The Council of Independent Colleges (CIC) is an association of 767 nonprofit independent colleges and universities, state-based councils of independent colleges, and other higher education affiliates, that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education's contributions to society. CIC is the major national organization that focuses on service to leaders of independent colleges and universities and state-based councils. CIC offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. It conducts the largest annual conferences of college and university presidents and of chief academic officers. Founded in 1956, CIC is headquartered at One Dupont Circle in Washington, DC. For more information, visit www.cic.edu.
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CIC State Councils strengthen independent colleges and universities through a wide range of programs and services. They raise funds for student scholarships; they forge connections for students with employers; they develop collaborative, cost-effective initiatives that enhance the capacity of private colleges; and they build support for independent higher education through publicity and marketing efforts that engage the private sector. In short, they are the collective voice of private higher education in their states.

Since inception, the state associations that are CIC State Council Members have been on the front line of cultivating philanthropic support for private colleges. Although many also now engage in activities related to public policy, fundraising predates not only those activities, but also today’s most well-known initiative of the State Councils: The CIC/UPS Scholarships Program. Truly, the generous foresight of UPS during the 1970s was transformational for support of higher education. From a series of gifts made between 1974 and 1981 of $4.2 million in cash and preferred stock, the UPS Foundation laid the groundwork for a program that has provided more than $63 million to State Councils and helped more than 20,000 students attend the colleges of their choice.

CIC continues that work today. Through scholarships and grant programs that CIC funds through an annual drawdown from the CIC/UPS Educational Endowment, we support the important work of the State Councils. Some of that work is highlighted in this 2018–2019 Annual Report. Other programs, such as a new annual scholarship program funded by SAGE Scholars, Inc., affirm and extend the philanthropic vision that gave rise to the State Councils Program and help to support access and affordability at America’s private colleges and universities.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges
The State Councils network in 2018–2019 included 27 state associations that served 544 independent colleges and universities. Based on figures reported to CIC, they generated more than $18.6 million in new gifts, grants, and other income in support of private colleges and universities. This is in addition to the funds that CIC awarded to State Councils for CIC/UPS Scholarships, which totaled more than $1.63 million for 544 individual students in 27 states.

The associations are independent organizations, with state-based governance and memberships drawn from the private colleges and universities within each state. Their programs and activities reflect the institutions and populations they serve, with the State Council providing key leadership for these state-based initiatives. Some of these activities are funded through grants from CIC that support innovative, collaborative projects.

CIC provides scholarships, grants, professional development opportunities, and other services to State Council members. In this way, CIC provides support that helps make college more affordable, enhances diversity programs at private colleges, strengthens relationships with corporate foundations, opens career pathways for students, facilitates collaboration among colleges, and promotes the value of a liberal arts education.

This annual report documents the work of the State Councils during 2018–2019—a strong record of innovative programs and projects that strengthen independent higher education.
SCHOLARSHIP PROGRAMS

Enhancing Access and Affordability

CIC/UPS Scholarship Grants
Each year since 1985, state-based associations that foster private support of independent colleges have received scholarship grants that are funded today through the CIC/UPS Educational Endowment, which was created by the UPS Foundation to increase access to private higher education. The endowment allows CIC to provide one scholarship to one full-time undergraduate student at each of the qualified private colleges and universities in the CIC State Councils network. Scholarships totaling $57,623,785 have been awarded since the program began and have helped 20,714 deserving students afford an education at private colleges and universities across the country.

In 2018–2019, CIC increased the scholarship to $3,000 per student—its highest level since 2002.

Honorary Scholarships
CIC awards six named scholarships that honor corporate and foundation leaders who had a significant impact on the growth and development of private support for independent higher education.

• $3,500 to Associated Colleges of Illinois to honor former Foundation for Independent Higher Education (FIHE) executive director Carole B. Whitcomb.

• $5,000 to benefit a student who is majoring in education in Georgia. Administered directly by CIC, the scholarship honors former UPS Foundation president Gary Lee, Jr. In 2018–2019, a student at Brenau University received the scholarship.

• $5,000 to Michigan Colleges Alliance to honor Evern Cooper Epps, the first woman and first African American president of the UPS Foundation.

• $5,000 scholarship to the Iowa College Foundation to benefit a student at Wartburg College. The scholarship is named for former FIHE president William E. Hamm.

• $5,000 to the Wisconsin Association of Independent Colleges and Universities for a student at Alverno College, and named in honor of Ronald Blake, former chair of the board of directors of FIHE.

• $9,000 for the Dorothea A. Waterbury Scholarships, which were distributed as nine $1,000 grants to colleges that were members of both the former New England College Fund and CIC when the scholarship was established by the Waterbury estate.

New CIC/SAGE Scholarships
In March 2019, CIC distributed, with support from SAGE Scholars, Inc., $50,000 to 16 State Councils that lead the network in scholarship fundraising. These State Councils received grants of either $5,000 or $2,000 to be used as $1,000 gap scholarships for first-year and sophomore students to cover expenses other than tuition of seeking a college degree. Each State Council selected the institutions to receive the scholarships from among its members which are also members of both CIC and SAGE Scholars Tuition Rewards.

The State Councils selected for the new scholarship program included Illinois, Indiana, Iowa, Kentucky, Maryland, Michigan, Minnesota, Missouri, New Jersey, North Carolina, Ohio, Oregon, South Carolina, Virginia, Washington, and Wisconsin.
GRANT PROGRAMS
Supporting Collaboration, Innovation, and New Opportunities for Giving

2018–2019 Awards
CIC invites applications from State Councils for four grant programs each year. The grants made in 2018–2019 supported state-based projects and provided incentives for private donors to match the grants in support of private higher education.

Scholarship Challenge Grants
College presidents across the country have made it clear that one of the most critical institutional needs is additional scholarship aid for students. To help address this need, CIC offers State Councils the opportunity to apply for challenge grants designed to attract additional gifts for scholarships, with the CIC grant and matching funds provided to a State Council’s member colleges as student financial aid. To fulfill the terms of the CIC grant, State Councils must raise at least the challenge amount—and ideally more—from new donors or current donors who increase their giving for this purpose.

CIC awarded four Scholarship Challenge Grants to State Councils as conditional matching funds for fundraising campaigns during the 2018–2019 fiscal year that will raise scholarship funds for returning students at private colleges and universities. Designed to help State Councils attract new donors or increased gifts, the matching grants are projected to raise $325,000 for students at 57 institutions during the 2019–2020 academic year.

CIC State Council Grant Programs

$856,240
Projected financial impact

15
Number of State Council participants

266
Number of colleges and universities to benefit

Missouri Colleges Fund (MCF) focused on raising gifts for its First Opportunity STEM Scholars Program. With a decline in the number of corporations with headquarters in Missouri, MCF President Mike Backer and his board challenged donors to help first generation students succeed in STEM programs at MCF institutions, which currently serve a higher percentage of first generation students than Missouri’s public institutions. The CIC challenge grant helped MCF exceed its original goal to provide new scholarship support for students studying in STEM fields.

Oregon Alliance of Independent Colleges and Universities introduced a Target Industry Program to increase the number of named scholarship gifts from donors in the advanced manufacturing; bioscience; energy, solar, and wind; healthcare; and information technology sectors. The new relationships that result also will develop career pathways for independent college students in these five key employment sectors in Oregon.

Virginia Foundation for Independent Colleges launched a new regional fundraising strategy to expand its current individual and corporate donor base, increase the size of gifts from current donors, and renew giving among lapsed donors.
**First Opportunity Partners Grants**

While CIC’s partnership with the UPS Foundation helps make college affordable to hundreds of students each year through the CIC/UPS Scholarships, a second program—First Opportunity Partners Grants—also affirms the UPS Foundation’s commitment to independent higher education. Supported by an annual gift to CIC from the UPS Foundation’s Diversity Program, these competitive grants to State Councils are intended to expand college access and success for first-generation, low-income, minority, and new American students. The grants fund multi-college projects, with project leadership and matching funds provided by State Councils.

In 2018–2019, three projects received awards to strengthen diversity programs at private colleges in Illinois, Minnesota, and North Carolina.

**Associated Colleges of Illinois** will launch a “Skills for Work, Skills for Life” boot camp that will provide intensive training to underserved students to help with their campus to career transition. The camp will include workshops on resume writing, interviewing, financial literacy, and technology.

**Minnesota Private College Fund (MPCF)** will expand a program to help its members retain and graduate Black men. Following a proven model that includes intensive mentoring, high expectations, same-race peers, civic and campus engagement opportunities, and employment training, the MPCF program’s first cohort achieved a 100 percent four-year graduation rate. Overall, Minnesota private colleges and universities report a four-year completion rate of Black men of 46 percent, a significantly higher rate than that of the University of Minnesota (26 percent) and Minnesota State Universities (9 percent). The CIC grant will allow MPCF to double the size of the program to serve 60–70 students.

**North Carolina Independent Colleges and Universities (NCICU)** will increase the number of community college students who transfer to and persist to a baccalaureate degree at North Carolina independent colleges and universities through a reverse transfer initiative that will assess past coursework and award associate degrees to students who transferred to four-year institutions before completion of their two-year degree. The project goals are based on recent research that reported that reverse transfer is an effective retention tool for four-year institutions, especially for non-traditional students who take part-time courses and need encouragement to continue. The project will create an online portal that will verify data from NCICU, North Carolina Community Colleges, and National Student Clearinghouse.

**Capacity-Building Grants**

In 2018–2019, CIC provided $95,350 to eight State Councils through the competitive Capacity-Building Grant program. These grants address operational needs and help State Councils be more successful by offsetting the costs of consultants, new staff, or marketing materials that will improve fundraising. The 2018–2019 recipients expanded capacity in the areas of development, branding, and strategic planning. Capacity-Building Grants do not require State Councils to raise matching funds.

**Iowa College Foundation** created a mobile app to connect with donors who prefer to give through mobile technology. The app is designed to attract new donors and strengthen the engagement of corporate donors who can click-through to additional information about member institutions and their career services offices.

**Associated Colleges of Illinois’ (ACI) “Corporate Outreach Initiative”** helped ACI identify top public and private corporations that employ significant numbers of graduates from ACI member institutions. The three-month research project used data from LinkedIn to reveal that at least 23,000 alumni of Illinois independent colleges and universities work for 145 top employers throughout Illinois.
Louisiana Independent College Foundation (LICF) was awarded funding to produce a marketing and fundraising video to showcase the stories of students from LICF institutions, especially first-generation and low-income students, and alumni who have benefited from the generosity of donors and the resulting transformations in their educational, personal, and professional lives.

Independent College Fund of New Jersey (ICFNJ) used its grant to redesign its website with new branding, updated content, an improved user experience, and more effective technology for content management. Working with its board of trustee committees on development and communications, ICFNJ followed a careful process of assessment in collaboration with its selected website developer in advance of design and development.

Oregon Alliance of Independent Colleges and Universities developed a new suite of marketing materials to support its Target Industry Program to increase the number of named scholarship gifts from donors in the advanced manufacturing; bioscience; energy, solar, and wind; healthcare; and information technology sectors.

Independent Colleges and Universities of Texas Foundation hired a consultant to create strategies for sustainable fundraising that will include a plan to form a Business Resource Council to develop new sources of gift revenue through membership fees and other fundraising projects.

Independent Colleges of Washington (ICW) “First Impressions, Lasting Partnerships: Path to 70” project will allow ICW to conduct an identity audit, execute a brand refresh, and arm ICW with the necessary tools to expand its base of donors.

West Virginia Independent Colleges and Universities (WVICU) launched the “RISE” initiative to rebrand its fundraising and marketing efforts. New materials will increase WVICU’s ability to raise more scholarship dollars and help sustain its efforts into the future.

National Venture Fund Grants
CIC awarded National Venture Fund grants to six State Councils in December 2018 to support collaborative activities. The grants provided each State Council with a six-month window to raise matching funds, followed by 12 months of project activities. The 2018–2019 grants awarded a total of $128,710 to support initiatives proposed by six State Councils.

Associated Colleges of Illinois (ACI) will launch a Career Mentoring Program to facilitate the smooth transition from college to career by students who are enrolled at ACI member colleges and universities. By offering a structured career mentoring experience, ACI aims to help prepare students for post-graduation employment, learn strategies for a successful transition from college to career, and take steps toward financial stability. The Career Mentoring Program will give students an opportunity to develop mentoring relationships with successful business professionals who can coach them on an array of relevant topics such as career development, networking, interpersonal skills, business etiquette, and effective job hunting. The program builds on ACI’s current career pathway initiatives, which include a Career and Internship Fair, the Skills for Work, Skills for Life Boot Camps, and the Jobs and Internships Board on ACI’s website.

Iowa College Foundation (ICF) will support enrollment efforts at member institutions through a Recruitment through Technology Program. Drawing on ICF’s roster of corporate relationships, the program will address difficulty in recruiting students by member institutions and difficulty in recruiting qualified employees and interns by Iowa corporations and businesses. ICF will create two robust, issue-specific online portals and work in partnership with member institution presidents, admissions and development staff, as well as Iowa corporate and business leaders and Iowa high school counselors. These key stakeholders will provide ICF with specific search options and other technical requests to help meet the needs of their particular populations. The portals for college, employment, and internship information will help increase student enrollment and employment across Iowa.
Independent College Fund of Maryland (I-Fund) will improve college access and degree completion for Baltimore City students through collaborative initiatives in partnership with private corporations and foundations, I-Fund member institutions, and the CollegeBound Foundation. The project seeks to increase the number of Baltimore City public school students who enroll at I-Fund member institutions by expanding the availability of public and private grants and scholarships to economically disadvantaged Baltimore City public-school students and providing college preparation and advising services to students through a partnership with CollegeBound. CollegeBound is a community-serving, nonprofit program that has school-based, college access program specialists working directly with Baltimore City public school students to facilitate the college admission process.

Michigan Colleges Alliance (MCA) will expand the Independent Innovators Network to support student entrepreneurs and their faculty mentors from smaller private colleges and universities to create actionable concepts for business and social ventures. The MCA project will promote collaboration and social learning opportunities for student-faculty teams within a design-thinking framework to sharpen concepts for next-phase development; make venture funds available to students and faculty members to develop business plans for those concepts that are judged marketable; perpetuate a culture of entrepreneurship across a network of liberal arts institutions using collaboration as a guiding strategy; and showcase to external stakeholders the relevance of liberal arts learning to business development. The project will be conducted in partnership with content experts from the Henry Ford Learning Institute.

North Carolina Independent Colleges and Universities (NCICU) will bring together Library Directors and Chief Academic Officers from NCICU’s 36 institutions to develop ideas and long-term support for a collaborative approach to sharing services and resources used by nearly 90,000 students, faculty, staff, and community users at NCICU campuses. The planning session will determine the best way to share costs across institutions and to develop the tools and staff skills needed to improve efficiency and access to collections across North Carolina. The new project will build on work conducted by more than 60 librarians over the past two years and will result in an operational plan and a sustainable funding model for the NCICU Library Collaborative.

Virginia Foundation for Independent Colleges (VFIC) will host Starting Now: Women’s Leadership Summit for VFIC Students, a three-day event to help women who are rising juniors and seniors at VFIC institutions cultivate the leadership skills they need to assume positions of authority in both their professional and personal lives. The project is designed to increase representation of women at the C-suite and board levels of the corporate sector. By creating a forum for discussing the issue of women and leadership and encouraging participants to develop strategies for effecting change, the summit can nurture the confidence they need to embrace the opportunity to lead. The summit will help students practice “the socialization of leadership”—sharing ideas, developing strategies, encouraging growth, and instilling confidence. Women at VFIC schools will be selected through a competitive process that assesses leadership skills or potential, whether demonstrated on campus or in the community.
HIGHLIGHTS OF CIC STATE COUNCIL ACTIVITIES

During 2018–2019

The CIC State Councils develop initiatives to meet the needs of the colleges and universities they serve. This work leverages the larger scale and corporate networks of State Councils to address one or more of the four program areas that CIC has established as priorities for the State Councils. Examples of several State Council programs and projects follow.

**PRIORITY 1:**

**Generating Student Scholarships**

State Councils help put a college education within reach of deserving students at all income levels by raising private gifts and grants for scholarships. Because the CIC/UPS Scholarships are limited to one per college, several State Councils have made it a high priority to raise additional funds from private donors in their states to support student scholarships.

**Associated Colleges of Illinois (ACI)** awarded students more than 260 scholarships funded by corporations, foundations and individuals. In addition, ACI’s emergency financial aid (approximately $100,000 yearly) met the financial needs of students who faced unanticipated hardships. ACI has raised more than $70 million in its 67-year history, investing these resources to strengthen member colleges and universities and to create new opportunities for the students they serve.

**Association of Independent Kentucky Colleges and Universities (AIKCU)** distributed more than $184,000 to its members in student scholarships through AIKCU’s Named Scholars Program and other fundraising. AIKCU distributed another $58,000 in scholarship funds generated through statewide sales of Kentucky Independent Higher Education specialty license plates.

**Independent Colleges and Universities of Texas Foundation** awarded $86,000 in scholarships to students attending all 38 member institutions. The scholarships were made possible by generous donations from the PACCAR Foundation and Ascension Section Healthcare.

**Independent College Fund of Maryland** distributed $363,000 in scholarships to member institutions.

**Independent Colleges of Indiana** expanded its scholarships program with the addition of two new members to its Presidents Council, an advisory group of corporate executives. Council members contributed $110,000 to student scholarships.
Independent Colleges of Washington expanded by 42 percent the number of available slots in its Matched Student Savings Program. Currently 51 students at six member campuses are enrolled to save $500 each, with every dollar of savings matched by six dollars from donor funds. Additionally, with funds from six endowments, volunteer reviewers awarded 13 scholarships. This year, the 41-member Independent Colleges of Washington Board of Directors honored Nordstrom, Inc. for its five decades of scholarship support through Nordstrom Cares with the 2019 Stanley O. McNaughton Leadership Award.

Independent Higher Education of Colorado provided scholarships from the Bloedorn Foundation to students enrolled at the University of Denver and Regis University.

Iowa College Foundation (ICF) provided targeted scholarships to 120 nursing students at 15 ICF institutions, providing much needed tuition assistance to help solve the shortage of healthcare professionals in Iowa.

Minnesota Private College Fund raised $1,629,324 for scholarships and general operating funds—the most money raised by the Minnesota Private College Fund in 15 years. Interest in program scholarships is growing in Minnesota, along with collaboration among campuses.

North Carolina Independent Colleges and Universities’ (NCICU) Corporate Advisory Board members personally challenged one another to increase giving and successfully reinstated some lapsed donors with scholarships tied to workforce opportunities. NCICU recruited sponsors for Ethics Bowl teams to support participation among NCICU institutions.

Ohio Foundation of Independent Colleges (OFIC) provided 1,059 scholarships with funds from 217 corporations, foundations, and individuals that totaled $3,028,345. Students from OFIC’s 33 member campuses were nominated by their financial aid offices or applied for scholarships funded through OFIC. The average amount of all scholarships distributed was $2,800.

Oregon Alliance of Independent Colleges and Universities (The Alliance) provided scholarships to 124 students at Oregon’s private, nonprofit colleges and universities. Eleven donors provided support through the Alliance’s Named Scholarship program to help 47 students, who received a combined $39,200. In addition, 77 students received Named Scholarships designated for students of color and/or first-generation students, for a total amount of $167,451. The Alliance also supports student access to private colleges through its Education IDA matched college savings program, called E3: Earn, Educate, Empower, which leverages both private donations and public resources. To date, 544 students at Alliance institutions have participated in the Alliance Education IDA program. The aggregate total of participating students’ savings to date is $558,570, and the total matches tendered to the member colleges on these students’ behalf is now $2,997,831.

Virginia Foundation for Independent Colleges raised more than $825,000 in scholarship funding for nearly 530 scholarships for students with demonstrated financial need and academic promise.

Wisconsin Association of Independent Colleges and Universities (WAICU) administers a nonprofit internship program that is supported through the generous donations of two Wisconsin foundations. For this program, interns complete 400 hours of service over ten summer weeks and receive a $2,000 stipend and a $3,000 scholarship. In 2018–2019, WAICU received 96 applications and placed 23 students in the internship program.
PRIORITY 2:
Expanding Corporate Connections and Student Career Pathways

State Councils expand student internship and career opportunities, as well as develop corporate grant and sponsorship support, by connecting the private college sector to America’s business community.

Independent College Fund of New Jersey (ICFNJ) introduced a Development Committee as part of its board structure, with a charge to outline value initiatives that could be meaningful to corporate partners. The foundation of the value proposition is partnerships that promote business success and access to a diverse rising talent pool at independent colleges and universities. The return on investment for ICFNJ institutions includes new corporate affiliations that extend beyond a financial transaction to an integrated and mutually beneficial relationship through mentorships and apprenticeships within the corporate community.

Independent Colleges of Indiana (ICI) and Ascend, the talent and workforce development initiative of the Central Indiana Corporate Partnership (CICP), recently announced the formation of a strategic alliance to enhance connections between students and employers to meet the changing demands of the Indiana labor market. Ascend and ICI colleges will work together to assist students through a one-of-a-kind online talent platform that combines technology and personalized guidance to support students through their search for internships and jobs. The project will connect students with hundreds of employers throughout the state and help institutions and employers to develop custom talent pipelines. One example is the Roche Academy, where University of Indianapolis biology and chemistry students are able to complete a customized curriculum and summer internship experience in life sciences and engineering skills, leading to post-graduation employment at Roche as a biomedical equipment technician.

Independent Colleges of Washington (ICW) represents its member campuses in a number of statewide business- and industry-focused initiatives, including the College Promise Coalition, the Governor’s STEM Education Innovation Alliance, Career and College Compass (adult re-engagement), and Career Connect Washington. Through this coalition work, and through discussions with individual board members, ICW is highlighting opportunities for current students and alumni of member campuses to prepare for some of the 740,000 jobs that are coming to Washington over the next five years.

Iowa College Foundation (ICF) launched an Internship/Job portal on its newly created website. The portal provides Iowa companies and organizations that contribute at the Partnership level of $1,000 or more with the opportunity to post positions on the website where students at ICF institutions can see them. The timing of this project is especially helpful due to Iowa’s currently record low unemployment and expected job growth due to retirements projected over the next five to ten years.
Michigan Colleges Alliance’s (MCA) Roundtable on Talent program, now in its seventh year, was expanded to include five Midwest states and renamed the Midwest Roundtable on Talent. The event is dedicated to cross-sector dialog and collaboration to advance student outcomes. The program brings together corporate leaders with college presidents to spark innovation, problem solving, and partnerships in preparing students from small private colleges and universities to succeed in the 21st century workplace. MCA also connects young talent to Michigan employers through its Concierge Career Connection program.

North Dakota Independent College Fund is working to anticipate and provide academic solutions for the changing workforce demographics in North Dakota. A recent survey of dozens of industries identified key workforce challenges to help drive curriculum development to address the needs of the state’s industries.

Ohio Foundation of Independent Colleges (OFIC) CareerFests in central and northeastern Ohio brought 168 corporate, government, and nonprofit recruiters together with 539 students from 30 OFIC colleges. OFIC added two career tracks: Careers in Banking and Federal Government Career Opportunities. OFIC also added a career component to donor stewardship events and launched Campus to Career, a series of corporate information sessions with donors and OFIC students that create awareness of internships and full-time employment. OFIC students met with executives and talent acquisition staff members from Sherwin-Williams, Eaton, Huntington Bank, FirstEnergy, Lincoln Electric, AT&T Ohio, and others.

Oregon Alliance of Independent Colleges and Universities (The Alliance) developed a new career center web page to help employers connect with and recruit from Alliance institutions. Designed as a resource for employers, the new Member College Career Centers web page features clickable buttons that go straight to each Alliance institution’s Career Center web page. A link to Handshake, a mobile career site, is also provided at the top of the page. Since launching Handshake in May 2018, the Alliance has quadrupled its employer database. Students have remarked that the user interface is intuitive and easy to navigate, and they like the customization of opportunities that match their skill sets and background.

Virginia Foundation for Independent Colleges (VFIC) is working to expand and revamp its Career15 program that promotes jobs and internship opportunities from partners in the Commonwealth. In addition, VFIC is exploring the implementation of Real World Playbook, an online tool to prepare students for life and work beyond graduation.

Wisconsin Association of Independent Colleges and Universities (WAICU), in collaboration with WAICU members, the University of Wisconsin System, the Wisconsin Technical College System, and Foxconn Technology group created a Smart Cities/Smart Futures Business Plan Competition. Foxconn plans to create an innovation network, where winners will have access to additional resources for their ideas. The Smart Cities/Smart Futures competition has been recognized by the University Industry Innovation Network (UIIN) with a Global “Good Practice” award in terms of academic-industry relations.
PRIORITY 3:

Developing Collaborative Programs

State Councils enhance curricular and co-curricular programs at member institutions by facilitating multi-college approaches to key targets of opportunity and by seeking grant funding for collaborative initiatives.

Association of Independent Kentucky Colleges and Universities (AIKCU) has completed the third and final year of its Optimizing Academic Balance (OAB) initiative. OAB was funded by a Louisville foundation to engage AIKCU institutions in a data-driven analysis of their core academic missions to better understand their academic business models and enhance their sustainability. This is the first time this type of analysis has been done for a collective group of like institutions to provide comparative data for decision-making. Thirteen of eighteen AIKCU members completed the OAB process. Also, nearly 200 faculty and staff members attended AIKCU’s 2019 Teaching, Learning, and Technology Conference, which featured a keynote by higher education futurist Bryan Alexander and a full day of professional development opportunities focused on information technology, instructional technology and design, pedagogy, and libraries.

Association of Independent Colleges and Universities of Pennsylvania (AICUP) has 33 separately established business efficiency programs that are either AICUP Board-endorsed (25) or designated as AICUP member-preferred (8). These programs meet colleges’ operational needs within five areas: Finance and Treasury, Facilities and Administration, Technology and Telecommunications, HR Compliance and Legal, and Student Services. In 2018–2019, AICUP initiated three new member-preferred services—a Multiple Employer Retirement Plan, a Cyber-Security Collaborative, and a Worker’s Compensation Trust.

Council of Independent Nebraska Colleges Foundation (CINCNF) hosted the 16th annual student art show, a collaborative project involving CINCNF member colleges. Student art was displayed over the course of one month, and local professional artists were brought in to jury the show. The winning student artists each received scholarship awards funded by Omaha-area businesses.

Independent College Fund of New Jersey (ICFNJ) held its second Talent Pipeline program to bring corporate and business perspectives to college administrators and faculty on hiring trends and the knowledge base employers seek. Hosted by Trane/Ingersol Rand, the program engaged multiple business sectors—healthcare, hospitality, banking, education, manufacturing, and technology. An outcome of the Talent Pipeline program was the ability to offer Accenture’s Skills to Succeed Academy to students at all ICFNJ institutions.

Independent Colleges of Indiana (ICI) created a Multiple Employer Retirement (MEP) plan to serve an anticipated 13 members. The MEP will have assets approaching $1 billion, making the ICI MEP the largest closed MEP in the nation.
**Highlights of CIC State Council Activities During 2018-2019**

**Iowa College Foundation (ICF)** provided comprehensive fundraising training to newly hired development professionals at all of its 23 member colleges. The training was held in three different locations and provided advice and counsel for someone raising funds in support of independent higher education. ICF recorded the training sessions on video for use by future hires.

**North Carolina Independent Colleges and Universities** planned and co-hosted a statewide Digital Learning Research Symposium with the Rowan-Salisbury Schools System.

**Ohio Foundation of Independent Colleges (OFIC)** continued its successful Diversity Forum where participants from its 33 campuses joined corporate Ohio donors, nonprofit, and government representatives to discuss topics related to diversity, inclusion, and equity. The program was held at Capital University in Columbus and was facilitated by a seasoned diversity expert, Priscilla Hammonds, associate vice president for diversity and inclusion at Grange Insurance. OFIC also formed collaborative agreements for its members with Handshake, Wisr, and Collegis Education, to provide students with opportunities for career readiness, mentorship, internships, and full-time employment.

**Oregon Alliance of Independent Colleges and Universities (The Alliance)** has served as the coordinating organization for Oregon Private College Week (OPCW) since 2014. During OPCW, each Alliance member institution hosts an information session and campus tour twice per day, Monday through Friday, in the last week of July. OPCW representatives, though they might otherwise conceive of each other as competitors, approach the event as a unified group.

**South Carolina Independent Colleges and Universities** produced a “Statistical Abstract” that includes IPEDS and other campus-level annual data to provide member institutions with comparative performance measures to inform their strategic planning.

**Virginia Foundation for Independent Colleges’ (VFIC) Excelencia Campus Tour Program** worked with Accomack and Northampton County High Schools, GEAR UP, RVA Future Center, and the Virginia Hispanic Chamber of Commerce to bring 238 Latinx and underserved high school students from all over the Commonwealth of Virginia to visit VFIC colleges and universities. In addition, VFIC participated in Partnership for the Future’s (PFF) annual independent college fair. Admissions officers from eight VFIC institutions gathered in Richmond to provide information to 50 PFF students from 14 different high schools. With support from Markel and the Anne Carter & W. R. Robins, Jr. Foundation, eight PFF graduates received scholarship support to attend VFIC institutions during the 2018-2019 academic year. Fifteen institutions participated in VFIC’s 20th Annual Ethics Bowl on the campus of Roanoke College. Washington and Lee University clinched the trophy, while VFIC Trustee and CEO of Carillon Clinic, Nancy Agee, was honored for her service and leadership. VFIC held three STEM Workshops for faculty that featured faculty panels, a national speaker from STEMconnector, and groups of faculty designing collaborative projects in the areas of undergraduate research, pedagogy, and community outreach.

**Wisconsin Association of Independent Colleges and Universities’ (WAICU) provosts** met to share best practices in developmental education. They are developing a coordinated, cross-college strategy, starting with English and mathematics, to identify best practices that do not increase time to graduation. In addition, WAICU staff is leading negotiations to establish a statewide Universal Credit Transfer Agreement. WAICU members are planning a Suicide Prevention Symposium to provide education and strategies for student mental health and suicide prevention programs.
Making the Case

State Councils help increase recognition and enrollment of member institutions through public relations and branding initiatives that make the case for private colleges and universities.

Associated Colleges of Illinois (ACI) created its first board communications committee. Efforts related to expanding ACI’s communications reach included a bi-monthly newsletter, an annual report, and expanded activity on social media. A new initiative tells the stories of 45 students—their struggles and how ACI support helps them stay in school and graduate—in print and in three-minute videos. Also, the Public Relations Society of America’s (PRSA) Chicago chapter presented three awards to ACI, one of the few nonprofit organizations to win multiple awards this year. ACI’s awards included Skyline Awards for ACI’s 2018–2019 annual report and for its student stories video series. The video series won in the “Shoe String Budget” category, for projects produced with very limited budgets. ACI’s digital newsletter, ACI Reporter, was presented an Award of Excellence, given to high-scoring entries.

Association of Independent Colleges and Universities of Pennsylvania (AICUP) produced a document titled “Making the Case” that outlines the value of independent, nonprofit institutions in Pennsylvania. The document addresses affordability, access, workforce development, economic impact, and return on investment. AICUP also completed a study on the Economic Impact of AICUP Schools in Pennsylvania, documenting, through an independent economic research firm, a total $24 billion contribution, including over 195,000 jobs, $1 billion in state and local taxes, and $167 million in volunteer service and contributions that impact 60 communities across the state.

Council of Independent Nebraska Colleges Foundation (CINCF) completed an Economic Impact study in partnership with its 13 member colleges and universities. The study provides essential data and facts regarding the importance of supporting Nebraska’s independent colleges and universities and the resulting benefits for students and communities across the state.

Florida Independent College Fund (FICF) continued a campaign targeted to Florida high school counselors, producing and distributing two introductory videos. A third video is currently in development. FICF also sent regular electronic Facts of the Week and mailed printed postcards to nearly 3,000 businesses, industry leaders, policymakers, and elected officials. The messages promoted FICF members’ roles in research and workforce development, degree output, economic impact, financial aid, statewide and online access, and service to non-traditional students.
Independent College Fund of Maryland (I-Fund) publishes an Annual Report that provides data and information on the impact of its programs and institutions on student access, choice, opportunity, and success. In addition, the publication provides statistics on the contributions that I-Fund members make to the national and state economy. The report includes enrollment and demographic information; program availability; graduation rates; degrees conferred; and licenses, patents, and start-up companies affiliated with I-Fund institutions.

Independent College Fund of New Jersey launched its second television spot on NJTV public television, which boasts of an audience of decision makers and leaders. A series of 30-second spots funded by five sponsors aired over a 26-week period. The campaign was augmented by videos released on social media of student scholarship recipients.

Independent Colleges and Universities of Texas Foundation (ICUTF) funded an economic impact study of ICUTF member institutions, an update to a study completed in 2013. The updated report allowed ICUTF to produce new marketing collateral that shows the sizable economic impact that ICUTF colleges and universities have on their local and regional economies, as well as the economic impact the private sector has on the entire state.

Independent Colleges of Washington (ICW) received an invitation to reapply for a two-year grant from the Bill & Melinda Gates Foundation to educate students in public policy and how to make their voices heard on the value of higher education. In addition, ICW developed infographics to illustrate the key elements of a six-part messaging framework focused on the ways @ICW members are #ServingWashington, #CultivatingTalent, #ChampioningDiversity, #DeliveringValue, and #PoweringEconomies with a focus on #CompletingDegrees. ICW also created maps to show the footprint of ICW campuses and the students they educate, and a series of “License to Succeed” student profiles modeled on driver’s licenses.

Iowa College Foundation’s (ICF) newly created website presents the case for independent higher education in Iowa. The homepage includes two prominent information buttons designed to increase enrollment at member colleges and gifts to ICF.

Michigan Colleges Alliance’s collective marketing campaign, “We Are the Independents,” placed greater emphasis on the Kalamazoo market and enhanced its programming through a virtual college fair, dedicated sponsored content, and increased digital advertising.

North Carolina Independent Colleges and Universities (NCICU) continued its commitment to public information through its biannual newsletter; annual report; Fact Card about degrees awarded and economic impact on the state; monthly infographics to more than 1,000 business leaders, legislators, institutional faculty, and staff; Twitter posts, press releases, op eds, and radio appearances; handbooks for college prep high school counselors; counselors’ tours; and campus contact flyers for students. Also, NCICU President Hope Williams was interviewed on Carolina Business Review, a program that aired on a number of PBS stations around the state and is posted online.

Oregon Alliance of Independent Colleges and Universities (The Alliance) implemented a “Think Independent” strategic marketing campaign. The campaign included social media, sponsored events, public outreach, earned media, and strategic media buys, and an overhaul of The Alliance’s website. The campaign targeted three key constituencies: media; business leaders; “influencers” of students—such as parents, grandparents, guidance counselors and educators; and policy makers and elected officials. The campaign message was data-informed, focusing on quality, student-centered education, return on investment, completion rates, affordability and diversity, and it countered prevailing myths about private colleges and universities. Messages also distinguished independent, nonprofit higher education from public higher education on graduation rates,
institutional aid, and the likelihood of prosperity. Campaign results revealed that the most popular social media posts focused on experiential learning topics, such as study abroad, faculty-led research, service learning, and internships.

**South Carolina Independent Colleges and Universities (SCICU)** collaborates with the South Carolina Tuition Grants Commission on an annual letter-writing campaign in which students of SCICU member institutions who receive grants from the Commission write letters to their state legislators thanking them for their support of the program. More than 9,000 letters were delivered to legislative offices, distinguishing the campaign as one of the highest profile “grass roots” advocacy initiatives of the legislative session.

**Virginia Foundation for Independent Colleges (VFIC)** produced a video series to describe its member colleges, their programs, and student outcomes. Several VFIC trustees and presidents appeared in the feature and helped tell the story. VFIC also made strides in social media efforts to make the case for member institutions.

**West Virginia Independent Colleges and Universities (WVICU)** launched a new marketing initiative in the spring of 2019—“We Serve, We Achieve, We Belong.” The campaign is designed to educate donors, policy makers, and communities on the benefits that private institutions provide. WVICU member institutions serve more than 8,000 students, including 4,000 West Virginia residents, with 3,000 of those first-generation college students. WVICU members achieve a four-year graduation rate that is 16 percent higher than West Virginia public institutions and a six-year graduation rate that is 10 percent higher. WVICU belongs in discussions among policy makers on decisions that affect higher education. The campaign has not only led to renewed gifts from lapsed donors but also interest from new donors who seek to invest in student scholarships to cultivate the workforce of the future.

**Wisconsin Association of Independent Colleges and Universities' (WAICU) fastest growing services are labeled “student access programming.” These include more than 30 college fairs, numerous college nights in high schools, workshops across the state for high school guidance counselors, publications such as the Guide to Admissions and Financial Aid, the WAICU-pedia, Wisconsin Private College Week, and the website, WisconsinPrivateColleges.org. WAICU staffed 97 events last year that reached 32,000 prospective students—a growth rate of more than 77 percent.
PROFESSIONAL DEVELOPMENT PROGRAMS

The State Councils Annual Conference
The centerpiece of CIC’s professional development programs for State Councils, the conference offers state executives and staff members a forum for learning from experts and peers and an opportunity to share best practices. The 2018–2019 conference was moved from its traditional spring dates to the fall to accommodate those state councils that include a public policy arm and whose legislative sessions conflicted with the State Councils Annual Conference.

CIC Presidents Institute
The Presidents Institute is the largest annual meeting of college and university presidents in the country. State Council executives are invited to participate at a discounted registration fee. The Presidents Institute is an opportunity to learn more about the challenges and issues their member presidents are monitoring and to make connections with other leaders in the higher education community. Sessions focus on institutional effectiveness, leadership, financial management, fundraising, enrollment, and board relations. Many state executives hold meetings of their member presidents during the Presidents Institute, an opportunity that CIC facilitates each year.

State Councils that participated in the 2019 CIC Presidents Institute include Association of Independent Kentucky Colleges and Universities, Florida Independent College Fund, Independent College Fund of New Jersey, Independent Colleges of Indiana, Independent Colleges and Universities of Texas Foundation, Independent Colleges of Washington, Iowa College Foundation, Michigan Colleges Alliance, North Carolina Independent Colleges and Universities, Ohio Foundation of Independent Colleges, South Carolina Independent Colleges and Universities, and Wisconsin Association of Independent Colleges and Universities.

During the Presidents Institute, the State Councils Advisory Committee hosted a meeting of State Council executives, led by A. Hope Williams, presiding officer of the State Councils and member of the CIC Board of Directors, and Carol Schuler, CIC vice president for State Council programs.

Council for Advancement and Support of Education (CASE) memberships are offered at a significant discount to State Council executives and staff through CIC. Participants receive full membership benefits, with discounts on CASE conference registration, publications, and other services. Thirteen executives and staff members from nine State Councils participated in CIC’s CASE membership during 2018–2019.

Informational Webinars
A new service offered to CIC State Council members in 2018–2019, CIC presented webinars on grant programs for State Councils each quarter, to coincide with the call for invitations and help State Councils develop successful proposals.
CONSULTATION AND SUPPORT

Benchmarking Reports
Each spring, CIC conducts an Annual Survey of Gifts and Income of State Councils. The results are used to generate free benchmarking reports that are provided to State Councils upon request.

Speakers and Presentations
During 2018–2019, CIC staff responded to requests for advice and facilitated expert presentations to State Councils. Carol Schuler, vice president for State Council programs, visited or participated in State Council meetings and helped arrange for CIC speakers to address members’ boards and major donors.

Endowment Services
Dupont Circle Investments, LLC, is a pooled endowment management fund that helps State Councils improve investment returns on small to mid-sized endowments or cash reserves. 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 March 31, 2019, the funds had $3,085,046 under management by TIAA. Its return since inception in 2016 is 6.49 percent.
CIC STATE COUNCIL MEMBERS AND STATE EXECUTIVES

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Andy Goodman, President
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Colorado
Independent Higher Education of Colorado Fund (IHECF)
Denver, Colorado
Mark Cavanaugh, Executive Director

Florida
Florida Independent College Fund (FICF)
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Tallahassee, Florida
Bob Boyd, Chief Executive Officer
www.icuf.org/newdevelopment

Indiana
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www.icindiana.org

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Ed Finn, President
www.iowacollegefoundation.org

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Association of Independent Kentucky Colleges and Universities (AIKCU)
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Gary S. Cox, President
www.aiaku.org

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Louisiana Independent College Foundation (LICF)
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www.laicu.org

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www.micua.org

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Robert P. Bartlett, President
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Minnesota Private College Fund (MPCF)
Co-located with Minnesota Private College Council (MPCC)
St. Paul, Minnesota
Paul Cerkvenik, President
www.mnprivatecolleges.org

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Missouri Colleges Fund (MCF)
Jefferson City, Missouri
Mike Backer, President
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Council of Independent Nebraska Colleges Foundation (CINCF)
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Co-located with Association of Independent Colleges and Universities in New Jersey
Summit, New Jersey
Lou Manzione, President and CEO
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Raleigh, North Carolina
A. Hope Williams, President
www.ncicu.org

North Dakota
North Dakota Independent College Fund (NDICF)
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Jeff Beauchamp, Executive Director

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Ohio Foundation of Independent Colleges (OFIC)
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Oklahoma Independent Colleges and Universities (OICU)
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www.oicu.org

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Oregon Alliance of Independent Colleges and Universities (The Alliance)
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Association of Independent Colleges and Universities of Pennsylvania (AICUP)
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www.aicup.org

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South Carolina Independent Colleges and Universities (SCICU)
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www.scicu.org

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Independent Colleges and Universities of Texas Foundation (ICUTF)
Austin, Texas
Ray Martinez III, President
www.icutf.org

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Virginia Foundation for Independent Colleges (VFIC)
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www.vfic.org

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Independent Colleges of Washington (ICW)
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Terri Standish-Kuon, President and Chief Executive Officer
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CIC STATE COUNCILS PROGRAM LEADERSHIP

Richard Ekman
President

Carol Schuler
Vice President for State Council Programs

Vanessa Long
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Ned Moore
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Myrv Christopherson
Advisor

State Councils Advisory Committee, 2018–2019

A. Hope Williams (Ex Officio)
Presiding Officer of the State Councils and President, North Carolina Independent Colleges and Universities

Mike Backer
President, Missouri Colleges Fund

Robert P. Bartlett
President, Michigan Colleges Alliance

Paul Cerkvenik
President, Minnesota Private College Fund

Jack D. Jones
President, Iowa College Foundation

Paul C. Priebbenow
President, Augsburg University

Edward M. Shannon III
Executive Vice President, South Carolina Independent Colleges and Universities