This President’s Report provides an update on CIC programs and activities during summer and fall 2018 and plans for the remaining 2018–2019 membership year. These activities are grouped under two large headings—programmatic capacity and organizational capacity.

- Institutional Membership is now at 656, and to date six institutions have joined for the 2018–2019 year.
- CIC received in November the largest grant in its history—approximately $9.9 million—from Lilly Endowment Inc. to support and expand NetVUE and related CIC activities.
- Registration for the November Institute for Chief Academic Officers, with Chief Financial and Chief Enrollment Officers, was very strong and registrations for the 2019 Presidents Institute also have been robust.
- CIC will again offer the Presidents Governance Academy (supported by the Henry Luce Foundation) and the New Presidents Program (sponsored by Ellucian) January 3–4, 2019, immediately preceding the Presidents Institute.
- The national NetVUE Conference, which takes place biennially, will be held March 21–23, 2019, in Louisville, Kentucky, and will explore the theme, “Broadening the Scope of Vocational Exploration.”
- CIC will host, with FIMPES, Santander Universidades and Universia, and several CIC Institutional Members, a second U.S.-Mexico Higher Education Summit on April 24–27, 2019, in Chicago, Illinois. The group of participants will be finalized in January.
- The first Seminar on Science Pedagogy, supported by the W. M. Keck Foundation, will take place July 15–19, 2019, at Holy Names University in Oakland, California. Participating institutional teams began this fall to prepare for the seminar.
- CIC announced in September a new project, Humanities Research for the Public Good (supported by the Andrew W. Mellon Foundation), which will support public humanities projects at 25 institutions per year in 2019–2021. Applications were due in mid-December.
- In the fall, CIC announced its latest member service, the CIC Online Course Sharing Consortium, that provides access to technology that facilitates online course sharing among CIC members.
- CIC also announced in the fall its summer 2019 programs. Opportunities for faculty members include: Diversity, Civility, and the Liberal Arts Institute supported by the Andrew W. Mellon Foundation and directed by Beverly Daniel Tatum, president emerita, Spelman College (June 2–5 in Atlanta, Georgia); a seminar on Teaching Interfaith Understanding led by Laurie Patton, president of Middlebury College, and Eboo Patel, founder and president of Interfaith Youth Core, with support from the Henry Luce Foundation (June 16–20 in Chicago, Illinois); 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 of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University (June 23–27 in New Haven, Connecticut); a faculty seminar on teaching European art in context, “Art and Society in Britain, Hogarth to Turner (1730–1851),” supported by the Samuel H. Kress Foundation, and hosted at the Yale Center for British Art (July 21–26, 2019, New Haven, Connecticut); a seminar on ancient Greece, “The Ancient Greek Hero,” supported by the
Andrew W. Mellon Foundation, and led by Gregory Nagy, Francis Jones Professor of Classical Greek Literature and professor of comparative literature at Harvard University and director of the Center for Hellenic Studies, and Kenneth Scott Morrell, associate professor of Greek and Roman studies at Rhodes College (July 25–29 in Washington, DC). Opportunities for other campus leaders include: the 2019–2020 Presidential Vocation and Institutional Mission program, supported by Lilly Endowment Inc., led by CIC Senior Advisor and Nebraska Wesleyan University President Fred Ohles (the opening session will be held July 14–17 in Woodstock, Vermont); the 2019–2020 Executive Leadership Academy (ELA), cosponsored by the American Academic Leadership Institute (AALI) and American Association of State Colleges and Universities (the opening session will take place July 15–17 in Washington, DC); and the 2019–2020 Senior Leadership Academy (SLA), cosponsored by AALI (the opening session will take place November 1–3 in Baltimore, Maryland).

- In September, the 26 institutions participating in the 2018–2019 iteration of the Consortium on Instructional Excellence and Career Guidance began the Association of College and University Educators’ (ACUE) online course in “Effective Teaching Practices.” Strada Education Network generously funds the project.

- Members of the 2018–2019 cohort of the SLA met for the first time November 2–4, 2018, at the Institute for Chief Academic Officers in St. Louis, Missouri. All SLA participants were invited to participate in the Institute, and 26 of 45 did so.

- The 2018 Foundation Conversation took place on October 15, in New York City. And the CIC/New York Times Presidents Council meeting took place at the New York Times offices on October 16.

- The 32nd College Media Conference, hosted by CIC and AASCU, took place June 25–27, in Washington, DC, and attracted near-record participation. Addressing the topic “Real News: Taking Higher Education’s Story to the Media,” conference presenters included experienced journalists from various media outlets as well as college and university PR directors.


- CIC disseminated in late August a new report, The Independent College Presidency, 1986–2016, which provides an analysis of the data collected by the American Council on Education’s (ACE) recent survey of college and university presidents, with a focus on CIC presidents.

- In July, CIC distributed $1,632,000 to its 27 State Councils through the CIC/UPS Scholarship Grant Program. The program this year funds a $3,000 scholarship for one low-income, first-generation student at each of the 544 institutions that are CIC State Council Members.
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. The 2019 Presidents Institute will take place January 4–7 at the Westin Kierland hotel in Scottsdale, Arizona, with the theme “Leading Strategic Change.” The Institute will explore such questions as: How do presidents weigh long-standing commitments to institutional mission and traditions with new opportunities and strategic imperatives? How can presidents find reliable guidance among competing institutional visions and their implications for enrollment, academic quality, modes of teaching and learning, and new business models? How do presidents convey both confidence and candor when leading significant change, and how can campus communities—the faculty member, staff, alumni, and trustees—be encouraged to embrace opportunities for fresh approaches? CIC mailed the registration brochure to presidents in early August and mailed a preliminary program in early October.

<table>
<thead>
<tr>
<th></th>
<th>Member</th>
<th>Nonmember</th>
<th>Total</th>
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<tr>
<td>College Presidents</td>
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<tr>
<td>Spouses and Partners</td>
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<td>183</td>
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<td>State Council Executives</td>
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<td>TOTAL</td>
<td>546</td>
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<td>565</td>
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<tr>
<td>New Presidents</td>
<td>37</td>
<td>5</td>
<td></td>
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</table>

Theme: “Leading Strategic Change”
Dates and Location: January 4–7, 2019, Scottsdale, Arizona
Participation Goal: 50 percent of member presidents
Advisory Groups: Board of Directors Programs Committee; Presidents Institute Spouses and Partners Task Force
Plenary Speakers: Steven C. Bahls, president, Augustana College (IL); Esther Brimmer, executive director and CEO, NAFSA: Association of International Educators; Roger N. Casey, president, McDaniel College; Helen G. Drinan, president, Simmons University; Howard Gardner, John H. and Elisabeth A. Hobbs Professor of Cognition and Education, Harvard Graduate School of Education; Jonathan Haidt, Thomas Cooley Professor of Ethical Leadership, Stern School of Business, New York University and founder, Heterodox Academy; Billy C. Hawkins, president, Talladega College
Institute for Chief Academic Officers. The 46th Institute for Chief Academic Officers was held November 3–6, 2018, at the Hyatt Regency St. Louis at the Arch in St. Louis, Missouri. Chief financial and chief enrollment management officers also were invited this year, as were academic team members. Under the theme, “Academics, Allocations, and Analytics: Collaborating for a Sustainable Future,” sessions focused on the changing core responsibilities of the three cabinet-level positions and on creating and sustaining strong cooperation among these three officers that is essential for institutional success.

<table>
<thead>
<tr>
<th>Theme:</th>
<th>“Academics, Allocations, and Analytics: Collaborating for a Sustainable Future”</th>
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<tbody>
<tr>
<td>Dates and Location:</td>
<td>November 3–6, 2018, St. Louis, Missouri</td>
</tr>
<tr>
<td>Partners:</td>
<td>National Association of College and University Business Officers and American Association of College Registrars and Admissions Officers</td>
</tr>
<tr>
<td>Participation Goals:</td>
<td>280 CAOs; 115 CFOs; 40 CEMOs</td>
</tr>
<tr>
<td>Advisory Group:</td>
<td>CAO-CFO-CEMO Task Force</td>
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<tr>
<td>Plenary Speakers:</td>
<td>Marcia Chatelain, Provost’s Distinguished Associate Professor of History and African American Studies, Georgetown University; Roger W. Ferguson, Jr., president and chief executive officer, TIAA; Nathan D. Grawe, Ada M. Harrison Distinguished Teaching Professor of the Social Sciences, Carleton College; Meg Jay, associate professor of education, University of Virginia, and author of <em>Supernormal: The Untold Story of Adversity and Resilience</em> (2017)</td>
</tr>
</tbody>
</table>

The 47th Institute for Chief Academic Officers—to which chief advancement officers will be invited—will be held November 2–5, 2019, in Baltimore, Maryland, in cooperation with the Council for Advancement and Support of Education (CASE).


The College Media Conference will be on hiatus in 2019.

<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>
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<td>Advisory Group:</td>
<td>Board of Directors Public Information Committee</td>
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Conversation between Foundation Officers and College and University Presidents. The 2018 Foundation Conversation took place October 15 at TIAA headquarters in New York City. The half-day event explored the topic, “Philanthropy in a Changing Context: Foundations and Independent Higher Education,” and consisted of several sessions led by foundation leaders as well as small group discussions over lunch.

The next, biennial Foundation Conversation will take place in October 2020.

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<tr>
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<tbody>
<tr>
<td>Date and Location:</td>
<td>October 15, 2018, New York, New York</td>
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<tr>
<td>Advisory Group:</td>
<td>Board of Directors Resource Development Committee</td>
</tr>
<tr>
<td>Speakers:</td>
<td>Stephanie Bell-Rose, head, TIAA Institute, and senior managing director, TIAA; Sean Buffington, vice president, Henry Luce Foundation; Andrew Delbanco, president, Teagle Foundation; Daryl A. Graham, senior vice president, philanthropy, Strada Education Network; Dianne Harris, senior program officer, higher education and scholarship in the humanities, Andrew W. Mellon Foundation; Sarah L. Simmons, assistant director, science education, Howard Hughes Medical Institute; Eugene M. Tobin, senior program officer, higher education and scholarship in the humanities, Andrew W. Mellon Foundation; Rebeca Vargas, president and CEO, U.S.-Mexico Foundation</td>
</tr>
</tbody>
</table>

State Councils Annual Conference. The conference 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 businesses and other organizations. The conference last took place in April 2018; beginning with the 2019 calendar year, the conference will move to September to accommodate legislative calendars for State Council executives who lobby for their member colleges and universities as well as fundraise. The 2019 CIC State Councils Annual Conference will be held September 10–12, 2019, in Pittsburgh, Pennsylvania, under the theme “Bridging the Future.” A “save-the-date” email was sent to all State Council executives in mid-October 2018; conference registration will open in early April.

<table>
<thead>
<tr>
<th>Theme:</th>
<th>“Bridging the Future”</th>
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<tr>
<td>Dates and Location:</td>
<td>September 10–12, 2019, Pittsburgh, Pennsylvania</td>
</tr>
<tr>
<td>Participation Goal:</td>
<td>50 State Council executives and staff members</td>
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<td>Advisory Group:</td>
<td>State Councils Advisory Committee</td>
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<tr>
<td>Speaker (to date):</td>
<td>Sue Cunningham, president and CEO, Council for Advancement and Support of Education</td>
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</tbody>
</table>

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, workshops for faculty members, programs and services for State Councils, and an array of research activities. Several CIC initiatives provide information and technical assistance to institutions.
1. Institutional Development Programs and Services

**Diversity, Civility, and the Liberal Arts Institute.** In December 2016, the Andrew W. Mellon Foundation awarded CIC a grant to support two Diversity, Civility, and the Liberal Arts Institutes. The purpose of the two annual Institutes is to deepen participants’ understanding of current scholarship that can inform campus discussions of such issues as identity, racism, intolerance, histories of discrimination and inequality, and effective methods for achieving social and political change. Each institution is represented by a team composed of two faculty members and two administrators. Teams are expected to develop a feasible plan to incorporate the content of the Institute into curricular and co-curricular activities on their campuses. CIC announced the project and the first Institute in September 2017 and received applications from 83 member colleges and universities. Twenty-five institutional teams were selected and participated in the June 2018 Institute. CIC will offer the second Institute for another 25 institutions in Atlanta, Georgia, June 2–5, 2019. A call for applications was issued to all Institutional Members in September, and 39 applications were received by the November 14 deadline.

**Dates and Location:** June 2–5, 2019, Atlanta, Georgia  
**Funding:** Andrew W. Mellon Foundation  
**Senior Advisor:** Beverly Daniel Tatum, president emerita, Spelman College  
**Evaluators:** Jo M. Beld, vice president for mission, St. Olaf College, and Bruce King, chief diversity officer, St. Olaf College  
**Presenters (2019):**  
K. Anthony Appiah, professor of law and philosophy, New York University; David W. Blight, Class of 1954 Professor of American History, Yale University; Moon Charania, assistant professor of international studies, Spelman College; Geoffrey Cohen, James G. March Professor of Organizational Studies in Education and Business, Stanford University; Kristie A. Ford, professor of sociology, Skidmore College; Beverly Guy-Sheftall, Anna Julia Cooper Professor of Women’s Studies, Spelman College; Frederick M. Lawrence, secretary and CEO, Phi Beta Kappa Society; Roosevelt Montás, associate dean of academic affairs and director of the Center for the Core Curriculum, Columbia University; Julie J. Park, associate professor of education, University of Maryland, College Park; Eboo Patel, founder and president, Interfaith Youth Core; Eileen B. Wilson-Oyelaran, president emerita, Kalamazoo College  

**Humanities Research for the Public Good.** In December 2017, CIC received a grant from the Andrew W. Mellon Foundation to be used over approximately three years to develop the capacity of participating institutions to make greater public use of materials in their special collections libraries, archives, or museum collections. CIC will select 25 institutions a year for two consecutive academic years to engage students in research projects and public programs that use each college’s collections to address an issue of importance to the local community or region. Each institution will partner with a nonprofit community organization. There will be opening and closing workshops for institutional teams in each cohort. CIC has engaged a senior advisor for the project with extensive experience in the public humanities. CIC announced the program and solicited applications for the first cohort in September 2018, and a webinar for prospective applicants in October drew representatives from 73 colleges and universities. The deadline for applications was mid-December, and selected institutions will be notified in February 2019. The first opening workshop will be held in Washington, DC, June 23–25, 2019.

**Dates and Location:** June 23–25, 2019, Washington, DC  
**Funding:** Andrew W. Mellon Foundation  
**Senior Advisor:** Anne M. Valk, associate director for public humanities and lecturer in history, Williams College
Philosophy at Smaller Liberal Arts Colleges. In September 2018, CIC received a grant from the Andrew W. Mellon Foundation to support a new initiative to strengthen the teaching of philosophy at smaller liberal arts colleges. This program will provide faculty members in philosophy at CIC member institutions with opportunities to learn about innovative approaches to the teaching of the discipline that have the potential to revitalize undergraduates’ interest in philosophy as a major or minor field of study. CIC will offer three annual institutes, beginning in summer 2020. Each institute will take place over four days and will feature as presenters leading philosophers from public and private research universities who also are innovators in the teaching of philosophy. About 30 faculty members will be selected to participate in each institute. CIC will announce nomination procedures for the inaugural institute in fall 2019.

Funding: Andrew W. Mellon Foundation

CIC Online Course Sharing Consortium. In early October, CIC announced the CIC Online Course Sharing Consortium. This new member service will be offered through an arrangement with College Consortium, Inc., a technology company with an online platform where independent colleges can share courses and transfer credits and financial aid. The CIC consortium will help students stay on track and complete their degrees by the occasional use of online courses offered by other CIC member consortium participants, and allows the home institution to retain some of the tuition revenue and the teaching institution to fill capacity. Both objectives are achieved with much reduced administrative effort and closer alignment of academic standards, and at a low cost to institutions. CIC and College Consortium hosted a breakfast roundtable during the 2018 Institute for Chief Academic Officers to promote the program, and a concurrent session featured experiences of CIC institutions that have been involved in similar consortia. Similar activities are part of the Presidents Institute program. Eighteen institutions have joined the Consortium to date, and an additional 100 institutions are in the process of joining.

Senior Advisor: Norval C. Kneten, senior advisor, CIC, and retired president, Barton 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 had 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 received a second grant in December 2015 to support an additional cohort over approximately three years, and 21 new institutional teams participated in Consortium II. Participants from Consortium I served as advisors to participants in the second cohort. The online courses developed as part of Consortium II were first offered in spring 2017, and revised courses offered during 2017–2018 were opened to undergraduates from other participating institutions.

Participants from both Consortia met in Washington, DC, for a final workshop July 23–25, 2018, and were invited to apply for small grants to explore new approaches to developing and sharing online humanities courses; selected projects will begin in spring 2019. A final report on the entire initiative will be prepared by Ithaka S+R and CIC staff for distribution to member institutions in 2019.

Funding: Andrew W. Mellon Foundation
Coordinator: Kevin Gannon, professor of history and director of the Center for
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. CIC entered into the Digital Consortium project in partnership with Artstor, which had developed the Shared Shelf platform. In 2016, Artstor merged with ITHAKA, and in 2017 the Shared Shelf platform was renamed JSTOR Forum and brought into closer alignment with other ITHAKA platforms such as its academic database, JSTOR. The consortium 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. Licensing fees for JSTOR Forum have been covered for all Consortium members for all four years of the project.

In August, CIC announced to the 39 Consortium members the availability of grants of up to $6,000 to up to 20 institutions. The grants may be used over the course of a year for three main purposes: interdepartmental collaboration across campus; staff or faculty travel to scholarly conferences or other campuses to share knowledge and best practices; or the development of additional collections. Seventeen proposals from 16 institutions (one proposal included multiple institutions) were selected in mid-November to receive grants.

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, Bennington College, Caldwell University, Campbellsville University, Central Methodist University, Chatham University, Coker College, Elmhurst College, Gannon University, Gettysburg College, Guilford College, Hampden-Sydney College, Hollins University, Hope College, Illinois College, Limestone College, Linfield College, Manchester College, Martin Methodist College, Misericordia University, Moravian College, Muhlenberg College, Nebraska Wesleyan University, Ottawa University, Presbyterian College, Roanoke College, Rosemont College, St. Lawrence University, St. Thomas University (FL), Tuskegee University, University of Dubuque, University of Puget Sound, University of Saint Mary (KS),
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 has created a national network of student programs on independent college campuses that strengthen the mutual benefits of students interacting with older members of the institutions’ communities. CIC members were invited in November 2016 to apply for grants of up to $13,000 for the 2017–2018 academic year for support of students who work to develop new projects that address the basic needs—healthy diets, safe and affordable housing, income generation, and social interaction—of adults in their communities. Twenty institutions participated in the project’s first year. A second cohort of projects, comprised of 14 renewal grants and 22 new grantees, is underway for the 2018–2019 academic year. A meeting of teams from all participating institutions in the first and second cohort of the project will take place July 29–31, 2019, in Washington, DC.

Dates and Location: July 29–31, 2019, Washington, DC
Funding: AARP Foundation
Senior Advisor: Barbara Hetrick, senior advisor, CIC
Cohort I: Bay Path University, Bridgewater College, Caldwell University,* Campbell University, Coe College,* 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*
Cohort II: Barton College, Bennington College, California Baptist University, Calvin College, Centenary University (NJ), Christian Brothers University, Colby-Sawyer College, College of Saint Mary (NE), Concordia University of Wisconsin, Converse College, Dominican University (IL), Gwynedd Mercy University, Mercy College, Moravian College, Regis College, Saint Xavier University, Spelman College, St. John Fisher College, The College of Saint Rose, Universidad del Sagrado Corazón (PR), University of Saint Francis (IN), Virginia Wesleyan University
*Renewal Grant Recipients

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. Groups of Mexican rectors have participated in the 2014–2018 Presidents Institutes. In March 2017, CIC and its sister organizations hosted the first U.S.-Mexico Higher Education Summit in Guadalajara, Mexico. Responses to the summit were overwhelmingly positive, and partnerships among CIC and Mexican institutions have developed as a result of the meeting. CIC is planning a second summit for April 2019 in Chicago, Illinois, which will include half-day visits to four member campuses in the Chicago area, two optional Saturday visits to campuses just outside Chicago, substantive discussion over meals, and a possible dinner at the Art Institute of Chicago. CIC Institutional Member presidents and rectors of FIMPES member institutions were invited in the fall to register for the Summit; the list of participants will be confirmed in January.
Dates and Location: April 24–27, 2019, Chicago, Illinois
Funding: U.S.-Mexico Foundation
Partners: FIMPES, Santander Universidades and Universia
Host Institutions: Augustana College (IL), DePaul University, Dominican University (IL), North Central College (IL), North Park University, Rockford University
Speakers (to date): Carlos Martín Jiménez Macías, Consul General, Consulate General of Mexico in Chicago

**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. CIC has been running the program for 11 years and will continue to run the program for the Woodrow Wilson National Fellowship Foundation until 2026.

The roster of fellows is constantly evolving; notable recent additions include Daniella Gibbs Leger, senior vice president for communications and strategy at the Center for American Progress and former special assistant to President Obama, and Jane Best, the co-founder of highly successful New York City-based hunger organization, God’s Love We Deliver. CIC disseminated the fourth annual Woodrow Wilson Visiting Fellows newsletter in September. To date, 39 Fellow visits are scheduled to take place in 2018–2019, and staff will continue marketing initiatives to schedule visits for spring 2019. Marketing for the 2019–2020 academic year will begin in February.

Senior Advisor: Roger Bowen, former general secretary, American Association of University Professors
Host Institutions: (2018–2019)
Agnes Scott College, Albion College (two visits), Allegheny College, Assumption College, Augustana College (IL), California Baptist University, Campbell University, Carlow University, Carthage College, Central College, Concordia University Texas, Davenport University,* Elizabethtown College, Fisk University, Gannon University, Hampden-Sydney College, Methodist University, Misericordia University, Muhlenberg College, Saint Leo University, Saint Michael’s College, Samford University, Simmons University, Southern New Hampshire University, Southwestern Adventist University, St. Joseph’s College, The College of Wooster, The University of Findlay, Thiel College, Thomas University, University of Mount Union, University of the Pacific, Voorhees College,* Wabash College, Washington & Jefferson College (two visits), Wheaton College, York College of Pennsylvania
*Not CIC Institutional Members

2. **NetVUE Programs**

**Network for Vocation in Undergraduate Education.** In October 2009, CIC established a network to support the intellectual and theological exploration of vocation among undergraduate students. The Network for Vocation in Undergraduate Education (NetVUE) has 233 college and university members and five organizational members. The intent is that by 2020 participating institutions will assume full financial support of the core network operations. Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, campus visit and consulting services, an annual faculty development seminar, the development of scholarly resources on a wide range of vocation-related topics, and online resources and networking. In addition, a number of grant opportunities are available to

<table>
<thead>
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<th>NetVUE Member Institutions</th>
<th>CIC Member</th>
<th>CIC Nonmember</th>
<th>Total</th>
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<tbody>
<tr>
<td></td>
<td>218</td>
<td>15</td>
<td>233</td>
</tr>
</tbody>
</table>

| NetVUE Organizational Members | 5 |
NetVUE member institutions to support the development of vocational exploration programming on their campuses. NetVUE is generously supported by Lilly Endowment Inc. Lynn Hunnicutt, professor of economics at Pacific Lutheran University, assumed the role of assistant director of NetVUE in July. In mid-November, CIC received it largest grant ever to support current and new NetVUE programs and initiatives.

Funding: Lilly Endowment Inc.
Director: David S. Cunningham, professor of religion, Hope College
Evaluator: Daniel O. Aleshire, former executive director, Association of Theological Schools
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)

**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; registration and hotel fees for three members of each team is waived. The 2019 NetVUE Conference will be held March 21–23, 2019, in Louisville, Kentucky. Under the theme “Broadening the Scope of Vocational Exploration,” the conference will focus on the growing importance of vocation and calling across a wide range of concerns in undergraduate education. NetVUE campus contacts received a save-the-date notification in spring 2018; a conference announcement brochure was mailed in early fall that triggered strong early registration.

<table>
<thead>
<tr>
<th>2019 Participants</th>
<th>(as of December 11, 2018)</th>
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<tbody>
<tr>
<td>Participants</td>
<td>477</td>
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<tr>
<td>Institutions</td>
<td>135</td>
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Theme: “Broadening the Scope of Vocational Exploration”
Dates and Location: March 21–23, 2019, Louisville, Kentucky
Funding: Additional $95,000 from Lilly Endowment Inc.
Participation Goal: 650 participants; 180 institutions
Speakers: Rebecca S. Chopp, chancellor, University of Denver; Katherine Janiec (Trina) Jones, associate professor of religion and associate provost for curriculum and co-curriculum, Wofford College; Rachel S. Mikva, Rabbi Herman E. Schaalman Chair and associate professor in Jewish Studies and senior faculty fellow of the InterReligious Institute at Chicago Theological Seminary; Anantanand Rambachan, professor of religion, philosophy, and Asian studies, St. Olaf College; Zeenat Rahman, director of the Inclusive America Project, Aspen Institute; Robert M. Franklin, Jr., James T. and Berta R. Laney Professor of Moral Leadership, Emory University.

**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. A total of 39 faculty members participated in the 2017 and 2018 seminars. CIC will offer the seminar to NetVUE members again in summers 2019–2021. Nominations for the June 2019 seminar, which will be held near
Chicago, were due in mid-October, and CIC received 45. Selection notifications were sent to 20 individuals in mid-November.

Dates and Locations: June 17–21, 2019, Chicago, Illinois
Funding: Lilly Endowment Inc.
Facilitators: Darby Kathleen Ray, Donald W. and Ann M. Harward Professor of Civic Engagement and professor of religious studies, Bates College; Paul J. Wadell, professor of theology and religious studies, St. Norbert College

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 multi-faith contexts. Oxford University Press published a volume by the first seminar’s participants in late 2015, titled At This Time and in This Place: Vocation and Higher Education, and published the second volume, Vocation across the Academy: A New Vocabulary for Higher Education, in January 2017. Oxford published a third book in the series, Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy, in December 2018. As of early December 2018, Oxford University Press reported that 2,258 copies of At This Time and in This Place, and 1,344 copies of Vocation across the Academy had been sold. Both books are being used by faculty reading groups and others at many NetVUE member and nonmember institutions.

Funding: $842,350 from Lilly Endowment Inc.
Project Director: David S. Cunningham, professor of religion, Hope College
Participants:
Florence D. Amamoto, professor emerita in English and 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 Janiec (Trina) Jones, associate professor of religion and associate provost for curriculum and co-curriculum, Wofford College; Rachel S. Mikva, Rabbi Herman E. Schaalman Chair and associate professor in Jewish Studies and senior faculty fellow of the InterReligious Institute at Chicago Theological Seminary; Younus Mirza, project director of the Barziniji Project for International Collaboration to Advance Higher Education, Shenandoah University; 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, lecturer in Islamic Studies, John Hopkins University

Online Resources. NetVUE provides a number of online resources for its members, including a dedicated website within www.cic.edu; an online community site; a publicly-accessible blog, www.vocationmatters.org (average 1,300 monthly visits); and a Twitter feed, @vocationmatters (176 followers). The most recent grant from Lilly Endowment Inc. provided funding to hire a part-time online community coordinator to organize and expand these efforts.

Funding: Lilly Endowment, Inc.
Coordinator: C. Hannah Schell, former professor of religious studies, Monmouth College (IL)
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 five rounds (2012, 2013, 2014, 2015, and 2017), awards were distributed to 125 NetVUE member colleges and universities. Sixth and seventh rounds of program development grants will be made for the 2019–2022 academic years. Proposals for programs that will run May 2019 through April 2021 were due in mid-September, and CIC received 37 proposals. CIC provisionally awarded 25 institutions grants; the list of institutions that receive these grants will be finalized in mid-December.

Funding: Lilly Endowment Inc.

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 or Vocation across the Academy grant at the time of application are eligible to apply for funding. A NetVUE member institution may receive only one Professional Development Award. Since their inception in 2014, CIC has granted awards to 75 institutions. Applications for the fifth round of Professional Development Awards are due April 12, 2019.

Funding: Lilly Endowment Inc.

Recipients: Assumption College, Austin College, Fontbonne University, Lipscomb University, Mount Mary University, Ouachita Baptist University (AR)

Vocation across the Academy Grants. In April 2017, CIC announced a 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. Up to $25,000 per proposal may be requested with the expectation that the institution raise a matching amount from new third-party funds. Successful institutions will be awarded an additional $10,000, for a total of up to $60,000 in new funding. In June 2018, CIC awarded 21 grants for projects that began during the summer.

Funding: Lilly Endowment Inc.

Recipients: Ashland University, Belmont University, Bluffton University, Butler University, College of the Holy Cross (MA), Dominican University (IL), Dordt College, Georgetown College (KY), Grand View University, Hiram College, Lewis University, Luther College, Marian University (IN), McDaniel College, Millsaps College, Northwest Christian University, Palm Beach Atlantic University, Saint Joseph’s College of Maine, St. Andrews University, Trinity Christian College (IL), University of Dayton

3. Leadership Development Programs

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 yearlong 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 2010, 78 of the 299 participants (26 percent) in the Executive Leadership Academy have been appointed as presidents or chancellors.

The 18 participants in the 2018–2019 ELA met for the first time in June in Washington, DC. They will meet again in Washington, June 17–19, 2019. CIC announced the 2019–2020 ELA program in November; nominations are due January 18.

Dates and Location: (opening seminar) June 25–27, 2018, Washington, DC; (closing seminar) June 17–19, 2019, Washington, DC
Director: Linda M. Bleicken, president, American Academic Leadership Institute
Senior Advisor: Barbara Hetrick, senior advisor, CIC
Participants: Carlos Basurto Meza, Universidad de Monterrey (Mexico); Mark L. Biermann, Valparaiso University; Justin Carswell, College of the Ozarks; Sharon Dudley, Bethune-Cookman University; DonnaJean Fredeen, Rider University; Monique Guillory, College of Saint Elizabeth; Steve Herendeen, Indiana Institute of Technology; Mark A. Husbands, Northwestern College (IA); Walter Iwanenko, Cannon University; Kevin Jackson, Baylor University; John J. King, Roger Williams University; Terry Logan Papillon, Sewanee: The University of the South; Tracy S. Parkinson, Coker College; Mark Phillips, Wheeling Jesuit University; Joan Poor, Upper Iowa University; Lori V. Quigley, Medaille College; Beth Reissenweber, Augsburg University; Karl Ivan Solibakke, Northland College

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 yearlong 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 eight cohorts. In the 2010–2011 cohort, 61 percent of the 41 participants have moved up to positions with increased responsibility. In the first four cohorts, 48 percent (51) experienced upward mobility. Overall, 73 of the 248 participants have advanced in their careers, including four participants who have been appointed presidents.

CIC selected 45 participants for the 2018–2019 cohort from a pool of 91 nominees. Participants gathered for the first time in November 2018, just prior to the Institute for Chief Academic Officers. CIC announced the 2019–2020 iteration of the SLA in November; nominations are due February 15, 2019.

Dates and Locations: (opening seminar) November 2–4, 2018, St. Louis, Missouri; (closing seminar) June 20–22, 2019, Washington, DC
Director: Linda M. Bleicken, president, American Academic Leadership Institute
Senior Advisor: Barbara Hetrick, senior advisor, CIC
Participants: Adrian Aldrich, North Central College; J. Alan Alewine, McKendree University; Aimee Badeaux, Franciscan Missionaries of Our Lady University; Paul James Ballard, St. Norbert College; Lauren Bergey, Centenary University (NJ); Natalia F. Blank, Norwich University; Gregory LaMont Bosworth, Jarvis Christian College; Robin Bowls, Bluffton University; Duane Coltharp, Trinity University (TX); Jerusha Detweiler-Bedell, Lewis & Clark College; John Joseph Dilstro, Chowan University; Tracy Dinesen, Simpson College; Derek John Driedger, Dakota Wesleyan University; Cheryl Denise Edelson, Chaminade University of Honolulu; Lorna Laney Fink, Lynn University; James Godo,
North Central College; Deborah Hokien, Marywood University; Joseph Michael Incandela, Saint Mary’s College (IN); Steven Paul Jacobson, University of the Pacific; Andrew B. Jones, Illinois College; Daniel Kelting, Paul Smith’s College; Deborah Kisatsky, Assumption College; Kristi Kneas, Elizabethtown College; Jeremy Kolwinska, University of Northwestern-St. Paul; Marcela Kostihova, Hamline University; Deborah Lawrence, The Sage Colleges; Michael Marshall, Clark Atlanta University, Tracey Dexter Matthews, Springfield College; Steven Michels, Sacred Heart University; Mildred A. Mihlon, Saint Peter’s University; Jonathan Millen, Rider University; Jennifer Miller, Hiram College; Roman Ortega, Lewis University; Heather Pieper-Olson, College of Saint Benedict; Rosa Rivera-Hainaj, Our Lady of the Lake University; Juan Armando Rojas, Ohio Wesleyan University; Maynard Schaus, Virginia Wesleyan University; Ashley Schofield, Claflin University; Brian William Smith, St. Edward’s University; Gabrielle St. Leger, New York Institute of Technology; Michele Starkey, Mount Saint Mary’s University (CA); Jamie Thompson, Trinity University (TX); Mary Alice Trent, Indiana Wesleyan University; Scott Wilson, Sewanee: The University of the South; Mark Darrell Wood, Drury University

**Presidential Vocation and Institutional Mission.** These summer seminars and follow-up winter meetings help prospective presidents and their spouses and partners reflect on their sense of calling as it relates to the missions of the institutions they might lead. From 2005 to 2018, 161 individuals completed the seminars for prospective presidents and 59, or approximately 37 percent of participants, have since been appointed to a presidency. The 2018–2019 cohort of 20 prospective presidents and 18 accompanying spouses met for the first time July 8–11, 2018, in Woodstock, Vermont. The group will meet again for a winter seminar February 25–26, 2019, in Atlanta, Georgia.

In October, CIC issued a call for nominations for participation in the 2019–2020 seminar; nominations are due in February 2019, and participants will be announced in March. The 2019–2020 seminar year will feature new facilitators who are past Vocation and Mission participants—Steven and Jane Bahls of Augustana College, and Christopher and Connie Holoman of Centenary College of Louisiana. Joel and Trudy Cunningham and Tim and Mary Ellen Summerlin will retire from program leadership in 2019–2020. Current and new facilitators will meet in February to discuss the transition.

**Dates and Locations:** July 8–11, 2018, Woodstock, Vermont; February 25–26, 2019, Atlanta, 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, president emeritus, Schreiner University

**Participants:** Sandra Affenito, Norwich University; Mark Biermann, Valparaiso University; Janet Bland, Marietta College; Marcus Chanay, Jarvis Christian College; Roberto Curci, Dominican University (IL); Suzanne Davis, Greenville University; Tracy Espy, Pfeiffer University; Jeffrey Frick, St. Norbert College; Karen Goff, Agnes Scott College; Heather Hadlock, East Texas Baptist University; Amanda Lammers, Brenau University; Kenneth Newbold, Goshen College; Rod Reed, John Brown University; Eric Shor, Alderson Broaddus University; Kimberly Sluis, North Central College; Tracy Stewart, Viterbo University; Mary Strey, Central College; Michael Wanous, Huntington University; Matthew Ward, California Lutheran University; Scott Zeman, Alverno College
New Presidents Program. CIC offers annually, just prior to the Presidents Institute, a program for college presidents in their first or second year that addresses the practical needs and strategic questions for success as leaders of independent colleges and universities. CIC Senior Advisor Mary Pat Seurkamp, president emerita 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 offers a concurrent program for spouses and partners of recently appointed college presidents. The program, led by experienced presidential spouses, acknowledges that presidential spouses and partners serve in a variety of capacities within the college. Some will continue employment and professions outside the campus while others will not. The program encourages spouses and partners to network with others who are new to the role and to consider, intentionally, how to define the role to fit themselves and their individual situations.

Forty-two new presidents and 26 spouses and partners will participate in the 2019 iteration of the program.

Dates and Location: January 3–4, 2019, Scottsdale, Arizona

Senior Advisor: Mary Pat Seurkamp, CIC senior advisor and director, New Presidents Program, and president emerita, Notre Dame of Maryland University

Advisory Committee: Carol A. Leary, president, Bay Path University (chair); Logan C. Hampton, president, Lane College; Mary B. Marcy, president, Dominican University of California; William T. Luckey, Jr., president, Lindsey Wilson College

Faculty: Colette Pierce Burnette, president, Huston-Tillotson University; Mary-Beth Cooper, president, Springfield College; Roger D. Drake, president, Central Methodist University; Thomas F. Flynn, president, Alvernia University; Logan C. Hampton, president, Lane College; 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; Barry A. Keith, presidential spouse, Pfeiffer University; Colleen Perry Keith, president, Pfeiffer University; 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; Lynn M. Morton, president, Warren Wilson College; Douglas M. Orr, president emeritus, Warren Wilson College; Elfred Anthony Pinkard, president, Wilberforce University; Brian C. Ralph, president, William Peace University; J. Lawrence Smith, presidential spouse, York College of Pennsylvania

Presidents Governance Academy. The Presidents Governance Academy is a two-day intensive and highly participatory workshop designed to help presidents respond effectively to today’s campus leadership challenges while strengthening the governance of their institutions. 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. A total of 55 presidents participated in the next four (July 2015 and January 2016–2018) Presidents Governance Academies. As in past years, the 2018 Presidents Governance Academy received universally positive feedback from participants. The 2019 Academy will take place January 3–4 in Scottsdale, Arizona. Registration opened in August, 20 presidents (the program’s maximum) have registered to participate; staff is maintaining a small waitlist.

Dates and Location: January 3–4, 2019, Scottsdale, Arizona
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

Workshops for Department and Division Chairs. The 18th annual series of four professional workshops will take place between April and June 2019, under the theme “Leading Departments and Divisions in a Time of Change.” Sessions for new chairs and separately for experienced chairs and deans will be held, in addition to combined sessions for the whole group. Session topics include realizing responsibilities beyond the job description, understanding the departmental budget, dealing with difficult conversations, managing the hiring process, becoming a campus leader, strategies for collecting and sharing data, best practices in faculty evaluation, and building and maintaining a collegial department. A “save-the-date” postcard was sent to presidents, chief academic officers, and department chairs at CIC member and CIC eligible institutions in early fall; registration for the 2019 workshops opened in early December.

| Theme: | “Leading Departments and Divisions in a Time of Change” |
| Dates and Locations: | April 11–13, 2019, Virginia Beach, Virginia; May 7–9, 2019, Milwaukee, Wisconsin; May 21–23, 2019, Columbus, Ohio; June 3–5, 2019, Anaheim, California |
| Participation Goal: | 135 institutions; 350 participants |
| Advisory Group: | Chief Academic Officers Task Force |

4. Faculty Development Programs

Consortium for Instructional Excellence and Career Guidance. In December 2017, CIC received a grant from Strada Education Network to be used over approximately three years to enhance faculty members’ use of teaching practices that promote retention, degree completion, deeper levels of learning, and greater career readiness. Each institution accepted into the Consortium had the opportunity to include faculty members in a special program developed by the Association of College and University Educators (ACUE), an online course in “Effective Teaching Practices” that leads to a certificate in effective instruction. CIC announced this new program in January and received 68 applications by the April deadline. Twenty-six institutions (two institutions are partnering) were selected in the spring to participate in the Consortium, and nine of these enrolled additional faculty members beyond their allotted 20–25 participants at their own expense. A total of 558 CIC faculty members are participating in the course during the 2018–2019 academic year; course instruction began in September.

| Funding: | Strada Education Network |
| Partner: | Association of College and University Educators |
| Evaluator: | Deborah Hecht, interim director, Center for Advanced Study of Education, City University of New York |
| Participants: | Albertus Magnus College (partnering with Regis College), Albion College, Alderson Broaddus University, Bloomfield College, Briar Cliff University, Butler University, Concordia University Texas, Dillard University, Elmhurst College, Goshen College, Husson University, Lebanon Valley College, Lourdes University, Lynn University, Maryville College, Mills College, Mount Saint Mary’s University (CA), Nebraska Methodist College, Regis College (partnering with Albertus Magnus College), Roanoke College, Sacred Heart University, Stillman College, Talladega College, Tiffin University, University of La Verne, Wesleyan College (GA) |

Seminars on Science Pedagogy. In the spring, CIC announced two seminars for faculty members at CIC member institutions who wish to improve teaching effectiveness and student learning in biology, chemistry, and physics courses. The seminars, supported by the
W. M. Keck Foundation, will use methods based on research in cognition and neuroscience that have been shown by Stanford University physicist and Nobel laureate Carl Wieman, with colleagues at the University of Colorado at Boulder, the University of British Columbia, and Stanford University, to yield significant increases in student learning in science courses at all levels. The first seminar will be held at Holy Names University in Oakland, California, July 15–19, 2019. Ten institutions were selected to send teams of four faculty members, including one division chair or dean, to participate. Before the seminar, students at participating institutions will complete a CLASS (Colorado Learning Attitudes about Science Survey) for each course to be revised, and institutional team members will read selected texts in preparation for later discussion. Teams also may administer other instruments that will give a baseline against which learning gains in the revised courses can be measured.

Planning is underway for the second seminar, to be offered in summer 2020. CIC will invite applications in early spring 2019 and evaluate them in late spring.

Dates and Location: July 15–19, 2019, Oakland, California
Funding: W. M. Keck Foundation
Leaders: Warren Code, faculty of science and associate director, Skylight Centre for Learning and Teaching, University of British Columbia; Susan Larson, professor of psychology and division chair of science and mathematics, Concordia College (MN); Georg Rieger, professor of physics and director of the Carl Wieman Science Education Initiative for the department of physics and astronomy, University of British Columbia; Michelle Smith, associate professor of biological sciences, Cornell University; and Carl Wieman, professor of physics and of the Graduate School of Education, Stanford University
Participants: Augsburg University, Berea College, Biola University, Concordia University Texas, Holy Names University, Linfield College, Marymount California University, Rollins College, William Jessup University, York College of Pennsylvania

Faculty Seminars: Teaching Interfaith Understanding. As religious diversity among college students continues to increase and interfaith cooperation continues to gain traction on campuses, interest among college presidents, deans of academic and student affairs, and faculty members is growing to offer 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. The 2018 Teaching Interfaith Understanding seminar was held June 17–21, in Chicago, Illinois, and led again by Eboo Patel, founder and president of Interfaith Youth Core, and Laurie Patton, president of Middlebury College.

Planning is underway for the final seminar in the series, which will be held June 16–20, 2019, in Chicago, Illinois. For the 2019 seminar, CIC and IFYC seek to include more faculty members of color and a broader range of faith traditions, as well as to diversify the participants’ academic fields so that disciplines such as philosophy, business administration, sociology, peace studies, psychology, biology, history, music, and urban studies also are represented. The call for nominations was disseminated to CIC member CAOs and presidents in September, and CIC will select participants after the January 19 nomination deadline.

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
Participants: Assumption College, Augustana University (SD), Aurora University, Barton College, Benedictine University (IL), Campbell University, Capital University, Duquesne
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 17th consecutive year—a history seminar for faculty members in summer 2018. The seminar, “The Civil War in American Memory,” took place June 10–14 at Yale University in New Haven, Connecticut. 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, led the seminar. Twenty-five faculty members in history and related fields participated in the seminar. CIC and Yale University are planning the June 23–27, 2019, seminar that will once again be led by David Blight and again explore the topic, “The Civil War in American Memory.” A call for nominations was disseminated in early October with a January 14 deadline for nominations.

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
Participants: Agnes Scott College, Albion College, Aurora University, California Baptist University, Claflin University, Fontbonne University, Fresno Pacific University, Hillsdale College, Huston-Tillotson University, Loras College, Marietta College, Meredith College, Mitchell College, Randolph College, Randolph-Macon College, Sacred Heart University, Schreiner University, Siena Heights University, Springfield College, Southern Virginia University, University of Saint Joseph (CT), University of Saint Mary (KS), Walla Walla University, Washington and Lee University, Westmont College

Faculty Seminars: Ancient Greece in the Modern College Classroom. This series of seminars—13 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. The June 17–25, 2018 seminar, “Traveling with Pausanias through Greece,” allowed 20 participants from a broad range of disciplines to visit historical sites in Greece, including Argos, Athens, Delphi, and Olympia, as well as the Center for Hellenic Studies in Nafplio. CIC will announce the summer July 25–29, 2019, seminar on “The Ancient Greek Hero” in early January; nominations are due February 15.

Theme: “Traveling with Pausanias through Greece”
Dates and Locations: June 17–25, 2018, Athens, Argos, 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
Participants: Alma College, Aquinas College (MI), Bethel University (MN), Chaminade University of Honolulu, Colorado College, Daemen College, Drake University, George Fox University, Gustavus Adolphus College, Hampden-Sydney College, Misericordia University, Newman University, Northwest Christian University, Pacific Lutheran University, Saint Mary’s College (IN), Salem College, Valparaiso University, Virginia Wesleyan University, Wingate University, Wofford 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 art history seminars. The seminar series was on hiatus during 2018 but will resume at the Yale Center for British Art in July 2019 with a seminar on “Art and Society in Britain, Hogarth to Turner (1730–1851).” The seminar will be led by Tim Barringer, Paul Mellon Professor of the History of Art at Yale University and chair of the department. CIC announced the seminar in late September and the deadline for nominations is January 25.

- **Theme:** “Art and Society in Britain, Hogarth to Turner (1730–1851)”
- **Dates and Location:** July 21–26, 2019, New Haven, Connecticut
- **Funding:** Samuel H. Kress Foundation
- **Partner:** Yale Center for British Art, Yale University
- **Leader:** Tim Barringer, Paul Mellon Professor of the History of Art, Yale University

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 to “make the case” for independent colleges and universities.

**Annual Report.** The second 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 September 2018. The report includes information about CIC scholarship and grant programs for State Councils, listings of state-based activities during the 2017–2018 fiscal year, and information about the 2018 State Councils Annual Conference, Charles W. L. Foreman Award, and other services provided to CIC State Councils.

**CIC/UPS Educational Endowment.** The annual drawdown from the CIC/UPS Educational Endowment supports State Councils and, through them, their member institutions. The Endowment was valued at $41,383,024 at the end of September 2018.

**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 funding provides direct support for scholarships, programs, and projects to support the work of the State Councils and their member colleges and universities.

- **Scholarship Programs.**
  - **CIC/UPS Scholarships.** In July 2018, CIC distributed $1,632,000 to 27 State Councils through the CIC/UPS Scholarships Grant program. The State Councils redistributed the funds to each of their member institutions in the amount of one $3,000 scholarship for a low-income, first-generation, minority, or new American student at each of 544 private colleges for the 2018–2019
academic year. Since 1985, State Councils have received $57,623,785 in scholarship support for member colleges, which has in turn benefited 20,714 students.

- **Named Scholarships.** CIC distributed in April 2018, $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 2018, CIC distributed named scholarships to five State Councils—Carole B. Whitcomb Scholarship (Illinois), Gary Lee, Jr. Scholarship (Georgia), Evern 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 2018–2019 academic year.

- **Competitive Grant Programs.** The CIC State Councils competitive grant programs make grants, most of which require matching fundraising efforts, available 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 seven years, the program has helped CIC State Councils secure more than $2.9 million in scholarship support for their member colleges and universities and has expanded their donor bases. In June 2018, four State Councils—Missouri Colleges Fund, Council of Independent Nebraska Colleges Foundation, Oregon Alliance of Independent Colleges and Universities, and Virginia Foundation for Independent Colleges—were provisionally awarded grants, which will result in at least $325,000 in new scholarship support.
  - **First Opportunity Partners (FOP) Grants.** The program supports state-based diversity programs that improve access and success for first-generation, minority, low-income, or new American students at independent colleges and universities. The grants are funded through an annual $100,000 grant to CIC from the UPS Foundation. The 2018–2019 grant cycle was announced in late July. In late September, three State Councils—Associated Colleges of Illinois, Minnesota Private College Fund, and North Carolina Independent Colleges and Universities—received grant awards from CIC in the amount of $89,000. The grants, once matched, will provide a total of $178,000 in new funding for programs in support of private colleges and universities.
  - **National Venture Fund (NVF) Grants.** NVF matching grants support multi-college collaborative projects that benefit a State Council’s member institutions. The 2018–2019 grant cycle deadline was November 16, and CIC received six proposals. Decisions will be announced December 21.
  - **Capacity-Building Grants.** These grants are awarded to State Councils to enhance their capacity to raise funds on behalf of their member institutions. Invitations to apply for the 2018–2019 grant cycle will be announced to all State Councils in mid-January.

**Member Services.** CIC continues to strengthen services for State Councils.

- **CIC Presidents Institute.** CIC encourages State Council executives to participate in the annual Presidents Institute and offers them a discounted registration fee. The Institute 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 the 12 participating executives and presidents who represent State Councils will be held during the 2019 Presidents Institute. Eight State Councils will hold meetings of their presidents during the Institute.

- **Benchmarking Surveys and Reports.** Each spring, CIC conducts an annual survey of gifts and income to State Councils. The self-reported results are used to generate benchmarking reports, which are provided to State Councils by CIC upon request at no cost. To date, three reports have been requested for 2018–2019.
• **CASE Membership.** Through its membership in the Council for Advancement and Support of Education (CASE), in August CIC again offered State Councils the opportunity to secure their own membership in CASE for 2018–2019 at a deeply discounted rate. Sixteen individuals from 11 State Councils joined CASE for 2018–2019.

• **Member Visits.** Visits by CIC’s vice president for State Council Programs provide an opportunity for State Councils to learn details about CIC programs and services available to them. Since June, Carol Schuler has visited the State Councils in Minnesota, New Jersey, and Alabama, and has met in Washington, DC, with the new state executive of Pennsylvania and the incoming state executive of Virginia.

• **Webinars.** CIC presented a webinar on October 23 to help staff of State Councils prepare National Venture Fund grant applications. Participation in the webinar was strong, and CIC received positive feedback for offering this new service to the State Councils. CIC will offer additional webinars on its State Council scholarships and grant programs during 2018–2019.

• **Pooled Endowment Management Fund.** CIC supported the creation of Dupont Circle Investments LLC to meet the needs of associations 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, while CIC is one of the partners. As of June 30, 2018, the fund, which partners include state associations in Kansas, Kentucky, New Jersey, North Carolina, and Oregon, had $2,345,487 under management by TIAA. In March, the Managing Member Organizations approved amendments to the bylaws that created an Affiliated Member Organizations category. In July, North Carolina Association of Independent Schools was admitted as an Affiliate Member Organization. CIC Senior Advisor Ned Moore serves as the secretary and treasurer of the LLC. As of September 30, the fund’s return since inception in May 2016 has been 7.48 percent.

• **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 by phone on October 17, and upcoming meetings are scheduled for January, April, July, and September 2019.

  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

6. **Research Activities**

**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 nondoctoral 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 14th iteration to Institutional Member presidents in May 2018. Ruffalo Noel Levitz provides financial support for the KIT through an in-kind donation.

Funding: Ruffalo Noel Levitz

Financial Indicators Tool. Developed in 2005 and first released in 2007, 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. The 12th Financial Indicators Tool was released in October 2018. Ruffalo Noel Levitz provides financial support for the FIT through an in-kind donation.

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, 76 CIC member institutions have requested 221 of these services: 98 Comparison Group KITs, 89 Comparison Group FITs, 11 Comparison Group Selection Services, 19 Online Consultations, and four International Benchmarking Reports.

Research Reports. CIC continues to collect and analyze data for timely responses to requests from news media or other organizations for data about independent colleges and universities.

A comparative report on the presidents of independent colleges and universities, The Independent College Presidency, 1986–2016, was released in late August based on staff analysis of the recent survey of college and university presidents conducted by the American Council on Education.

In January 2018, CIC commissioned James C. Hearn, professor of higher education and interim director, Institute of Higher Education for the University of Georgia, and his colleagues, to investigate the role and evolution of intercollegiate athletics (NCAA and NAIA) at CIC member institutions and the strategic implications for CIC member institutions. CIC published the report, Taking the Field: Intercollegiate Athletics on CIC Campuses, in October.

The reports, “Student Debt: Myths and Facts” and “Reframing Student Debt Totals,” which were originally developed in 2014, use federal and College Board data on student debt and college cost to address myths about the costs of graduating from an independent college or university. The data sheets were updated and disseminated in late November 2018 to CIC Institutional Member presidents, chief academic officers, chief enrollment officers, directors of institutional research, and PR directors.

A follow-up to CIC’s March 2014 report, Strengthening the STEM Pipeline: The Contributions of Small and Mid-Sized Independent Colleges, will both analyze changes from the previous report’s conclusions and examine outcomes of women and other underrepresented groups relying on a deeper analysis of datasets from the National Center for Education Statistics and National Science Foundation.
CIC has engaged Tafaya Ransom and Erin Knepler of NORC at the University of Chicago to develop the report, which will be issued in early 2019.

CIC has secured permission from the American Council on Education (ACE) to use its survey instrument to conduct a study of chief academic officers at CIC institutions; ACE presently does not plan to administer their national survey of chief academic officers again. The survey will be disseminated in early 2019 with plans to produce a staff analysis and report in time for the 2019 Institute for Chief Academic Officers. CIC also circulated an analysis of the latest available ACE data (from 2013) in October 2018 to CIC member chief academic officers and presidents.

**Research Digest.** In fall 2016 CIC began publishing, with support from the Spencer Foundation, 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 most recent issue of the *Digest* in October and plans to release another in March.

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

**Charts and Data Webpages.** Since 2005, CIC has developed and maintained a section on its website to provide empirical evidence of the superior performance of CIC colleges and universities as “Making the Case” resources. Staff members update graphs, charts, and other comparative tools using most recent information from a variety of data sources. Extending the website redesign approach to these pages of the CIC website, staff completed this fall a refresh of the format and appearance to make the data more accessible and user-friendly. CIC announced the redesigned webpages in October.

**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 2018 online-only *Independent* issue featured special coverage of the 2018 Institute for Chief Academic Officers, with Chief Financial and Chief Enrollment Management Officers. It also included articles on CIC’s 2019 leadership and faculty development programs, the new CIC Online Course Sharing Consortium, the *Taking the Field: Intercollegiate Athletics on CIC Campuses* report, and the 2018 Foundation Conversation. The fall 2018 *Independent*, distributed in September, explored CIC’s *The Independent College Presidency* report, announced upcoming programs, and highlighted CIC’s summer activities. The newsletter’s Campus Update and Research + Books sections continue to track recent campus developments and higher education publications that are useful to CIC members.

**Presidents Institute Media Panel.** The 2019 Presidents Institute session “Can You Hear Me? What the Public Wants to Know about Higher Education” will feature Scott Carlson, senior writer, *Chronicle of Higher Education; Melissa Korn, higher education reporter, Wall Street Journal; and Jon Marcus, higher education reporter, Hechinger Report.*

The new CIC Online Course Sharing Consortium received press coverage in November and December. After interviews with Richard Ekman, Inside Higher Ed published the article “Your Course Is My Course, Too” (November 29), the Chronicle of Higher Education’s “Teaching” newsletter highlighted the Consortium in “Sharing Online Courses” (November 29), and edscoop featured the piece “Group of 650 schools partners with College Consortium for online course-sharing” (December 6). The Chronicle of Higher Education article “One Way to Set Up Liberal-Arts Majors for Success: Focus on Skills” (December 4) mentioned the Consortium, and a short write-up about the service was included in the December 5 UBdaily newsletter.

CIC’s new report, Taking the Field: Intercollegiate Athletics on CIC Campuses, was featured in the November 1 Inside Higher Ed article, “A Look into Small-Time Athletics.”

Two publications explored CIC’s recent report, The Independent College Presidency, 1986–2016. The report was featured in the Chronicle of Higher Education story “What’s on the Mind of the Private-College President?” (September 20) and the Education Dive brief “What Is the Future of the American College Presidency?” (September 21).

The November 12 Inside Higher Ed story “Veteran’s Day” discussed veterans on campus as well as the November 13–14 Improving College Opportunities for Veterans conference that CIC supported.

CIC’s Consortium for Instructional Excellence and Career Guidance received significant press coverage this fall. The October 7 Washington Post story, “Showing That They Care: College Faculty Called On to Aid Floundering Students,” highlighted the Consortium. A modified version of the story also appeared in the October 8 Hechinger Report article, “At a Growing Number of Colleges, Faculty Get a New Role: Spotting Troubled Students.” The October 25 Diverse: Issues in Higher Education article, “HBCU Co-Op Pilot Program Connects Alabama Students to Workforce,” discussed Talladega College’s participation in the Consortium. The November 7 Daily Journal (IN) article “Franklin College Faculty Featured in Training Program” discussed the Consortium and Franklin College models that showcased best practices in preparing students for careers. In addition, the August 27 UB Daily Newsletter featured Husson University’s participation in the Consortium.

Richard Ekman was quoted about career relevance of undergraduate study in the liberal arts in the September 2 Chronicle of Higher Education article, “How Colleges Help Students Find Purpose in Their Work.”

Inside Higher Ed published an opinion piece written by Ekman, “Killing Colleges in Massachusetts,” on August 29. The piece calls for greater coordination by state governments between public and private colleges in order to provide private college access to state residents.


Ekman was interviewed about the future of small private colleges for the July 16 Inside Higher Ed article, “Is There a Right to Know a College Might Close?”

An August 30 Hechinger Report piece, “Bending to the Law of Supply and Demand, Some Colleges Are Dropping Their Prices,” discusses tuition “sticker prices” at colleges and universities in the U.S. and quotes Board Chair MaryAnn Baenninger.

The June 29 Education Dive brief, “Kentucky Universities Face Financial Woes,” referenced CIC’s 2017 report, Utilizing Independent Colleges and Universities to Fulfill States’ College Degree Attainment Goals.

CIC’s new Diversity, Civility, and the Liberal Arts Institute received significant press coverage this summer. The Wall Street Journal article, “New Topic on Campus: Civil Discourse 101,” discussed the program and quoted Ekman (August 15). Education Dive reported on the Institute in the July 11 article, “Six Higher Ed Leaders Sound Off about Diversity and Civility on

- CIC’s yearlong Presidential Vocation and Institutional Mission program for prospective college and university presidents was featured in three stories this summer: Education Dive’s “Four Things Every Aspiring College President Needs to Know” (July 16); KNIA/KRLS FM’s (IA) “Central College’s Mary E. M. Strey Selected for National Leadership Program” (June 26); and Business Record’s “Central College Vice President Selected for National Leadership Program” (June 14).

- The yearlong Executive Leadership Academy was featured in the Education Dive story, “Four Things Every Aspiring College President Needs to Know” (July 16).

- The AARP/CIC Intergenerational Connections: Students Serving Older Adults project was featured in the Caldwells Patch story, “After Stroke at 20, Caldwell Student Gains ‘Perspective’” (August 21); the New Jersey Herald article, “Centenary University Awarded Grant for Intergenerational Programs” (July 13); the NJBiz report, “Centenary Awarded $13K for Intergenerational Programs” (July 12); and the Monroe County Post story, “Yearlong Project Builds Bridges between Fisher Students, Senior Citizens” (June 6), which details St. John Fisher College’s (NY) participation in the program.

- The Woodrow Wilson Visiting Fellows program received press coverage this fall. The Kenosha News (WI) story “Leaders from Southeast Wisconsin Discuss Economic Development” (October 4) discussed a Carthage College panel presentation featuring Fellow John Baldacci, former governor of Maine. The News India Times (U.S.) story “Immigrants vs Rich, White Incumbents—Sayu Bhojwani’s Take on American Politics” discussed Bhojwani’s participation in the Woodrow Wilson Visiting Fellow program (November 6); Bhoujwani is founder and president of the New American Leaders Project.

- The Inside Higher Ed column, “My 20 Years in EdTech: An Idiosyncratic Alt-Ac Career Timeline” (August 2), mentions Dartmouth College Director of Digital Learning Initiatives Joshua Kim’s presentation for CIC’s 2016 Consortium for Online Humanities Instruction workshop.

- The July 31 Anson Record (NC) story, “Peachland Native Spends Summer Researching Ancient Slaves,” discussed Wingate University professor Christy Cobb’s participation in CIC’s faculty development seminar, “Traveling with Pausanias through Greece.”

- The Oregonian column by Thomas Hellie, “Money Is Tight, So Let’s Be More Strategic with Higher Ed Spending” (June 8), states his past role as chair of the CIC Board of Directors. The Greenville Business Magazine (SC) article, “Furman President Receives National Award for Excellence in Experiential Education” (September 18) states that president Elizabeth Davis is a member of the CIC Board of Directors. And the MountainXpress (NC) bulletin, “Nancy J. Cable
Named Chancellor of UNC Asheville” (June 1) listed her participation on CIC’s Board of Directors.

Press Releases. CIC announced the recipients of its top annual academic and leadership awards for 2018 in November. Presented during the 2018 Institute for Chief Academic Officers, John D. Kolander, provost of Wisconsin Lutheran College, was recognized with the CIC Chief Academic Officer Award; Johns Hopkins University Press, represented by editorial director Gregory Britton, received the Academic Leadership Award. An October 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. In August, CIC announced the distribution of more than $1.6 million in CIC/UPS Scholarship grants. Also in August, CIC announced its endorsement of the “Election Imperatives” initiative—ten research-driven recommendations for colleges and universities to increase students’ engagement in voting, strengthen knowledge of American government, and encourage informed participation in democracy. In July, CIC sent boilerplate press releases to the ten institutions selected to participate in the summer 2019 Seminar on Science Pedagogy.

Public Information Activities. CIC staff began handling all social media activities, including the Twitter accounts @CICnotes (2,189 followers) and @Smart Colleges (5,909 followers), and the CIC LinkedIn account (153 followers) in July. CIC staff contracted with Meltwater, a media reporting and social media monitoring service, to improve awareness of media coverage of CIC and its member colleges and universities.

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 25 listservs and community sites for individuals across a variety of campus roles at CIC member institutions.

Annual Report. CIC releases annual reports that detail CIC programs and events as well as fundraising activities. CIC disseminated the 2017–2018 annual report in December. The 2016–2017 Annual Report received a Silver EXCEL Award in the annual report category at the 38th Annual EXCEL Award Gala held in June 2018 in Washington, DC. The award recognizes “the best annual report or year in review that projects a positive image for the association through well-written and well-organized content, excellent design, and well-conceived packaging.” The EXCEL Awards competitions are run by Association Media & Publishing and recognize excellence and leadership in nonprofit association media, publishing, marketing, and communications.

Other Opportunities
CIC operates 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. In an effort to increase the attractiveness and competitiveness of CIC’s program, staff developed a web-based portal and introduced it in three phases during summer and fall that allows program liaisons to review, track, and expedite applications to participate in CIC-TEP entirely online.

Participation: 439 institutions registered; 385 institutions importing or exporting students;
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 January 2018, Aaron Clark, a senior at Berea College, was awarded the scholarship to continue his studies in psychological and behavioral sciences, which he began in the fall. CIC announced the 2019 scholarship in August, and 20 applications were received by the October 15 deadline. A review committee has selected two candidates to be considered by St. John’s College staff; award winners will be announced 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 student aid.

Election Imperatives. In August, CIC announced its endorsement of the Election Imperatives initiative, which was developed by the Institute for Democracy in Higher Education (IDHE) of Tufts University’s Jonathan M. Tisch College of Civic Life with several organizational partners. CIC hopes that campus leaders will use the resources provided in the Election Imperatives initiative, including a toolkit, to encourage students to vote and ten recommended steps for higher education institutions.

Amicus Briefs. In late July, ACE submitted a brief to the U.S. District Court in Massachusetts on behalf of CIC, ACE, and 35 other higher education organizations. The brief argues that in the case, Students for Fair Admissions, Inc. v. Harvard College, a diverse student body is essential to the objectives of colleges and universities, that each institution should be able to exercise its judgment to determine the diversity that will advance its mission, and that “holistic review” is a key aspect of the college admissions process, because it provides an opportunity for each applicant to be considered individually.

CIC/New York Times Partnership in Education. The 15th annual CIC/New York Times Partnership in Education Presidents Council meeting—the only such meeting of college and university presidents hosted by the New York Times—took place in New York City on October 16. CIC refreshed the format for this meeting, dispensing with journalists’ prepared remarks. Instead, Presidents Council Chair John C. Knapp, president of Washington & Jefferson College, moderated a 90-minute conversation among the 21 presidents, Times National Editor Marc Lacey, and Washington Bureau Correspondent Erica L. Green. Topics included diversity and inclusion, U.S. Department of Education policies and actions, media literacy, and public perceptions of higher education. Hollins University President Pareena Lawrence was elected 2019 chair of the Presidents Council.

Participants: Allegheny College, Alma College, Augustana College (IL), Centre College, Charleston Southern University, DePauw University, Dominican University of California, Furman University, Hastings College, Haverford College, Hollins University, Juniata College, Lafayette College, Manhattanville College, Marymount Manhattan College, McDaniel College, St. Bonaventure University, The College of Saint Rose, Washington & Jefferson College, Widener University, Willamette University
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 2018, the partnership sponsored its third immersion experience in Taiwan (TISLP), which included ten students from nine CIC member institutions. Also offered is the Tradition and Modernity in Taiwan Program (TMT), which is taught in English. Two students from two CIC member institutions participated in this program in the summer.

Participants (TISLP): Austin College, Bennington College, Kenyon College, Knox College (two students), McDaniel College, Millsaps College, Morehouse College, Trinity University (TX), Willamette University
(TMT): Lewis & Clark College, Roanoke College

International Student Enrollment. For ten 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. Fifteen CIC member institutions hosted a total of 40 international undergraduate and graduate students during the 2018–2019 academic year.

Hosts: 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 (IL), Presbyterian College, St. Ambrose University, St. Catherine University, University of Incarnate Word, University of the Ozarks (AR)

Conference on Cross-Border Quality Assurance. CIC, partnering with the Council for Higher Education Accreditation (CHEA) and the Hollings Center for International Dialogue, hosted on September 6–7, 2018, a conference on cross-border quality assurance. The two-day meeting, which took place in Istanbul, Turkey, brought together 13 higher education leaders from Egypt, France, Malaysia, Oman, Philippines, Turkey, and the United States to explore five key topics: quality assurance in each country especially in relation to each country’s work internationally; the current state of regional or international cross-border quality assurance as it affects these countries and their colleges and universities; quality assurance in various disciplinary areas; expectations and future needs in cross-border quality assurance; and suggestions, observations, and recommendations for future quality assurance efforts and further cooperation among participants. Richard Ekman and MaryAnn Baenninger, president of Drew University, represented CIC during the meeting, and Esther Barazzone, president emerita of Chatham University, served as the conference’s rapporteur. A summary paper has been posted to the Hollings Center website and the agenda, list of participants, and other materials are available on the CHEA website.

Participants: Khalid Al Muhurrami, senior quality assurance expert, Oman Academic Accreditation Authority; Nadia Badrawi, vice president, Arab Network for Quality Assurance in Higher Education; MaryAnn Baenninger, president, Drew University; Esther L. Barazzone, president emerita, Chatham University; Michael Carroll, executive director, Hollings Center; Noah Coburn, director, Consortium for Innovative Environments for Learning, Bennington College; Judith Eaton, president, Council for Higher Education Accreditation; Richard Ekman, president, Council of Independent Colleges; Zita Mohd Fahmi, deputy chief executive officer, Malaysian Qualifications Agency; Sanem Guner, assistant director, Hollings Center; Asli Mutlu, senior program director, Hollings Center; Concepcion Pijano, senior advisor, Philippine Accrediting Association of Schools,
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 MaryAnn Baenninger, president, Drew University; CIC past Board Chair Tom Hellie, past president, Linfield College; and Scott D. Miller, president, Virginia Wesleyan University, currently serve on the AALI board of directors.

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

Membership Development. CIC has 656 Institutional Members, 19 International Members, eight Associate Members, 27 State Council Members, and 55 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.

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<tr>
<th>New Institutional Members (2018–2019) = 6</th>
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<tr>
<td>Brandman University, CA</td>
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<td>Bryan College of Health Sciences, NE</td>
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<td>Hawaii Pacific University, HI</td>
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<td>La Salle University, PA</td>
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<td>Marymount University, VA</td>
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<td>St. Augustine College, IL</td>
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<th>New Institutional Members (2017–2018) = 15</th>
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<tr>
<td>Ave Maria University, FL</td>
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<td>Benedict College, SC</td>
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<td>Divine Word College, IA</td>
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<td>Franklin &amp; Marshall College, PA</td>
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<td>Hofstra University, NY</td>
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<td>Indiana Institute of Technology, IN</td>
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<td>Methodist College, IL</td>
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<td>New York Institute of Technology, NY</td>
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<td>North Central University, MN</td>
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<td>Parker University, TX</td>
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<td>Pepperdine University, CA</td>
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<td>Presentation College, SD</td>
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<td>University of Hartford, CT</td>
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<td>University of Mobile, AL</td>
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<td>University of the Sciences, PA</td>
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<th>New Associate Member (2017–2018) = 1</th>
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<tr>
<td>Spartanburg Methodist College, SC</td>
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<th>New Affiliate Members (2018–2019) = 2</th>
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<tr>
<td>Marygrove College, MI</td>
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<td>National Association of Intercollegiate Athletics, KS</td>
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<th>New Affiliate Members (2017–2018) = 3</th>
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<tr>
<td>Association of Independent Colleges &amp; Universities in Massachusetts</td>
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<tr>
<td>Higher Education Data Sharing Consortium, IN</td>
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<td>The Washington Center, DC</td>
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Listening to Members. CIC learns of members’ interests in many ways—CIC meetings and events, campus visits, phone calls, listervs, 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).
**Staffing.** Kerry E. Pannell will join CIC as vice president for academic programs on February 4, 2019. Pannell currently serves Agnes Scott College as vice president for academic affairs and dean of the college as well as professor of economics. She came to Agnes Scott College in 2013, initially as associate vice president for academic affairs and associate dean of the college, from DePauw University, where she was the QG Noblitt Professor of Economics and Management. Previously, she was dean of the faculty and chair of the department of economics and management at DePauw, and taught at Stanford University, Bowdoin College, Kiev Polytechnic Institute (Ukraine), and the University of Colorado-Boulder. Pannell earned a PhD in economics from Stanford University and a MA and BA in economics from University of Colorado-Boulder, where she was elected to Phi Beta Kappa. She has a number of publications to her credit, ranging in subject matter from *Creating and Maintaining a Supportive Environment for Research, Scholarship, and Creative Activity*, to *Policy Gaps and Theory Gaps: Women and Migrant Domestic Labor*.

David S. Cunningham, director of NetVUE, was a panelist at the American Academy of Religion (AAR) Annual Meeting, which was held November 17–20 in Denver, Colorado. The session, “Religion in Light of Its Ecosystems: Liberal Arts Colleges, Vocational Discernment, and the Humanities,” was sponsored by the AAR Academic Relations Committee. Cunningham also hosted a small reception at the AAR Meeting for faculty members in theology and religion at NetVUE member institutions.

On November 15–17, Lesley McBain, director of research projects, represented CIC at the Annual Association for the Study of Higher Education (ASHE) Conference, which took place in Tampa, Florida. McBain co-chaired a meeting of the ASHE-CIC Collaboration, a research-to-practice partnership established to strengthen the link between empirical research and institutional practice in smaller private colleges and universities. She participated on November 13–14 in a meeting convened by Ithaka S+R, the College Board, and American Council on Education in Arlington, Virginia. The meeting focused on the enrollment of veterans at highly selective colleges and universities; the group anticipates holding another convening in 2019. In July, McBain published a book chapter on higher education association research in *Envisioning Public Scholarship for Our Time: Models for Higher Education Researchers* (edited by Adrianna Kezar, Yianna Drivalas, and Joseph A. Kitchen) and an article on veterans education policy power dynamics in the Marine Corps University Press’s *MCU Journal*.

Vice President for State Council Programs Carol Schuler represented CIC and delivered remarks during the October 26, 2018, inauguration of Michael P. Mihalyo, Jr. as the 12th president of Wheeling Jesuit University.

Samantha Sabalis began her position as an ACLS Public Fellow, a program for recent PhDs in the humanities, in September. Sabalis will serve as a development officer at CIC for two years. She received a PhD in English from Fordham University in 2017 and has been a postdoctoral teaching fellow at Fordham for the past year. Before that, Sabalis served as coordinator of an NEH-funded project at Fordham, “Living Humanities PhD for the 21st Century.” She also has chaired a professional development grant committee for the university and worked as an educator at the Morgan Library and the Metropolitan Museum of Art in New York. Sabalis received an undergraduate degree in English from the University of St. Andrews in Scotland and an MPhil in medieval language, literature, and culture from Trinity College in Dublin, Ireland.


Lynn Hunnicutt, professor of economics at Pacific Lutheran University, became assistant director of CIC’s Network for Vocation in Undergraduate Education (NetVUE) on July 1. She has primary...
responsibility for administering CIC’s wide array of NetVUE grant programs, working on a half-time basis from the Pacific Lutheran campus. Hunnicutt has been deeply involved in conversations about vocational reflection and discernment since 2005, having served as the founding director of Pacific Lutheran’s Wild Hope Center for Vocation. She also has served as a campus consultant for NetVUE and as co-chair of the Vocation of a Lutheran College conference. Her academic research examines how the discipline of economics addresses questions of calling and purpose. Hunnicutt is helping to develop a book of essays on the role of vocation in various academic disciplines. She received a BA in economics from Oregon State University and an MS and PhD in economics from the University of Texas at Austin.

Conference Facilities. CIC’s conference rooms provide space for various CIC meetings—for staff, Board of Directors, and other advisory groups. In addition, other organizations use CIC’s conference rooms, when available, at no charge. Five organizations used the conference rooms a total of five times since June 15, 2018. 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 the 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 completed a major association management system upgrade in spring 2018 and continues to build out new functionalities. Director of Membership Services Kate Webber, supported by association management system engineers, used new version features to develop the web-based CIC-TEP portal.