University, Campbell University, CETYS University (Mexico), Dominican University (IL), Drew University, Instituto Tecnológico y de Estudios de Occidente (Mexico), Instituto Tecnológico y de Estudios Superiores de Monterrey (Mexico), Kalamazoo College, Loras College, Millsaps College, Moravian College, Mount St. Joseph University, Nebraska Methodist College, Newbury College, Olivet College, Rockford University, Schreiner University, St. Ambrose University, Talladega College, Tougaloo College, Universidad Autónoma de Guadalajara (Mexico), Universidad de Celaya (Mexico), Universidad De La Salle Bajo (Mexico), Universidad de Guadalajara (Mexico), Universidad Latina de América (Mexico), Universidad Marista de Guadalajara (Mexico), Universidad Panamericana
Key Indicators Tool. Developed in 2004, CIC’s Key Indicators Tool (KIT) provides each CIC member president with an annual customized benchmarking report prepared by the Austen Group at no cost to the institution. The KIT contains comparative data on 20 performance indicators in the areas of student enrollment and progression, faculty composition and compensation, tuition revenue and financial aid, and institutional resources and expenditures. Drawing from a dataset of nearly 800 non-doctoral independent colleges and universities, the KIT compares institutional performance over a five-year period by region, enrollment size, institutional financial resources, and Carnegie Classification. The KIT is based on the most recent data from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). CIC released the 13th iteration to Institutional Member presidents in May 2017. Ruffalo Noel Levitz provides financial support for the KIT through an in-kind donation. Originally developed with support from the William Randolph Hearst Foundations, TIAA supported the KIT from 2008 to 2016.

Funding: Ruffalo Noel Levitz

Financial Indicators Tool. Developed in 2005, CIC’s Financial Indicators Tool (FIT) provides each CIC member president with an annual customized financial benchmarking report at no cost to the institution that complements the KIT report. 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 750 baccalaureate and master’s-level independent colleges and universities, using data from IPEDS and from IRS Form 990s acquired through GuideStar. The FIT was the first benchmarking report to apply this methodology to a national group of colleges and universities. CIC released the 11th annual FIT report to Institutional Member presidents in July 2017. Ruffalo Noel Levitz provides financial support for the FIT through an in-kind donation. Originally developed with support from the William Randolph Hearst Foundations, TIAA supported the FIT from 2008 to 2015.

Funding: Ruffalo Noel Levitz

Other Benchmarking Services. In partnership with the Austen Group, CIC provides additional services to augment the KIT and FIT benchmarking reports, including allowing member institutions to select two sets of comparison institutions for more refined benchmarking analysis and assisting in the selection of appropriate comparison groups. Member institutions also can schedule online consultations with the president of the Austen Group, Michael Williams. These services are available at a modest fee. To date, 75 CIC member institutions have requested 208 of these services: 93 Comparison Group KITs, 84 Comparison Group FITs, 11 Comparison Group Selection Services, 18 Online Consultations, and two International Benchmarking Reports.
Research Digests. With support from the Spencer Foundation, in fall 2016 CIC began publishing a Digest of Recent Research to highlight timely and pertinent research from scholarly journals and other publications that independent college and university presidents and other senior campus leaders may find helpful. CIC released the first three issues by August 2017. John M. Braxton, professor of higher education at Vanderbilt University, served as the editor for the first three issues; Matthey J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration at the Ohio State University was appointed as the Digest’s new editor in November 2017. The next Digest will be released in March 2018.

Funding: Spencer Foundation
Editor: Matthey J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration, the Ohio State University

Other Research Initiatives. CIC continues to expand its capacity to collect and analyze data for timely responses to requests from news media or other organizations for data about independent colleges and universities.


In November 2014, CIC was invited by the Association for the Study of Higher Education (ASHE) to establish a research-to-practice collaboration to strengthen the linkage between empirical research and institutional practice. Published by Johns Hopkins University Press in December, The Challenge of Independent Colleges: Moving Research into Practice, draws on the most recent higher education research and explores issues facing smaller private colleges.

2. NetVUE Programs

Network for Vocation in Undergraduate Education. In October 2009, CIC established a new network to support the intellectual and theological exploration of vocation among undergraduate students. The Network for Vocation in Undergraduate Education (NetVUE), generously funded by Lilly Endowment Inc., expands and extends Lilly’s prior efforts through the Programs for the Theological Exploration of Vocation at 88 colleges and universities across the country, most of which are CIC members. To date, a total of 218 college and university members and five organizational members have joined NetVUE. The intent is that by 2020 participating institutions will assume full financial support of the network. Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, a mentoring and consulting service, resources to strengthen college and university chaplaincy, and online resources and networking. In addition, a number of grant opportunities are available to NetVUE member institutions to support the development of vocational exploration programming on their campuses.

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<th>NetVUE Member Institutions</th>
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<td>CIC Member</td>
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<td>206</td>
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<td>NetVUE Organizational Members</td>
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In September 2011, Lilly Endowment Inc. awarded CIC a second grant to expand NetVUE program offerings. The grant has supported the development of a new scholarly resources project for vocational exploration, a program to strengthen the college and university chaplaincy that has been completed, and a series of grants to NetVUE member institutions to support the further development of existing vocational exploration programs (details listed below). The grant also expanded CIC’s staffing of NetVUE, including the move from a half-time to a full-time senior advisor. In December 2013, Lilly Endowment Inc. awarded CIC another grant continue the NetVUE program through 2020. In November 2014, Lilly awarded CIC funds to support two new grant initiatives—NetVUE Chaplaincy Implementation Grants and NetVUE Vocation Exploration Renewal Grants—two faculty development seminars on “Teaching Vocational Exploration,” and to further supplement NetVUE core operations and programs through 2019. Additional support for grant programs, faculty development seminars, the Presidential Vocation and Institutional Mission program, and the 2019 NetVUE Conference was provided to CIC by Lilly in November 2017.

David S. Cunningham, professor of religion, Hope College, and director of the NetVUE Scholarly Resources Project, began his tenure as director of NetVUE on September 1. He succeeded Shirley Roels, who served as the network’s successful founding director since September 2009. Roels will continue to serve NetVUE as senior advisor and assistant director for the NetVUE grants program until June 2018. Lynne Spoelhof will continue to serve as NetVUE program coordinator from the network’s new home at Hope College, which opened September 1.

**Funding:** Lilly Endowment Inc.

**Director:** David S. Cunningham, professor of religion, Hope College

**Advisory Council:** Stephen R. Briggs, president, Berry College; Donna M. Carroll, president, Dominican University (IL); Andrew R. Chan, vice president for personal and career development, Wake Forest University; Darrel D. Colson, president, Wartburg College; Joel L. Cunningham, vice chancellor and president emeritus, Sewanee: The University of the South; Beverly W. Hogan, president, Tougaloo College; Charlie T. McCormick, president, Schreiner University; Tracy Wenger Sadd, chaplain and executive director for purposeful life work and ethical leadership, Elizabethtown College; Paul J. Wadell, professor of theology and religious studies, St. Norbert College; Stephen K. Wilke, vice president for planning and new programs, and executive director, Institute for Discipleship, Southwestern College (KS)

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**NetVUE Conference.** The national NetVUE Conference is open to all NetVUE members and is held every other year in locations across the country. Participating institutions are invited to bring a team of up to five individuals to the conference. CIC and NetVUE staff are planning the 2019 NetVUE Conference, which will be held March 21–23, 2019, in Louisville, Kentucky. NetVUE campus contacts received a save-the-date notification in the fall.

**Dates and Location:** March 21–23, 2019, Louisville, Kentucky

**Funding:** Lilly Endowment Inc.

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**NetVUE Regional Gatherings.** Six regional gatherings for faculty members and staff at NetVUE member colleges and universities are being held primarily at member campuses across the country in 2017–2018. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and best practices during years without a national conference.
Dates and Locations: October 13–14, 2017, Benedictine University (IL); November 17, 2017, American Academy of Religion Annual Meeting (Boston, Massachusetts); February 23–24, 2018, Berry College; March 9–10, 2018, California Lutheran University; March 23–24, 2018, Elizabethtown College (held in Washington, DC); June 12–13, 2018, Augustana College (IL)

NetVUE Teaching Vocational Exploration Seminars. CIC offers multidisciplinary seminars to help faculty members strengthen the teaching of vocational exploration, develop new courses, design new course content, develop or improve pedagogical resources, and establish an expanding network of faculty members who are committed to teaching the intellectual and theological exploration of vocation. CIC invited nominations for the 2017 seminar in September 2016 and received 59 nominations by the November 18 deadline. Nineteen faculty members were selected to participate in the first seminar near Chicago in June 2017. This group will meet again in summer 2018 to present the work that they have done at their home campuses and to exchange ideas with other participants. From the fall 2016 nominees another 20 participants have been selected for the June 2018 seminar. NetVUE also will offer the seminars to its members in 2019–2021.

Dates and Location: June 18–22, 2018, Northbrook, Illinois
Funding: Lilly Endowment Inc.
Facilitators: Darby Kathleen Ray, Donald W. and Ann M. Harward Professor of Civic Engagement, Bates College; Paul J. Wadell, professor of theology and religious studies, St. Norbert College
Participants: Loye Ashton, associate professor of religious studies, Tougaloo College; Kelly Bauer, assistant professor of political science, Nebraska Wesleyan University; Jamie Chapman, assistant professor of sociology and criminal justice studies, Westminster College (PA); Aliya Davenport, assistant professor of biology, Reinhardt University; Sam Dreeben, assistant professor of psychology, Schreiner University; Norris Feeney, assistant professor of politics, Catawba College; Laura Foote, assistant professor of management studies, Malone University; Stephanie Fretham, assistant professor of biology and neuroscience, Luther College; Kim Garza, associate professor of graphic design, St. Edward’s University; Jacob Graham, assistant professor of philosophy, Bridgewater College; Teresa Grettano, assistant professor of English and director of First Year Writing, University of Scranton; Anita Houck, associate professor of religious studies, Saint Mary’s College; Marleen McCormick, assistant professor of international business and management, Butler University; Younus Mirza, assistant professor of Islam, Allegheny College; Melody Pannell, assistant professor of social work, Eastern Mennonite University; John Peterson, assistant professor of English, Pepperdine University; Nani Skaggs, associate professor of psychology, Northwest Christian University; Briana Van Scoy, assistant professor of psychology, Erskine College; Lindsey Ward, assistant professor of worldview studies and director, First Year Experience, University of Dubuque; Vincent Wargo, assistant professor of philosophy and director, general education, University of Saint Francis (IN)

NetVUE Scholarly Resources Project. A portion of CIC’s Lilly Endowment Inc. funding supported the creation of new scholarly resources for teaching and research on the theological exploration of vocation. A series of three structured seminars brought together scholars to collaborate on book-length publications on three topics: how colleges and universities can best educate undergraduates about vocation; how vocational considerations can be integrated into diverse fields of study; and how vocational discernment and practices can be advanced in


**Funding:** Lilly Endowment Inc.

**Project Director:** David S. Cunningham, professor of religion, Hope College

**Participants:** Florence D. Amamoto, associate professor and Sponberg Chair in Ethics in English and associate professor in Japanese studies and gender, women, and sexuality studies, Gustavus Adolphus College; Jacqueline A. Bussie, associate professor of religion and director, Forum on Faith and Life, Concordia College (MN); Jeffrey D. Carlson, interim provost, Dominican University (IL); Rahuldeep Singh Gill, campus interfaith strategist and associate professor of global religions, California Lutheran University; Katherine J. Jones, associate professor of religion and associate provost for curriculum and co-curriculum, Wofford College; Rachel S. Mikva, associate professor of Jewish studies and senior faculty fellow, Interreligious Institute, Chicago Theological Seminary; Younus Mirza, assistant professor of Islam, Allegheny College; Anantanand Rambachan, professor of religion, philosophy, and Asian studies, St. Olaf College; Tracy W. Sadd, chaplain and executive director for purposeful life work and ethical leadership, Elizabethtown College; Matthew R. Sayers, assistant professor of religion and philosophy, Lebanon Valley College; Noah Silverman, senior director of faculty initiatives, Interfaith Youth Core; Homayra Ziad, scholar of Islam, Institute for Islamic, Christian, and Jewish Studies

**NetVUE Program Development Grants.** With support from Lilly Endowment Inc., CIC provides grants ranging from $25,000 to $50,000 for use over approximately two years to develop and expand existing campus programs for the intellectual and theological exploration of vocation at colleges and universities that are NetVUE members and meet other requirements. In the first four rounds (2012, 2013, 2014, and 2015), awards were distributed to 107 NetVUE member colleges and universities. CIC received 23 applications for the fifth round of Program Development Grants in September 2016, and announced 18 awards in November. Sixth and seventh rounds of program development grants will be made for the 2019–2021 academic years.

**Funding:** Lilly Endowment Inc.

**Recipients (2016):** Dakota Wesleyan University, Edgewood College, Grove City College, Huntingdon College, Linfield College, Malone University, Merrimack College, Morningside College, Newberry College, Pfeiffer University, Randolph-Macon College, Saint Mary’s University of Minnesota, The University of Findlay, Trinity University (TX), University of Mary (ND), University of San Diego, Waynesburg University, Wingate University

**NetVUE Professional Development Awards.** CIC also provides awards, with generous funding from Lilly Endowment Inc., to be used for activities that enhance the knowledge,
skills, and expertise of faculty and staff members who support undergraduate vocational initiatives. Awards may be requested in an amount between $5,000 and $10,000 for use over one-year. Funds may be used for a range of professional development purposes. All NetVUE member colleges and universities that are not benefiting from a NetVUE Program Development Grant at the time of application are eligible to apply for funding. A NetVUE member institution may receive only one Professional Development Award. CIC granted 12 institutions awards in 2014; 20 institutions in 2015; ten institutions in 2016; and 27 institutions in 2017.

**Funding:** Lilly Endowment Inc.

**Recipients (2017):** Aurora University; Azusa Pacific University; Bay Path University; Bennett College; Concordia University Wisconsin; Eckerd College; Franciscan University of Steubenville; Gordon College; Goshen College; Hastings College; Heritage University; Le Moyne College; Maryville College; Marywood University; Mount St. Mary’s University (MD); Muskingum University; Our Lady of the Lake University (TX); Saint Mary’s College (IN); Southern Adventist University; St. Thomas University (FL); Susquehanna University; Thiel College; Transylvania University; University of Mount Union; Ursuline College; Viterbo University; Wesleyan College

**NetVUE Vocation Exploration Renewal Grants.** Vocation Exploration Renewal Grants were available to NetVUE member colleges and universities for use in the 2016–2017 academic year. The initiative, which is funded by Lilly Endowment Inc., intended to refocus and reinvigorate vocational exploration programming at institutions that already have made substantial and long-term investments in these areas. All NetVUE member institutions that did not have a Program Development Grant at the time of application were eligible to request up to $25,000 to reenergize successful programs for vocational exploration. CIC received 37 proposals and made 33 awards.

**Funding:** Lilly Endowment Inc.

**Recipients:** Ashland University, Assumption College (MA), Bluffton University, Butler University, Calvin College, Elizabethtown College, Erskine College, Fairfield University, Georgetown College (KY), Goshen College, Grand View University, Gustavus Adolphus College, Hendrix College, Holy Cross College (IN), Hope College, Houghton College, Luther College, Manchester University, Marian University (IN), Messiah College, Millsaps College, Montreat College, Nebraska Wesleyan University, Franciscan Missionaries of Our Lady University (LA), Our Lady of the Lake University, Palm Beach Atlantic University, Saint Louis University, Saint Mary’s College (IN), St. Edward’s University, University of Dayton, University of Indianapolis, Valparaiso University, Wartburg College

**Vocation across the Academy Grants.** In April 2017, CIC announced a new NetVUE grant program that will support institution-wide initiatives at NetVUE member colleges and universities over a three-year period to expand ongoing programming in the intellectual and theological exploration of vocation across the liberal arts and applied professional fields. Proposals for this new initiative, also supported by Lilly Endowment Inc., are due in April 2018, and projects will begin during the summer.

**Funding:** Lilly Endowment Inc.
3. Leadership Development Programs

Presidential Vocation and Institutional Mission. These summer seminars and follow-up meetings help current and prospective presidents (in separate programs) and their spouses and partners reflect on their sense of calling as it relates to the missions of the institutions they lead (or might lead). In December 2013, Lilly Endowment Inc. awarded CIC a second renewal grant to extend the Presidential Vocation and Institutional Mission program with three programs for prospective presidents. In July 2015, Frederik Ohles, president, Nebraska Wesleyan University, succeeded William Frame as senior advisor of the program. From 2005 to 2017, 141 individuals completed the seminars for prospective presidents and 51, or 36 percent of participants, have since been appointed to a presidency. The 2017–2018 cohort of 20 prospective presidents and 15 accompanying spouses met for the first time July 9–12, 2017, in Woodstock, Vermont, and will meet again for a winter seminar February 26–27, 2018, in Peachtree City, Georgia.

CIC issued a call for nominations for participation in the 2018–2019 seminar in October 2017; nominations are due February 2018, and participants will be announced in March.

Dates and Locations: July 9–12, 2017, Woodstock, Vermont; February 26–27, 2018, Peachtree City, Georgia
Funding: Lilly Endowment Inc.
Senior Advisor: Frederik Ohles, president, Nebraska Wesleyan University
Facilitators:
- Donna M. Carroll, president, Dominican University (IL); Joel L. Cunningham, vice chancellor and president emeritus, Sewanee: The University of the South; Trudy Cunningham, former presidential spouse, Sewanee: The University of the South; Rosemary Ohles, presidential spouse, Nebraska Wesleyan University; Mary Ellen Summerlin, retired presidential spouse, Schreiner University; Tim Summerlin, retired president, Schreiner University
Participants:
- Adrienne Bloss, Shenandoah University; Shai L. Butler, The College of Saint Rose; Sara Campbell, Lee University; Eun-Woo Chang, Ashland University; Debbie M. Cottrell, Texas Lutheran University; Cam Cruickshank, Madonna University; Eric Forseth, Dordt College; Andrew French, Albion College; Christopher B. Gage, Hanover College; Adrian Haugabrook, Wheelock College; Rebecca Hernandez, George Fox University; Gary Johnson, Hastings College; Glennel Lee-Pruitt, Jarvis Christian College; Joel Martin, Franklin & Marshall College; Steven Mason, LeTourneau University; Stacy McAfee, University of the Pacific; Edward Peck, John Carroll University; Robert Pool, Houghton College; Laurie Quinn, Champlain College; Todd Rasberry, Georgetown College (KY)

New Presidents Program. CIC offers annually, just prior to the Presidents Institute, a program for college presidents in their first or second year—and concurrently a program for their spouses or partners—that addresses the practical needs and strategic questions for success as leaders of independent colleges and universities. CIC Senior Advisor Mary Pat Seurkamp, president emeritus of Notre Dame of Maryland University, leads the program as its director along with a faculty of seasoned CIC presidents, many of whom are alumni of the program. The intensive and highly participatory two-day workshop includes sessions on financial fundamentals, enrollment and marketing, board relations, leading the senior team, advancement, and strategic and innovative presidential leadership among other key topics.

CIC announced the 2017 program in August, and through personalized emails and phone calls program facilitators and alumni actively encourage recently appointed presidents to
participate. Fifty-two new presidents and 38 spouses and partners are registered for the 2018 programs.

Dates and Location: January 3–4, 2018, Hollywood, Florida
Senior Advisor: Mary Pat Seurkamp, CIC senior advisor and director, New Presidents Program, and president emeritus, Notre Dame of Maryland University
Advisory Committee: Carol A. Leary (chair), president, Bay Path University; Logan C. Hampton, president, Lane College; Mary B. Marcy, president, Dominican University of California; William T. Luckey, Jr., president, Lindsey Wilson College
Faculty: Joanne Berger-Sweeney, president, Trinity College (CT); Colette Pierce Burnette, president, Huston-Tillotson University; Mary-Beth Cooper, president, Springfield College (MA); Roger D. Drake, president, Central Methodist University; Thomas F. Flynn, president, Alvernia University; Paul Hennigan, president, Point Park University; Mary Dana Hinton, president, College of Saint Benedict; Arvid C. Johnson, president, University of St. Francis (IL); David C. Joyce, president, Brevard College; Lynne C. Joyce, presidential spouse, Brevard College; L. Jay Lemons, president emeritus, Susquehanna University, and president, Academic Search, Inc.; Wendy B. Libby, president, Stetson University; Mary B. Marcy, president, Dominican University of California; Thomas Minar, president, Franklin College (IN); Douglas M. Orr, president emeritus, Warren Wilson College; Gerard J. Rooney, president, St. John Fisher College; J. Lawrence Smith, presidential spouse, York College of Pennsylvania

**Presidents Governance Academy.** In May 2014, CIC announced a new program to help presidents respond effectively to today’s campus leadership challenges while strengthening the governance of their institutions. The Presidents Governance Academy is a two-day intensive and highly participatory workshop limited to 20 presidents. The program is led by Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and former president of the Association of Governing Boards of Universities and Colleges, and co-facilitated by Richard J. Cook, president emeritus of Allegheny College. CIC offered the first Academy immediately before the 2015 Presidents Institute and 21 presidents participated. The second Academy was held in July 2015 in Napa, California, and 14 presidents participated. The 2016 (11 presidents) and 2017 (20 presidents) Presidents Governance Academies were held immediately preceding the Presidents Institute. The 2018 Presidents Governance Academy will take place January 3–4 in Hollywood, Florida. Twenty presidents—the maximum number of participants—have registered, and a waitlist is being maintained.

Dates and Location: January 3–4, 2018, Hollywood, Florida
Funding: Henry Luce Foundation
Facilitators: Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and former president, Association of Governing Boards of Universities and Colleges; Richard J. Cook, president emeritus, Allegheny College
Participants: American University of Paris, Andrews University, Bethany College (WV), Cottey College, Fisher College, Heritage University, Hollins University, Keuka College, LeTourney University, McKendree University, Muhlenberg College, Neumann University, Ohio Northern University, Our Lady of the Lake University, Park University, Reinhardt University, Tiffin University, Trinity Christian College, Trinity University (TX), Wingate University
**Workshops for Department and Division Chairs.** Planning is underway for the 17th annual series of four Workshops for Department and Division Chairs, which will take place between April and June 2018. The 2018 workshops again will include several sessions for new chairs and separately for experienced chairs/deans.

Theme: “Strengthening Department and Campus Leadership”


Participation Goal: 135 institutions; 350 participants

Advisory Group: Chief Academic Officers Task Force

**Executive Leadership Academy.** CIC, in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU), began a program in 2009–2010 to prepare CAOs to serve as effective college presidents. In response to advice from members of the CIC Board of Directors, the Executive Leadership Academy (ELA) was opened to vice presidents or cabinet-level administrators of all divisions of a college or university. The year-long program prepares these senior administrators to function more effectively in their current positions and to step confidently into a presidency. The program consists of two seminars, ongoing webinars and reading exercises, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring. Since 2009, 73 of the 262 participants in the Executive Leadership Academy have been appointed as presidents or chancellors. The 2017–2018 ELA cohort includes 24 CIC participants who met for their opening seminar in July in Washington, DC, led by new AALI President Linda Bleicken.

CIC announced the 2018–2019 seminars in mid-September; nominations are due January 12, 2018.


Director: Linda M. Bleicken, president, American Academic Leadership Institute

Participants: Allen Bedford, Bryn Athyn College; Eric Bolger, College of the Ozarks; Bryan Coker, Goucher College; John Dolan, Simmons College; Julie Edstrom, University of Great Falls; Kerry Fulcher, Point Loma Nazarene University; Matthew Giordano, Villa Maria College; Carl Girelli, Randolph College; Anna Gonzalez, Lewis & Clark College; Larry Guerrero, University of the Southwest; Patricia Hammer, Hollins University; Calvin Hill, Springfield College; Wayne Knox, Huston-Tillotson University; Sarah Kottich, College of Saint Mary (NE); Gerald Longjohn, Cornerstone University; Douglas Palmer, Walsh University (OH); William Pieczynski, Nichols College; John Pyle, Saint Mary’s University of Minnesota; Hannelore Rodriguez-Farrar, Dominican University of California; Thomas Sanders, East Texas Baptist University; William Sheehan, Culver-Stockton College; Scott Sheffield, Brevard College; Charles Smith, Wiley College; Tarek Sobh, University of Bridgeport

**Senior Leadership Academy.** CIC and the American Academic Leadership Institute (AALI) have cosponsored since 2010 a leadership development program for mid-level administrators in the divisions of academic affairs, student affairs, finance and administration, enrollment management, and advancement who aspire to a senior leadership position at an independent college or university. The Senior Leadership Academy (SLA) aims to broaden the pathways
to senior leadership positions in higher education. It also helps participants develop perspectives beyond their current department or division and an understanding of the broader context within which their own institution operates. The year-long program consists of two seminars, readings and case studies on college and university leadership, experiential activities developed by the participant, and mentoring by the nominator.

CIC and AALI have offered programs for seven cohorts. In the 2010–2011 cohort, 61 percent of the 41 participants have moved up to positions with increased responsibility. Since that time, 39 of the 163 participants in the next six cohorts have advanced in their careers, including three participants who have been appointed presidents.

Forty-five individuals, including cohort members who received American Express Foundation awards, gathered for the opening seminar, which took place at the 2017 Institute for Chief Academic and Chief Student Affairs Officers, in San Antonio, Texas, November 3–5. The American Express Foundation provided CIC a special grant for the 2017–2018 cohort to increase the diversity of leaders at colleges and universities, and the stipends cover the program fees together with most lodging costs of 12 women and people of color. Twenty-six SLA participants also participated in the remaining days of the Institute.

CIC announced the 2018–2019 seminars in mid-September, and the nomination deadline is January 26, 2018.


Funding: American Express Foundation

Director: Linda M. Bleicken, president, American Academic Leadership Institute

Participants: Keshia Abraham, Florida Memorial University; Judith Askew, Presbyterian College; Valerie Banschbach, Roanoke College; Trevor Bates, Heidelberg University; Shanna Benjamin, Grinnell College; Catherine Bishop, Augsburg University; Eric Boynton, Allegheny College; Kendrick Brown, University of Redlands; Fran’Cee Brown-McClure, Spelman College; Andrea Bucklew, Alderson Broaddus University; Jeremy Buckner, Carson-Newman University; David Canton, Connecticut College; Amy D’Olivio, Centenary University (NJ); Maureen Finney, D’Youville College; Tamara Floyd-Smith, Tuskegee University; Meredith Goldsmith, Ursinus College; Gil Gonzalez, Whittier College; Mitchell Hammond, Taylor University; Laura Hartley, George Fox University; Brad Hastings, Mount Ida College; Karen Hunt, Wittenberg University; Mitchell Kinsinger, Augustana University (SD); Mary Beth Knight, Wofford College; Michael Laney, Franciscan Missionaries of Our Lady University; Barbara Lawrence, Guilford College; Allyson Lowe, Carlow University; Rochelle Mason, Colorado College; Michelle Mattson, Rhodes College; Caroline Maurer, Messiah College; Jewerl Maxwell, Gordon College; Karla McCuin, Austin College; Jamie McMinn, Westminster College (PA); Megan Mustain, St. Mary’s University (TX); Ryan Neal, Anderson University (SC); Saib Othman, Marian University (IN); Veronica Petak, College of Saint Mary (NE); Lance Richey, University of Saint Francis; Bartolo Santamaria, College of Saint Elizabeth; Timothy Schorr, Viterbo University; Robert Shea, Roger Williams University; Elizabeth Skomp, Sewanee: The University of the South; Diana Sousa, University of Saint Joseph (CT); Victoria Spivak, Dominican University (IL); Jamie Whitaker Campbell, Biola University; John Woell, Albion College
4. Faculty Development Programs

**Faculty Seminars: Teaching Interfaith Understanding.** As religious diversity among college students increases and interfaith cooperation continues to gain traction on campuses, interest among college presidents, deans of academic and student affairs, and faculty members has increased in offering courses and programs on interfaith subjects. In partnership with Interfaith Youth Core (IFYC) CIC received in June 2016 a third grant from the Henry Luce Foundation to support three additional annual seminars in 2017–2019 on Teaching Interfaith Understanding. Twenty-five faculty members participated in the 2017 seminar that took place June 18–22 in Chicago, Illinois. Planning is underway for the next seminar, which will be held June 17–21, 2018, in Chicago, Illinois, and led again by Eboo Patel and Laurie Patton. CIC announced the seminar in the fall; applications are due January 19.

Dates and Location: July 17–21, 2018, Chicago, Illinois
Funding: Henry Luce Foundation
Partner: Interfaith Youth Core
Seminar Directors: Eboo Patel, founder and president, Interfaith Youth Core; Laurie Patton, president, Middlebury College

**Faculty Seminars: American History.** To strengthen teaching in a critical field at CIC member institutions, CIC and the Gilder Lehrman Institute of American History cosponsored—for the 16th consecutive year—a history seminar for faculty members in summer 2017. The seminar, “The 20th Century Presidency,” took place July 23–27 at Stanford University’s Anne T. and Robert M. Bass Center in Washington, DC. CIC invited nominations for the seminar in mid-November 2016, received 77 nominations, and selected 29 faculty members to participate in the seminar.

Planning is underway for the summer 2018 seminar, “The Civil War in American Memory,” which CIC announced in the fall. Applications are due January 26. David W. Blight, Class of 1954 Professor of American History and director, Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, Yale University, will lead the seminar, which will take place June 10–14 at Yale University.

Theme: “The Civil War in American Memory”
Dates and Location: June 10–14, 2018, New Haven, Connecticut
Funding: Andrew W. Mellon Foundation
Partner: Gilder Lehrman Institute of American History
Leaders: David W. Blight, Class of 1954 Professor of American History and director, Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, Yale University
Evaluator: Thomas Falkner, professor of classics and former provost, McDaniel College

**Faculty Seminars: Ancient Greece in the Modern College Classroom.** This series of seminars—12 have been held to date—strengthens the use of classical texts in undergraduate general education. Cosponsored by CIC and the Center for Hellenic Studies, a research institute of Harvard University in Washington, DC, the seminar is designed for nonspecialists. Faculty members in all disciplines are encouraged to seek nomination. The 2017 seminar, “The Verbal Art of Plato,” was held July 24–30 at the Center for Hellenic Studies. Seventeen faculty members participated in the seminar that was announced in December 2016.
In the fall, CIC announced a special summer 2018 seminar, “Traveling with Pausanias through Greece,” that will allow participants to follow an itinerary of historical sites in Greece. The June 17–25, 2018, seminar will begin at the Center for Hellenic Studies in Nafplio, Greece, and continue to Argos, Olympia, Delphi, and Athens. Faculty members in all disciplines who incorporate works of ancient Greek literature, text related to ancient Greek history, philosophy, and religion, or the art and architecture of ancient Greece into their courses are encouraged to seek nomination by their CAO. CIC will reimburse participants up to $1,200 for travel related costs and offer a stipend of $175 to cover incidentals. Applications are due January 19, and participants will be announced in early February.

Theme: “Traveling with Pausanias through Greece”
Dates and Locations: June 17–25, 2018, Athens, Argo’s, Delphi, Olympia, and Nafplio, Greece
Funding: Andrew W. Mellon Foundation
Partner: Center for Hellenic Studies, Harvard University
Leaders: Gregory Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of the Center for Hellenic Studies, Harvard University; Kenneth Scott Morrell, associate professor of Greek and Roman studies, Rhodes College
Evaluator: Thomas Falkner, professor of classics and former provost, McDaniel College

Faculty Seminars: Teaching European Art in Context. This program, which began in 2010 and is supported by the Samuel H. Kress Foundation, is designed to strengthen the teaching of art history at CIC member institutions. In May 2014, CIC received a grant to support five additional seminars. The 2017 seminar, which is the third in the series, “Landscape and Identity in Britain and the United States (1770–1914),” was held July 24–28 at the Yale Center for British Art. CIC announced the seminar in late November 2016 and selected 25 participants from 43 nominations. The seminar series will be on hiatus during 2018 and will resume at the Yale Center for British Art during summer 2019.

5. State Council Programs and Services

In support of the work of its State Council Members, CIC provides services and grant programs that advance state-based initiatives in four program areas: fundraising for student scholarships, leveraging corporate connections for financial support and career pathways, collaboration for shared programs and services, and advocacy in the form of “making the case” for independent colleges and universities.

Annual Report. The first CIC State Councils Report of Annual Programs and Activities was distributed to State Council executives and staff members and to all CIC Institutional Member presidents in October 2017. The report includes information on CIC scholarship and grant programs for State Council Members as well as listings of state-based activities for the 2016–2017 fiscal year, the State Councils Annual Conference, W. L. Foreman Award, and other services available to CIC State Councils.

CIC/UPS Educational Endowment. The annual drawdown from the Endowment is dedicated to advancing programs for State Councils and, through them, their member colleges.

Grant Programs. The State Councils grant programs are funded by an annual drawdown of the CIC/UPS Educational Endowment as well as from an annual grant from the UPS
Foundation. The grants provide direct support for scholarships, programs, and projects to support the work of the State Councils and their member institutions.

- **Scholarship Programs.**
  - *CIC/UPS Scholarships.* In July 2017, CIC distributed $1,518,000 to 29 State Councils through the CIC/UPS Scholarship Grant Program. The State Councils will redistribute the funds to each of their member institutions in the amount of one $2,750 scholarship for a low-income, first-generation student during the 2017–2018 academic year. Since 1985, State Councils have received $56,000,535 in scholarship support for member colleges, which has in turn benefited 20,171 students.
  - *Named Scholarships.* CIC distributed in May 2017, $1,000 Dorothea M. Waterbury Scholarships to the nine CIC Institutional Members that also were members of the former New England College Fund. In August, CIC distributed named, legacy scholarships to five State Councils—Carole B. Whitcomb Scholarship (Illinois), Gary Lee, Jr. Scholarship (Georgia), Even Cooper Epps Scholarship (Michigan), William E. Hamm Scholarship (Iowa), and Ronald Blake Scholarship (Wisconsin)—with a total value of $23,500. Those scholarships will support qualified students during the 2017–2018 academic year. CIC plans to distribute these scholarships again to State Councils in late spring 2018.

- **Competitive Grant Programs.** The CIC State Councils competitive grant programs—the First Opportunity Partners Grants, Scholarship Challenge Grants, Capacity-Building Grants, and National Venture Fund Grants—distribute cash awards and matching funds each year to selected State Councils.
  - *Scholarship Challenge Grants.* The program allows State Councils to apply for grants to match scholarship funds raised for students at State Council member institutions. In its first six years, the program has helped CIC State Councils secure more than $2.5 million in scholarship support for their member colleges and universities and has expanded their donor bases. In June 2017, four State Councils—Iowa College Foundation, Independent College Fund of New Jersey, North Carolina Independent Colleges and Universities, and West Virginia Independent Colleges and Universities—were provisionally awarded grants, which will provide up to $210,000 in new scholarship support. The 2018 cycle will be announced in March, with awards made in early summer.
  - *First Opportunity Partners (FOP) Grants.* In May, CIC again received a grant from the UPS Foundation in support of the First Opportunity Partners Grant Program for 2017–2018. The program supports state-based diversity programs that improve access and success at independent colleges and universities for first-generation, minority, low-income, or new American students. In October, three proposals for the 2017–2018 cycle were approved to fund projects for Associated Colleges of Illinois, Independent Colleges and Universities of Texas Foundation, and Independent Colleges of Washington. Once matching funds are secured, the projects will provide $211,000 in new support for campus diversity programs.
• **Capacity-Building Grants.** These grants are provided to State Councils to enhance their capacity to raise funds on behalf of their member institutions. In November 2016, CIC awarded a total of $48,000 to three State Councils: Associated Colleges of Illinois, Ohio Foundation of Independent Colleges, and Virginia Foundation for Independent Colleges. The invitation to apply for the 2017–2018 program cycle was issued in December, and proposals are due February 23.

• **Member Services.** CIC continues to strengthen services for State Councils. Other activities include:

  o **Benchmarking Surveys and Reports.** Each spring, CIC conducts an annual survey of gifts and income to State Councils. The results are used to generate benchmarking reports upon request of State Councils.

  o **CIC Presidents Institute.** State Council executives are encouraged to participate in the annual Presidents Institute and are provided a discounted registration fee. This gathering continues to represent a critical professional development opportunity for executives as well as another opportunity to connect with organizational and institutional peers. A meeting of participating executives will be held January 5 at the 2018 Presidents Institute.

  o **CASE Membership.** Through its institutional membership in the Council for Advancement and Support of Education (CASE), in early September CIC again offered State Councils the opportunity to secure their own membership for 2017–2018 in CASE at a deeply discounted rate. Thirteen individuals from nine State Councils joined CASE for 2017–2018.

  o **Member Visits.** Carol Schuler, vice president for state council programs, has visited, since June 2016, 18 of the 29 CIC State Council members, and several visits are planned for the spring. The visits provide an opportunity for CIC to identify ways to better engage all State Councils in programs and services available to them. In September, Schuler and Georgia Nugent participated in the Ohio Foundation of Independent Colleges (OFIC) annual meeting held at Ohio Dominican University, where Nugent addressed the OFIC board and spoke during a joint luncheon of OFIC and the Association of Independent Colleges and Universities of Ohio. In October, Schuler and Richard Ekman participated in the Independent College Fund of New Jersey’s 63rd annual meeting held at the College of Saint Elizabeth, where Ekman provided the keynote address.

  o **Professional Development Webinars.** CIC is exploring the possibility of offering to State Council Member staff professional development webinars. A survey was sent to State Councils in mid-September and reissused in November to assess their interest in participating in webinars, to determine topics that would be of particular benefit to them, and to establish a timeline for instructional sessions.

  o **Pooled Endowment Management Fund.** CIC supported the creation of the Dupont Circle Investments LLC to meet the needs of State Councils with small- to mid-sized endowments or cash reserves that cannot reasonably engage an experienced money manager at an affordable rate. It is a stand-alone legal entity operated by and for the participating organizations and is not a part of CIC, although CIC is a partner. The
fund, which partners include State Councils in Kansas, Kentucky, New Jersey, North Carolina, and Oregon, is managed by TIAA. CIC senior advisor Ned Moore currently serves as the secretary and treasurer of the LLC.

- **Advisory Committee.** The State Councils Advisory Committee provides guidance to CIC’s president and vice president for state council programs. The Committee met most recently on October 18 via conference call. It will meet again during the 2018 Presidents Institute.

  Members: Mike Backer, president, Missouri Colleges Fund; Robert Bartlett, president, Michigan Colleges Alliance; Paul Cerkvenik, president, Minnesota Private College Fund; Jack Jones, president, Iowa College Foundation; Paul Pribbenow, president, Augsburg University; Eddie Shannon, executive vice president, South Carolina Independent Colleges and Universities; A. Hope Williams, president, North Carolina Independent Colleges and Universities

**Communications**

CIC’s communications activities include the distribution of information about CIC as well as ideas emerging from single and joint campus efforts. The activities promote—and help institutions promote—the achievements of member institutions and the benefits of independent higher education.

*Newsletter.* The December 2017 online issue of the Independent featured special coverage of the 2017 Institute for Chief Academic and Chief Student Affairs Officers. It also included articles announcing CIC’s 2018 leadership and faculty development programs, the 2018 College Media Conference, and the 2018 State Councils Annual Conference, as well as a report on the final Consortium on Digital Resources for Teaching and Research workshop. The fall 2017 Independent newsletter, which was distributed in early November, featured stories on CIC’s upcoming events—such as the 2018 Presidents Institute and the new Diversity, Civility, and the Liberal Arts Institute—as well as recent programs—including the 2017–2018 Presidential Vocation and Institutional Mission program, the Consortium for Online Humanities Instruction meeting, and the summer faculty development seminars. The newsletter also included stories on CIC’s new research report, *The Financial Resilience of Independent Colleges and Universities*, as well as the Research + Books and Campus Update sections.

*2018 Presidents Institute Media Panel.* In the Presidents Institute session “Understanding the Public’s Issues with Higher Education,” Sarah Hardesty Bray, opinion editor for *Inside Higher Ed*, Steve Kolowich, senior reporter at the *Chronicle of Higher Education*, Jon Marcus, higher education reporter for the *Hechinger Report*, and Jamal Watson, executive editor for *Diverse: Issues in Higher Education*, will offer their perspectives on recent studies that report more negative attitudes toward higher education among segments of the public.

- **Meetings with the Media.**
  - David Cunningham, director of NetVUE, met with Sarah Hardesty Bray, opinion editor for *Inside Higher Ed*, in Washington, DC, on September 19.
Richard Ekman and Lynn Donham, CIC vice president for communications, met with Scott Jaschik, editor and co-founder of Inside Higher Ed, in Washington, DC, on August 15.

- **CIC Media Coverage**
  - CIC’s 2017 Institute for Chief Academic and Chief Student Affairs Officers was highlighted in the press. On November 6, the Chronicle of Higher Education discussed the plenary session on Navigating the Most Difficult Conversations on Campus in the article, “What Some Colleges Have Learned from Hosting Controversial Speakers” as well as in a “Daily Briefing.”
  - Richard Ekman was quoted in an Inside Higher Ed piece, “Days of Reckoning” (November 13), that discussed recent closures of several private, nonprofit institutions. The piece also cited CIC’s recent research report, The Financial Resilience of Independent Colleges and Universities.
  - Beverly Daniel Tatum, president emerita of Spelman College and director of CIC’s new Diversity, Civility, and the Liberal Arts Institute, was interviewed in the Chronicle of Higher Education article, “Risking Some Discomfort” (October 15). In addition, the Atlanta Journal-Constitution published a column by Tatum, “Former Spelman President: We Must Teach College Students to Open Up about Bias” (October 8).
  - This fall, several local papers published news about the CIC/UPS Scholarship awards: The Fond du Lac Reporter (WI), “Marian University Student Cristina Smit Receives CIC/UPS Scholarship” (November 14); the Kewaskum Statesman (WI), “Campus Update” on St. Norbert College (October 26); the Plainview Herald (TX), “Espinoza [of Wayland Baptist University] Again Receives UPS Scholarship” (October 17); the Manitowoc Herald Times Reporter (WI), “Silver Lake College Student Awarded CIC/UPS Scholarship” (October 15); and the Sunday Dispatch (PA), “Kaczmarczyk [of Wilkes University] Awarded UPS Scholarship” (October 5).
  - The CIC State Councils National Venture Fund grant to the Independent Colleges and Universities of Texas Foundation was mentioned in the Business Insider article, “Accelerating Bachelor Degree Completion in a Single Click” (October 12).
  - CIC’s Presidential Vocation and Institutional Mission program was featured in the Green Bay Press-Gazette (WI) story, “St. Norbert College Holds Inauguration for New President, Brian J. Bruess” (October 11); the Daily Republic (SD) article, “DWU Professor Shares Qualities of Effective President at DC Seminar” (August 5); the BusinessWest (MA) article, “Harry Dumay Takes the Reins at Elms College” (July 25); and a Times Union (NY) “It’s an Honor” brief (July 27).
  - Several articles recently referenced CIC’s new Intergenerational Connections: Students Serving Older Adults program: the Spartanburg Herald-Journal (SC) article, “Worksheets Help Wofford [College] Students, Older Adults Bond” (November 26); the Union-Bulletin (WA) story about Whitman College’s projects, “Men and Meals” (October 22); The Advocate’s (LA) “People in Business” update for Baton Rouge (July 23); BusinessWest’s (MA) “Bay Path University Awarded Council of Independent Colleges Grant” story (July 12); and the Caldwell’s Patch (NJ) “Caldwell University Students Will Help Senior Citizens Using $13K Grant” article (July 10).
  - A few stories recently explored CIC’s Consortium for Online Humanities Instruction and its latest evaluation report: EdSurge, “Can Online Teaching Work at Liberal-Arts

- CIC’s faculty development seminars continue to receive coverage. The Teaching Pre-Modern European Art in Context seminar series was highlighted in the Samuel H. Kress Foundation’s First Friday article, “In His Words: The Influence of the Kress Collection” (October 6). The 2017 art history seminar, “Landscape and Identity in Britain and the United States (1770–1914),” was covered in the Messenger-Inquirer (KY) article, “KWC Professor to Attend Yale Seminar, Present Research Paper on Teaching European Art” (July 18); and the News & Advance (VA) story, “Randolph Art Professor Heading to Yale for Seminar” (June 13). The American history seminar on “The 20th Century Presidency” was featured in a Daily Star (NY) “Who’s News” brief (June 26). And the Teaching Interfaith Understanding seminar was discussed in the Reading Eagle’s local religion digest (June 3).

- CIC’s Consortium on Digital Resources for Teaching and Research was discussed in the Gaffney Ledger (SC) article, “Limestone Staff Makes Presentation at Council of Independent Colleges Workshop” (September 25).

- The Daily Item (PA) article, “Susquehanna University Will Celebrate President Green’s Inauguration” (October 14), discussed an academic panel discussion, “Liberal Education: Education for Leadership,” that featured CIC Senior Fellow S. Georgia Nugent, College of St. Benedict President Mary Dana Hinton, and Association of American Colleges and Universities President Lynn C. Pasquerella.

- The October 2017 University Business article, “University President Has Faith in the Future,” focused on the leadership of Jairy Hunter, president of Charleston Southern University.

- The Diverse: Issues in Higher Education article, “Tuition Remission Benefit was a ‘Blessing in Disguise’” (October 22), highlighted Linfield College’s tuition remission program.

- The Virginian-Pilot published a column by Scott D. Miller, president of Virginia Wesleyan University, on higher ed and climate change: “The Stormy Season of ‘Outer and Inner Weather’” (September 24).

- The Johns Hopkins University Hub article, “New Dean Charts a Fresh Course for Johns Hopkins School of Education” (September 20), focused on Christopher Morphew, who worked with CIC on past research reports while at the University of Iowa. In the interview, Morphew discusses the upcoming CIC-ASHE book and working with CIC Senior Vice President Hal Hartley.

- The Inter-Mountain (WV) article, “Barry’s Contract Extended” (September 20) discussed Alderson Broaddus University interim president James Barry and his former position on CIC’s Board of Directors.


- The CIC research report, The Financial Resilience of Independent Colleges and Universities, received publicity from several higher education news outlets, including the Chronicle of Higher Education piece, “Are Small Colleges Doomed? Not So Fast” (August 14); the Inside Higher Ed article, “Healthier Than Imagined?” (August 14); the Education Dive story, “Report Finds Many Small, Private Colleges are in Strong Financial Shape” (August 16); and the Inside Higher Ed tech column, “3 Edtech Hypotheses to Help Explain Small College Financial Resilience” (August 21).

Local media published articles about CIC’s Executive Leadership Academy and Senior Leadership Academy, including BusinessWest, “Calvin Hill Selected for National Leadership Development Program” (July 20); and Black Mountain News (NC), “Warren Wilson College’s New President Has Local Connections” (July 19).


The CIC-managed Woodrow Wilson Visiting Fellows Program was mentioned in the Wicked Local-Cambridge article on commentator and fellow Callie Crossley, “Cambridge Resident Appointed to Wellesley College Board” (July 31).

Judith Phair, CIC communications senior adviser, described campus social media strategies in the Green Bay Press-Gazette (WI) article, “UW-Green Bay ‘Snaps’ at Its Students” (July 18).

A July 7 Council for Higher Education Accreditation (CHEA) report on the 2017 CHEA Summer Workshops highlighted Ekman’s comments on the future of accreditation.

An Inside Higher Ed article on board-president relations, “Swift and Silent Exits,” quoted Ekman (June 7).

Ekman discussed college tuition and tuition discounting in the Citizen-Times (NC) article, “Can WNC Colleges Compete with $500 Tuition?” (June 5).

Press Releases. CIC announced the recipients of its top annual academic and leadership awards for 2017 in November. Presented during the 2017 Institute for Chief Academic and Chief Student Affairs Officers, Debbie Mauldin Cottrell, vice president for academic affairs of Texas Lutheran University, was recognized with the CIC Chief Academic Officer Award, and Eboo Patel, founder and executive director of Interfaith Youth Core, received the Academic Leadership Award. CIC announced the new Diversity, Civility, and the Liberal Arts Institute in September and the new research report, The Financial Resilience of Independent Colleges and Universities, in August. In July, CIC announced the distribution of more than $1.5 million in UPS Scholarships for first-generation or low-income students as well as the distribution of $40,000 in SAGE Scholars grants to select private colleges and universities in New York that have been affected by the state’s “free-public college” initiative. A June press release announced a $100,000 grant from the UPS Foundation in support of CIC’s First Opportunity Partners Program, which funds diversity programs developed through CIC State Councils.
**Online Collaboration**, CIC offers opportunities for online collaboration among CIC members through secure websites that also allow program participants to access listserv discussions and document libraries. CIC currently offers 24 listservs and community sites for individuals across a variety of campus roles at CIC member institutions.

**Annual Report**, CIC releases every year an annual report that describes in detail CIC programs and activities as well as fundraising activities. CIC disseminated the 2016–2017 annual report in early December. In mid-November, CIC’s design partner for the 2015–2016 and 2016–2017 annual reports, GRAPHEK, was awarded a 2017 American Graphic Design Award for the 2015–2016 Annual Report.

**Other Opportunities**

CIC has several additional programs that serve members.

**Tuition Exchange Program.** The CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities that are willing to accept as students, tuition-free, full-time employees and their family members. Participation in this program continues to increase. CIC again offered an informational webinar to interested institutions on May 25 and 60 institutions participated. Staff is currently developing for release by March a web-based solution that will allow program liaisons to review and act on applications to participate entirely online.

- Participation: 436 institutions registered; 354 institutions importing or exporting students; 1,726 students participating

**Davies-Jackson Scholarship.** CIC administers a scholarship program for graduates of private colleges and universities who are among the first generation in their families to graduate from college. Funded by an anonymous donor, the scholarship provides recipients two years of fully-funded study at St. John’s College, University of Cambridge, England, to pursue a second BA as affiliated students. Over time, more CIC member institutions were added to the list of colleges and universities from which students are eligible to apply, bringing the number of CIC members among the total 560 eligible institutions to 500.

In 2017, for only the second time in the history of the program, three candidates were offered awards: Jenny Ngo, Lewis & Clark College, who is reading in psychological and behavioral sciences; Teal St. Nicklaus, Mercer University, who is reading in English; and Elle Woolery, Transylvania University, who continues her focus on archaeology. The deadline for the 2018 scholarship was October 20, 2017, and CIC received 23 applications. Semi-finalist applications were sent to St. John’s College in November for consideration; decisions will be made in January.

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

**Amicus Briefs.** In October, American Council on Education (ACE) submitted an *amicus* brief to which CIC was a signatory to the U.S. Court of Appeals in support of the University of Southern California. The brief argued that the National Labor Relations Board (NLRB)
framework for determining the managerial status of university faculty should adhere to the values of shared governance recognized by the U.S. Supreme Court in *NLRB v. Yeshiva University*.

In early August, Richard Ekman wrote to CIC Institutional Member presidents inviting their support of an *amicus* brief that the Association of American Universities (AAU) and ACE prepared for the U.S. Supreme Court in connection with the Executive Order for a travel ban. Ekman, at the request of AAU and ACE, asked CIC institutions to provide data, anecdotal evidence, and examples of how the travel ban has or could impact their programs, services, enrollment, and faculty and staff. CIC also signed the brief as a supporting organization.

CIC in July signed onto an *amicus* brief submitted by ACE to the U.S. Court of Appeals in support of Sacred Heart University (CT), a defendant in a bankruptcy case. The brief affirmed that a bankruptcy trustee should not be able to require an institution that has received payments from a parent for a child’s education to give the money received back to the insolvent parent’s bankruptcy trustee. This case’s ruling could have an impact on the case law and in turn affect many CIC members.

*CIC/New York Times Partnership in Education*. The 14th annual CIC/New York Times Partnership’s Presidents Council meeting—the only such meeting of college and university presidents hosted by the *Times*—took place at the *Times* offices in New York City on October 10, 2017. Nineteen presidents engaged with *Times* “Education Life” Editor Jane Karr and Higher Education Reporter Stephanie Saul. Presidents and *New York Times* staff discussed the “College Access Index”, and Karr announced that the *Times* would discontinue “Education Life” (the last issue was published in November). John C. Knapp, president of Washington & Jefferson College, was elected chair of the partnership for 2017–2018.

Participants: Albertus Magnus College, Cornell College (IA), Drew University, Elizabethtown College, Felician University, Georgian Court University, Lafayette College, Lebanon Valley College, Manhattanville College, Marymount Manhattan College, McDaniel College, Mount Saint Mary College (NY), Muhlenberg College, Naropa University, Ohio Dominican University, Randolph College, Rhodes College, St. John’s College, Washington & Jefferson College

*American Councils for International Education Partnership*. CIC has partnered with American Councils for International Education since 2013. Through this partnership, CIC member colleges and universities are eligible for a range of services that potentially could increase an institution’s presence abroad and advance internationalization of the campus. These opportunities include academic exchanges, overseas language immersion, and educational development programs. In summer 2017, the partnership sponsored its second immersion experience in Taiwan, which included eight students (out of 29 total participants) from seven CIC member institutions—Haverford College (two students), Baldwin Wallace University, Gettysburg College, Hope College, Juniata College, Kenyon College, and McDaniel College. CIC institutions accounted for 25 percent of all applications to the program.

*International Student Enrollment*. For nine years, CIC has publicized a program run by World Learning, Inc. that locates appropriate undergraduate colleges and universities for students from Latin American and Asian countries who wish to spend a semester or a year in the United States. The program provides partial tuition and fees and the full cost of room, board,
books, and health insurance. Seventeen CIC member institutions—Augustana University (SD), Carroll College (MT), Chatham University, Endicott College, Iowa Wesleyan University, Juniata College, Keuka College, Maryville College (TN), Mercyhurst University, North Central College, Presbyterian College, St. Ambrose University, St. Catherine University, University of Denver, University of Incarnate Word, University of the Ozarks (AR), Utica College, and Willamette University—are hosting a total of 44 international undergraduate and graduate students during the 2017–2018 academic year.

*American Academic Leadership Institute.* CIC continues its productive relationship with AALI, an organization that resulted from a reorganization of the Academic Search Consultation Service. Under the arrangement created in 2007, CIC and AASCU are “supported organizations” (in Internal Revenue Service terms) of AALI, and AALI is a “supporting organization.” Funds generated by Academic Search, Inc., are used by AALI to support leadership development activities by CIC and AASCU. Academic Search, Inc., AALI, and CIC work closely together to identify future leaders of independent colleges and universities, prepare them to move into the next level of leadership, and help institutions match leaders with institutional needs. CIC President Richard Ekman; CIC Board Chair Tom Hellie, president, Linfield College; CIC Board past chair Chris Kimball, president, California Lutheran University; and Scott D. Miller, president, Virginia Wesleyan University, currently serve on the AALI board of directors. Linda Bleicken, past president of Armstrong State University in Savannah, Georgia, succeeded Tom Kepple as AALI president in June 2017.

*SAGE Scholars.* CIC worked with SAGE Scholars, a sponsor of the Presidents Institute, to distribute $2,500 scholarships to 16 Institutional Members in New York. The emergency scholarships, which were made in July, were intended to offset the effects of New York’s Excelsior Scholarships on CIC/SAGE members.

**Organizational Capacity**

CIC’s organizational capacity—membership, financial resources, outreach to institutions, and infrastructure—continues to expand.

**Membership Development.** CIC has a record 656 Institutional Members, 20 International Members, eight Associate Members, 29 State Council Members, and 53 Affiliate Members. Efforts by the Membership Committee and other Board members as well as a number of CIC presidents to recruit new members and retain current members continue to be effective.
New Institutional Members (2017–2018) = 13
Ave Maria University, FL
Benedict College, SC
Franklin & Marshall College, PA
Hofstra University, NY
Indiana Institute of Technology, IN
Methodist College, IL
New York Institute of Technology, NY
Parker University, TX
Pepperdine University, CA
Presentation College, SD
University of Hartford, CT
University of Mobile, AL
University of the Sciences, PA

New Institutional Members (2016–2017) = 15
Adventist University of Health Sciences, FL
Bacone College, OK
College of the Atlantic, ME
Dean College, MA
Drury University, MO
Gallaudet University, DC
John F. Kennedy University, CA
Lake Forest College, IL
Lipscomb University, TN
Logan University, MO
Marist College, NY
Pitzer College, CA
Trinity International University, IL
Trinity University, TX
Villa Maria College, NY

Listening to Members. CIC learns of members’ interests in many ways—CIC meetings and events, campus visits, phone calls, listservs, and online networking exchanges. In addition, CIC conducts several annual surveys: The CAO survey (online in January) and presidents survey (10 percent of member presidents by phone in March and April).


Richard Ekman presented the keynote address, “The Impact of Private Nonprofit Colleges and Universities,” at the Independent College Fund of New Jersey’s annual meeting on October 26.

Senior advisor Barbara Hetrick received McDaniel College’s 2017 Alumni Professional Achievement Award at the Alumni Association Awards Banquet on October 20, 2017. She is an alumna of the institution.

Senior Vice President Harold V. Hartley III and Director of Research Projects Hollie Chessman along with Michael Williams of the Austen Group led a webinar on August 17 for IPEDS Educators. The hour-long presentation, sponsored by the Association for Institutional Research and the National Center for Education Statistics, described the various ways CIC uses data from the Integrated Postsecondary Education Data System (IPEDS), most notably
in the Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) annual benchmarking reports.

David S. Cunningham began his tenure as director of NetVUE on September 1, succeeding Shirley Roels who served as the Network’s director since its inception in 2009. Roels will serve as CIC senior advisor and director of NetVUE grant programs until June 2018.

Georgia Nugent delivered presentations at a September 26 Ohio Foundation of Independent Colleges luncheon and board meeting.

Richard Ekman participated in mid-October in a planning meeting for the 2018 Liberal Arts Illuminated conference, hosted by College of Saint Benedict and Saint John’s University, which will take place July 9–11.

Hollie Chessman, director of research projects, completed her service at CIC in December. She has accepted a position as a research fellow at American Council of Education to join a project focused on student well-being.

Conference Facilities. CIC’s conference rooms provide space for various CIC meetings—staff, Board of Directors, and other advisory groups. In addition, other organizations use CIC’s conference rooms, when available, at no charge. Four organizations used the conference rooms a total of four times since June 1, 2017. The functionality and desirability of the spaces improve CIC’s own capacity and enhance CIC’s visibility within the higher education community. They also have served to encourage Affiliate Membership among certain organizations that are recurring users of the space. Availability of a guest office complements the attractiveness of CIC’s offices as a meeting space.

Equipment and Technological Capacity. CIC’s technology infrastructure facilitates communication with member college and university staff, other constituents, and among CIC staff; the development of ideas and materials to serve institutions; and the storage and retrieval of data critical to CIC’s work. Staff continuously plans upgrades to existing core systems and platforms, such as the association management, financial, and email applications, file storage and data backup solution, and webinar and conference call services, and explores technology options to improve member services and increase staff efficiency. Staff will complete a major association management system upgrade in winter 2018 and deployed a more versatile data backup and emergency recovery solution in late 2017.