The **Council of Independent Colleges** (CIC) is an association of 765 nonprofit independent colleges and universities, state-based councils of independent colleges, and other higher education affiliates, that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education’s contributions to society. CIC is the major national organization that focuses on services to leaders of independent colleges and universities and state-based councils. 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. CIC conducts the largest annual conferences of college and university presidents and of chief academic officers in the United States. Founded in 1956, CIC is headquartered at One Dupont Circle in Washington, DC. For more information, visit [www.cic.edu](http://www.cic.edu).
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One of CIC’s purposes is to strengthen the knowledge and skills of campus leaders through programs and services that focus on the core issues of greatest concern to member colleges and universities. CIC recently launched several initiatives of particular note that complement its large annual institutes, workshops, and other longer-standing initiatives.

One new initiative, the Diversity, Civility, and the Liberal Arts Institute, seeks to deepen understanding of 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. The inaugural Institute was held in 2018, and a second will take place in 2019. Through these Institutes, CIC seeks to help administrators and faculty members develop practical and realistic plans to improve diversity and civility on their campuses and to gain deeper understanding of the roots of experiences that lead to conflict.

The final phase of another major CIC initiative, the 2016–2017 Securing America’s Future workshops, was marked when CIC released a report in spring 2018, Innovation and the Independent College: Examples from the Sector. The report highlights hundreds of mission-driven innovations at CIC member institutions and serves as a practical resource for academic leaders to implement change on their campuses and to facilitate thinking about a future both grounded in mission and open to new possibilities.

And beginning in fall 2018, faculty members from 26 CIC institutions will participate in the Consortium on Instructional Excellence and Career Guidance. The Consortium provides participants access to an online course, Effective Teaching Practices, offered by the Association of College and University Educators. The course is designed to prepare faculty members to use evidence-based teaching practices that equip students with higher-order skills prized by employers and to help them understand the relevance of their education to a variety of careers.

Other new initiatives focus on helping faculty members improve their teaching practices. For example, science faculty members will benefit from Seminars on Science Pedagogy, which seek to improve teaching effectiveness and student learning in biology, chemistry, and physics courses. Based on research on how people learn science by Stanford University physicist and Nobel laureate Carl E. Wieman, the seminars will make the fruits of Wieman’s research available for the first time to CIC science faculty members in 2019 and 2020.

As chair of the Board of Directors, I look forward to working with my fellow Board members, the leaders of CIC member institutions, and the excellent CIC staff to develop and launch even more programs and services that strengthen the future of independent higher education.

Sincerely,

MaryAnn Baenninger
President, Drew University
Chair, CIC Board of Directors
Enhancing the leadership capacities of CIC member presidents, chief academic officers, faculty members, and other campus leaders has been a long-standing goal of CIC. As noted in Chair MaryAnn Baenninger’s letter (opposite page), CIC launched several new projects in 2017–2018 to address issues of high priority to member institutions. In addition to the new initiatives, CIC’s signature conferences and programs continued to attract strong participation.

During the past year, once again, membership climbed to a record level—reaching 658 Institutional Members. The 2018 Presidents Institute attracted strong participation by presidents, spouses and partners, and State Council executives as well as record sponsorship from generous donors. Both the Presidents Institute and the Institute for Chief Academic Officers remain by far the largest annual conferences of these leaders of any of the higher education associations in the United States. In addition, the 2018 CIC State Councils Annual Conference attracted record participation by State Council executives and staff members. The 17th annual series of Workshops for Department and Division Chairs also saw robust participation, with two of the four workshops oversubscribed.

Meanwhile, the programs on preparing senior campus leaders—the Executive Leadership Academy (ELA), Senior Leadership Academy (SLA), and the Presidential Vocation and Institutional Mission program—continued to succeed in helping participants to advance to the next level of responsibility in college and university administration. The track record has been extraordinary. For example, since 2009, 78 of the 299 ELA participants have been named as presidents or chancellors, and since 2005, 57 of the 161 Presidential Vocation and Institutional Mission participants have been selected as presidents.

CIC’s programs for faculty members in history and classical studies this year offered participants relevant opportunities for professional growth. History faculty members explored the ways Americans have memorialized the Civil War, with highly selective memory, at anniversary dates over 150 years. Naturally, the current debate over Confederate monuments was considered in “The Civil War in American Memory” seminar, ably led by Yale University professor David Blight and cosponsored by the Gilder Lehrman Institute of American History. And the faculty members who participated in the 13th annual CIC seminar held in cooperation with Harvard University’s Center for Hellenic Studies this year traveled to Greece, where participants studied at historical sites in Argos, Athens, Delphi, Nafplio, and Olympia.

Many of CIC’s long-running programs are able to flourish thanks to generous and sustained assistance from foundations and corporations that enable the Council to offer services at or below cost. Major funders of the programs mentioned in this report include Academic Search, Inc., American Academic Leadership Institute, the Andrew W. Mellon Foundation, Henry Luce Foundation, Lilly Endowment Inc., Strada Education Network, TIAA, and W. M. Keck Foundation. A list of the programs and services that CIC has offered to member colleges and universities during 2017–2018 are included in this report, together with a complete list of their generous supporters.

All members of the CIC staff take great pride in the success of these programs and services and in the programs’ role in cultivating strong and resourceful leadership. We are grateful for the enthusiastic support of the members of the CIC Board of Directors and other CIC campus leaders. It is a privilege to serve the cause of independent higher education in cooperation with so many dedicated colleagues and partners.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges
DEVELOPING LEADERS

The Council of Independent Colleges provides opportunities—through conferences, meetings, consultations, and online networking—for campus leaders to learn from experts, share ideas, and support one another. Among these programs and services are the following.

PHOTO: During CIC’s 2017 Institute for Chief Academic Officers, Elavie Ndura, vice president for equity, diversity, and inclusion at Gallaudet University, raised questions for presenters and participants to consider.
PROGRAMS FOR PRESIDENTS

Presidents Institute

CIC’s premier event is the largest annual gathering of college and university presidents in the country. The 2018 Presidents Institute took place in Hollywood, Florida, January 4–7. The Institute explored the theme “Pathways to Excellence: Resilience and Innovation,” and sessions examined how presidents can guide their institutions to embrace challenges and opportunities; choose among innovative programs and approaches; cultivate nimble, adaptive, and culturally responsive leadership on campus; and weigh the benefits of aggressive innovation against the durability of long-standing institutional mission and tradition. Sessions also helped leaders prepare students for civic responsibility and explore the challenges of diversity, civility, and free speech on campus. The Institute drew 330 presidents, 175 spouses and partners, and a total of 769 registrants. CIC welcomed international members from Canada, France, Greece, Morocco, and the United Arab Emirates and, for the fourth consecutive year, a delegation of private university rector s and higher education leaders from Mexico.

2018 Presidents Institute Plenary Session

“PREPARING STUDENTS FOR CIVIC RESPONSIBILITY”

“College presidents have a wonderful opportunity to engage their students and to help them appreciate their responsibilities as citizens…. You can incorporate into their college education this need and responsibility of civic engagement. [It may seem like] it begins with voting, but that’s just the minimum,” remarked Presidents Institute plenary speaker Valerie B. Jarrett.

Jarrett—the longest-serving senior advisor to President Barack Obama—has had a distinguished career as a civic leader, business executive, and attorney. The session, moderated by Elizabethtown College President Carl J. Strikwerda, explored such questions as how college presidents can lead their institutions to prepare graduates who are committed to justice and equality, free expression, and a relentless pursuit of evidence-based truth.

Colleges and universities have opportunities to foster civil discourse and civic engagement through their campus policies, the curriculum, faculty and staff members, students, invited speakers, alumni, and co-curricular and extracurricular activities, Jarrett said.

Because campuses have become centers of debate and dispute, Jarrett emphasized the importance of teaching students how to analyze news and information, engage with others, and communicate their ideas effectively. “As college presidents, you have a unique platform to create opportunities for modeling positive and healthy behavior and to encourage students to do the same.” She urged presidents to find campus speakers whose viewpoints differ but who avoid incendiary speech or elicit visceral emotional responses. “You can form panels of people who disagree with each other but who model good behavior…people who disagree in an agreeable way.” Campus leaders can embolden students to moderate the conversation, coach them when they go off kilter, and help them appreciate how stimulating it can be to have a debate with someone with whom they disagree. “People can be passionate and emotional without being hostile,” and that is an important exercise for students to practice.

She underscored the importance of a positive atmosphere on campus. “When people hear negative things all of the time, they feel anxiety and then they tune out—it’s a self-preservation technique. They should feel engaged.” She said that volunteering in the community and working on local campaigns can be rewarding and energizing.

“The best times in our country are when the most number of people are engaged, caring, informed, and participating in their election,” Jarrett said. “What we see now is an awakening…. We see that more people want to run for office—that’s a terrific thing…. I don’t say that with a political ideology, I want everyone to vote and to engage in the process and care about our democracy.”
New Presidents Program

CIC offers an annual program for college presidents in their first or second year—and concurrently a program for their spouses or partners—that addresses the practical needs and strategic questions for success as leaders of independent colleges and universities. Held just prior to the Presidents Institute, the intensive two-day workshop includes sessions on financial fundamentals, enrollment and marketing, board relations, advancement, and strategic and innovative presidential leadership among other key topics. In 2018, 47 new presidents and 37 spouses or partners participated in the program, which featured experienced presidents and their spouses—many of whom are alumni of the program—as presenters and paired each new president with a seasoned presidential colleague to serve as an informal advisor. Mary Pat Seurkamp, CIC senior advisor and president emerita of Notre Dame of Maryland University, directed the New Presidents Program for a sixth year.

Presidents Governance Academy

CIC’s Presidents Governance Academy is a two-day intensive and highly participatory workshop designed to help experienced CIC member presidents strengthen board governance policies and practices and to sustain effective president-board relations. Launched in 2014, the program is distinctive in that it focuses exclusively on the perspective of the independent college president and, while it respects the division of authority between the president and the board of trustees, the program starts with the premise that the president must have both the tools and the mandate to exercise effective leadership. Eighteen presidents participated in the 2018 Academy, which took place immediately preceding the Presidents Institute, January 3–4 in Hollywood, Florida. 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 Richard J. Cook, president emeritus of Allegheny College, led the program. The Presidents Governance Academy is made possible through the generous support of the Henry Luce Foundation.

Presidential Vocation and Institutional Mission Program

This yearlong program of readings, consultations, and seminars assists prospective presidents, together with their spouses or partners, to reflect on their sense of calling as it relates to the missions of the institutions they might lead. With generous support from Lilly Endowment Inc., CIC launched the Presidential Vocation and Institutional Mission program in 2005; in December 2017, Lilly Endowment Inc. awarded CIC a third renewal grant of $795,000 to extend the program with three additional program years for prospective presidents. From 2005 to 2018, 161 senior administrators, many with their spouses or partners, have completed the program for prospective presidents. Of these, 57 participants—or 35 percent—have been appointed as presidents. (For the list of those who have been named to presidencies, see page 57.)

The 2017–2018 cohort of 20 prospective presidents and 15 accompanying spouses participated in a summer seminar in Woodstock, Vermont, July 9–12, 2017, and a winter seminar in Peachtree City, Georgia, February 26–27, 2018. (For the
Robert M. Franklin, president emeritus, Morehouse College, and James T. and Berta R. Laney Professor of Moral Leadership at Emory University, served as guest scholar-in-residence at the winter seminar. CIC issued a call for nominations for participation in the 2018–2019 seminar in October 2017 and selected 20 prospective president participants, most with spouses or partners, in March 2018. Members of the 2018–2019 cohort began their program in July. The program is directed by Frederik Ohles, CIC senior advisor and president of Nebraska Wesleyan University. Experienced presidents and spouses serve as program facilitators.

Conversation between Foundation Officers and College and University Presidents

This biennial meeting is designed to acquaint CIC member presidents with philanthropic foundations and their leaders who support independent colleges. Through the event, presidents of independent colleges and universities learn about the evolving funding priorities and support interests of foundations, and foundation leaders connect with presidents to better understand the unique pedagogical approaches and support needs of liberal arts colleges. Last held in October 2016, CIC announced the 2018 event in February and opened registration in May. Focusing on “Philanthropy in a Changing Context: Foundations and Independent Higher Education,” the 2018 event took place at the TIAA headquarters in New York City on October 15.

Programs for Chief Academic Officers

Institute for Chief Academic Officers

CIC’s Institute for Chief Academic Officers is the largest annual conference of CAOs held by any higher education association in the United States. The 45th annual Institute for Chief Academic Officers, held together with chief student affairs officers, took place November 4–7, 2017, in San Antonio, Texas. Under the theme of “Preparing All Students for Civic Participation,” sessions focused on changes in the core responsibilities of chief academic and chief student affairs officers and how both senior officers must build and sustain strong cooperation as they lead teams of colleagues who champion student learning and development as well as institutional strength. For the first time, chief diversity officers also participated in the Institute, examining the challenges these campus leaders face collectively. The event attracted 547 chief academic, chief student affairs, and chief diversity officers, and a grand total of 637 registrants. Participants traveled from as far as Greece, Spain, Canada, and Mexico and from all across the continental United States, Hawaii, and Puerto Rico. CIC hosted the 2017 Institute in cooperation with NASPA—Student Affairs Administrators in Higher Education and ACPA—College Student Educators International.

The program featured leading authorities on key aspects of the work of chief academic and chief student affairs officers. Keynote speaker Shaun R. Harper, Clifford and Betty Allen Professor in the Rossier School of Education at the University of Southern California and executive director of the USC Race and Equity Center, discussed how campus leaders can understand and respond to the longstanding problem of racism in higher education (see Box, page 8). Plenary speaker Andrew R. Chan, vice president for innovation and career development at Wake Forest University, explored how to help students find their way through the college-to-career pipeline. A plenary session on navigating difficult conversations on campus with those of different backgrounds or viewpoints on issues of race, gender, politics, and religion featured Franklin & Marshall College panelists Margaret Hazlett, dean of the college, and Joel W. Martin, provost and dean of faculty; Elizabeth F. Ortiz, vice president for institutional diversity and equity at DePaul University; and moderator Kevin Kruger, president of NASPA—Student Affairs Administrators in Higher Education. Eboo Patel, founder and executive director of Interfaith Youth Core, delivered the closing address on what liberal arts colleges can do to promote interfaith understanding.

In addition to the Institute for Chief Academic Officers, CAOs participate in other CIC programs, such as the Presidential Vocation and Institutional Mission Program for prospective presidents (see page 6) and the Executive Leadership Academy (see “Other Programs for Campus Leaders” on page 9).
The 2017 Institute for Chief Academic Officers featured keynote speaker Shaun R. Harper of the University of Southern California; plenary panelists Elizabeth F. Ortiz of DePaul University, Kevin Kruger of NASPA-Student Affairs Administrators in Higher Education, and Joel W. Martin and Margaret Hazlett of Franklin & Marshall College; as well as Eboo Patel of Interfaith Youth Core, among other presenters.

2017 Institute for Chief Academic Officers Plenary Address

“Racially Responsive Leadership”

“What I want to talk about is not just how to value diversity, equity, and inclusion, but how to do it,” stipulated University of Southern California’s Shaun R. Harper in his keynote address on “Racially Responsive Leadership: Understanding and Responding to the Longstanding Problem of Racism in Higher Education.” Many of the ideas Harper shared at the Institute were drawn from years of research conducted at the University of Pennsylvania Center for the Study of Race and Equity in Education and the USC Race and Equity Center. The data gathered can guide effective conversations and reflective examinations to address discomfort about race, plan for deep levels of institutional transformation, and achieve excellence in fostering racially inclusive learning environments.

So, how can campuses do diversity, equity, and inclusion on campus? First of all, Harper stated, “You can’t do racial equity if you can’t talk about race—it’s absolutely impossible. Many of you get data reports from academic schools and departments or offices of research that show some racial inequities between groups on campus. You can’t fix those inequities if you can’t talk openly and honestly with your colleagues about the reality of race on campus.”

Second, many people must work together to solve the problem. When it comes to equity, diversity, and inclusion, Harper said, “highly skilled professionals are what it’s going to take for 21st-century higher education to be all it can be. The work has to be collective, collaborative, and cross sector…and academic affairs has to be deeply, meaningfully involved.”

Third, Harper said, the work should be considered opportunistic, not problematic. “Imagine if instead of thinking of a ‘diversity problem,’ we thought of ‘opportunity’—an opportunity for the college to make a meaningful impact for America and for the world, an opportunity for the college to actually enact the values it espouses in its mission statement and admissions brochure, an opportunity for a college to become one of the leading institutions in the country on equity, diversity, and inclusion. That sounds like much more exciting work than if we have to deal with problems.” For the podcast of Harper’s address, visit www.cic.edu/2017CAOIresources.
OTHER PROGRAMS FOR CAMPUS LEADERS

Executive Leadership Academy

CIC, in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU), offers the Executive Leadership Academy (ELA) to prepare college and university leaders in provost and vice presidential positions to move into presidencies or other senior positions. The yearlong program is open, by nomination of the president, to vice presidents or cabinet-level administrators of all divisions of a college or university. The program consists of two seminars, readings concerning presidential leadership, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring. Linda M. Bleicken, president of AALI and former president of Armstrong State University, directs the program. The ELA is generously supported by AALI and Academic Search, Inc.

Twenty-four administrators from CIC member institutions participated in the 2017–2018 ELA, which began with a seminar in Washington, DC, on July 20–22, 2017, and concluded with a seminar on June 18–20, 2018, also in Washington. (For the participants list, see page 59.) CIC selected 18 participants for the 2018–2019 ELA cohort in February 2018, and the opening seminar took place June 25–27, 2018, in Washington, DC.

Since 2009, 78 of the 299 participants who have completed the Executive Leadership Academy have been appointed as presidents or chancellors, and an additional 40 have advanced to other senior positions. (For the list of those CIC participants who have been named to presidencies, see page 59.) In addition to the professional advancement of participants, successful outcomes also occur when participants strengthen their leadership in their current positions or when they realize that they do not want to pursue a presidency.

Senior Leadership Academy

CIC and AALI cosponsor a yearlong 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 and to help participants develop institutional perspectives on higher education administration. The program consists of two seminars conducted by current and former presidents and vice presidents, readings and case studies on college and university leadership, experiential activities developed by the participant, and mentoring by the nominator. Linda M. Bleicken, president of AALI, directs the program.

Forty-five administrators participated in the 2017–2018 SLA, including 12 cohort members who received American Express Foundation awards to increase the diversity of leaders at colleges and universities. (For the participants list, see page 61.) The opening seminar was held November 3–5, 2017, in San Antonio, Texas, prior to CIC’s Institute for Chief Academic Officers. The closing seminar took place June 21–23, 2018, in Washington, DC. CIC selected the 2018–2019 SLA cohort—45 participants—in February 2018. The opening seminar will take place in St. Louis, Missouri, November 2–4, 2018.

Since 2010, eight cohorts have completed the Senior Leadership Academy. To date, 73 of the 248 total participants have advanced to positions with increased responsibility. The SLA is generously supported by AALI and Academic Search, Inc.
Workshops for Department and Division Chairs
The 17th annual series of professional development workshops for new and experienced department and division chairs took place in four cities across the country in spring 2018. Led by experienced chief academic officers, department chairs, and attorneys specializing in higher education, the 2018 Workshops for Department and Division Chairs focused on “Strengthening Department and Campus Leadership.” For the second year, the program included separate sections—one for newer chairs and one for experienced chairs and deans—on serving as the department or division chair, understanding the department or division budget, using data effectively, and becoming a campus leader. A total of 360 department and division chairs from colleges in 34 states participated in the 2018 meetings, which took place in Williamsburg, Virginia, April 8–10; in Pittsburgh, Pennsylvania, May 7–9; in Minneapolis, Minnesota, May 22–24; and in Spokane, Washington, June 5–7.

Participants in the 2018 Workshop for Department and Division Chairs in Spokane, Washington, practiced strategies for handling difficult conversations.

College Media Conference
Designed for campus public relations directors and their key staff members, the College Media Conference provides access to national and trade journalists who discuss issues they cover, information they would like to receive from colleges and universities, and how colleges can communicate with the media most effectively. A near record number of participants explored the theme “Real News: Taking Higher Education’s Story to the Media” at the 32nd College Media Conference, held in Washington, DC, June 25–27, 2018. Co-hosted by CIC and the American Association of State Colleges and Universities, the conference drew more than 300 participants from across the United States, as well as Qatar and Mexico. Participants were able to learn from and connect with journalists from the *New York Times*, ABC News, *CBS This Morning*, CNN, National Public Radio, *Kiplinger’s Personal Finance*, *Money*, *Science*, *Politico Pro*, *Slate*, *BuzzFeed News*, *Chronicle of Higher Education*, *Inside Higher Ed*, *Diverse: Issues in Higher Education*, and *Education Dive*, among others. College and university public relations professionals and other PR experts shared best practices and new ideas with their colleagues. A special session sponsored by the *Chronicle of Higher Education* focused on “Tackling Public Distrust of the Value of Higher Education.” *Chronicle* Editor Liz McMillen moderated a panel that included José Luis Cruz, president of the Herbert H. Lehman College of the City University of New York; Richard Ekman, president of CIC; and Lynn Pasquerella, president of the Association of American Colleges & Universities. Other special events included a *Chronicle*-sponsored reception and small group visits to newsrooms of national media in Washington.
Programs for Spouses and Partners of Presidents and Chief Academic Officers

CIC provides special programming for spouses and partners of presidents and chief academic officers at its two annual institutes. Spouses of 175 college and university presidents participated in CIC’s 2018 Presidents Institute (including 38 in a program for spouses and partners of new presidents); and ten spouses engaged in the 2017 Institute for Chief Academic Officers. The Presidents Institute Spouses and Partners Program opened with an address by Kevin Kruger, president of NASPA—Student Affairs Administrators in Higher Education, on “Understanding the Next Generation of College Students.” Kruger explored the demographic characteristics of college students today and discussed how colleges and universities can help entering students adapt and thrive on campus.

Programs for State Council Executives

CIC actively supports the advancement of State Councils—consortia of independent colleges and universities, one per state, with the mission of strengthening their member institutions through four priority areas: fundraising for student scholarships, leveraging corporate networks for financial support and career pathways for students, developing collaborative programs for member institutions, and “Making the Case” for independent higher education. CIC provides scholarships, matching grants for state-based programming, professional development opportunities, services, and consulting to its 27 State Councils, and organizes conferences, webinars, and “best practices” workshops.

State Councils Annual Conference

This annual meeting provides an opportunity for CIC State Council executives and key staff to explore emerging trends in independent higher education and how they can most effectively benefit their member institutions through resources and connections with other organizations. Under the theme, “The Power of Partnerships,” the 2018 CIC State Councils Annual Conference took place in St. Louis, Missouri, April 29–May 1. The conference featured presentations by foundation and corporate executives and nationally recognized experts as well as opportunities to network and learn from colleagues. Plenary speakers included Michael Schmidt, director of education and global community development at the Ford Motor Company Fund; John Meslow, founder and program director of the Mayo Innovation Scholars Program; Janet Bandera, director of wealth planning strategies at TIAA; Michael Collins, senior director of endowment and foundation services at TIAA; Elizabeth Jansen, academic program director of the Mayo Innovation Scholars Program and Macalester College neuroscience professor; J. Michael Pressimone, president of Fontbonne University; and Frank Romeo, vice president of the UPS Foundation. Nearly every State Council was represented at the conference, with record participation by State Council staff members.

In addition to the State Councils Annual Conference, state executives also participate in CIC’s Presidents Institute.
CIC supports practical, sustainable, and cost-effective ways to improve the quality of independent higher education. Initiatives and programs offered in 2017–2018 evaluated the effectiveness of online instruction; improved teaching, learning, and research in classics, art history, and American history; encouraged valuable service learning experiences; addressed issues of conflict and inclusion on campus; brought distinguished visiting fellows to campuses; and promoted vocational exploration in undergraduate education, among other outcomes.

PHOTO: The Teaching European Art in Context seminar, “Landscape and Identity in Britain and the United States,” led by Tim Barringer, Paul Mellon Professor of Art at Yale University, took place at the Yale Center for British Art in New Haven, Connecticut.
CIC/Apple Presidents Forum

Apple Inc. invited CIC to partner with its education division in 2017 to organize a second summit for college presidents and other senior leaders of CIC member colleges and universities. The goal of the forum was to provide opportunities for senior campus leaders to explore with high-ranking Apple executives how technology can be used at CIC institutions to increase enrollment, enhance student engagement, improve academic outcomes, and prepare more effectively the graduates of CIC institutions for a rapidly evolving work environment. After a year of collaborative planning between CIC and Apple, the Forum was held April 8–10, 2018, in San Jose, California, and on the Apple campus in Cupertino, California. The president and a second senior campus leader from 50 CIC member colleges and universities participated in the meeting. (For the list of participating institutions, see page 62.) The Forum’s agenda consisted of presentations by Apple executives as well as presidential and academic panels of CIC members. In May 2018, CIC and Apple staff met to discuss the Forum’s success and possibilities for future collaboration. CIC will continue to create opportunities for campus leaders to engage the broader topics of the Presidents Forum and to share their experiences in distinct campus projects. CIC’s 2018 Institute for Chief Academic Officers and 2019 Presidents Institute will both include sessions on creating effective digital learning environments.

Consortium for Online Humanities Instruction

Two cohorts of member institutions have participated in this Consortium, which CIC developed with the support of the Andrew W. Mellon Foundation in 2014 to assess the effectiveness of online teaching in upper-level humanities courses at liberal arts colleges. The project has three main goals: to explore whether 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 inter-institutional collaboration; 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. Ithaka S+R, CIC’s partner organization for this project and a leading research and consulting service for academic innovation in the digital environment, has advised participating institutional teams and evaluated the effectiveness of the project.

From 2014 through 2016, the 20 teams that made up Consortium I participated in three national workshops and offered two rounds of online courses; Ithaka S+R released a final report on Consortium I activities and outcomes in fall 2016. In October 2016, CIC received a supplemental grant from the Andrew W. Mellon Foundation to support the continued coordination of Consortium I participants’ activities. Sixteen of the 21 institutions continue to advance...
their collaborative work and will share courses through the spring 2019 semester. Kevin Gannon, professor of history and director of the Center for Excellence in Teaching and Learning at Grand View University, has served as the program coordinator for Consortium I during this period.

The Andrew W. Mellon Foundation awarded CIC an additional grant in December 2015 to support a second cohort of colleges and universities over three years. The project goals remained the same but with a focus on online courses that are potential substitutes for upper-level humanities courses in the same major at comparable institutions. Ithaka S+R again served as project consultant and evaluator, while participants from Consortium I institutions served as mentors to Consortium II participants. The 21 teams selected to participate in Consortium II met for national workshops in August 2016 and 2017. Key presenters of the 2017 workshop included Kathleen Fitzpatrick, associate executive director of the Modern Language Association; Catharine Bond Hill, managing director of Ithaka S+R; and Bryan Alexander, an independent consultant for higher education and digital learning. The first courses developed as part of Consortium II were offered in spring 2017, and revised courses—open for enrollment by undergraduate students from the other participating institutions—were offered during 2017–2018. (For the list of institutions participating in Consortium II, see page 62.)

Participants from both Consortia met in Washington, DC, for a final workshop on July 23–25, 2018. The participants reviewed activities undertaken in 2017–2018, analyzed the successes achieved and challenges faced since the beginning of the initiative in 2014, identified best practices that can be shared with other institutions, and considered future steps to serve students more effectively through online instruction and institutional collaboration. A final report on the entire initiative, prepared by Ithaka S+R and CIC staff, will be issued in 2019.

**Consortium on Digital Resources for Teaching and Research**

CIC received a $1,199,620 grant from the Andrew W. Mellon Foundation in 2014 to be used over four academic years to subsidize access for Consortium participants to the JSTOR Forum (previously named Shared Shelf) application and service—a means to organize, preserve, and share unique collections of digital artifacts. The program has provided participating CIC member institutions free access to JSTOR Forum to store and manage media in support of teaching, learning, and student and faculty research. It also has provided the opportunity to participate in a users’ consortium. Directed by Susan Barnes Whyte, library and media services director at Linfield College, the project has worked to improve teaching and learning at liberal arts colleges; encourage faculty members at small institutions to collaborate in both scholarship and teaching through use of their research and teaching resource collections; and make the cataloging and use of digital images and other materials for research and instruction more cost-effective.

The 42 teams accepted for the project in 2015 participated in three annual workshops. Throughout the years the teams also uploaded content to the JSTOR Forum platform and used materials in the classroom.

The Consortium’s third and final workshop, which took place in Washington, DC, September 7–9, 2017, focused on sustaining faculty members’ use in the classroom of materials catalogued in JSTOR Forum, including archives and special collections. (For the participants list, see page 63.) Presenters at the 2017 workshop included Kevin Guthrie, president of ITHAKA, and Evan Towle, Artsstor’s implementation manager for sponsored projects, who provided an update on some of the changes occurring around the platform; Marieke Van Der Steenhoven, special collections education futurist, helped faculty members at the Consortium for Online Humanities Instruction prepare to revise their online courses. Kevin Gannon (right), professor of history at Grand View University, is a veteran of the first Consortium for Online Humanities Instruction and coordinated the ongoing collaboration among those institutions.
Consortium for Instructional Excellence and Career Guidance

In December 2017, CIC received a $1,199,620 grant from Strada Education Network to be used over three years to enhance faculty members’ use of teaching practices that promote retention, degree completion, deeper levels of learning, and greater career readiness. Faculty members of each institution in the Consortium will participate 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. Through the online series of modules, the course prepares faculty members to use evidence-based teaching practices that equip students with higher-order skills prized by employers and help students understand the relevance of their education to a variety of careers and the availability of viable career options. An online community of professional practice for the Consortium will provide faculty members with opportunities to exchange ideas and to showcase successes. CIC announced the new program in January 2018 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 enrolled additional faculty members beyond their allotted number at their own expense. A total of 558 CIC faculty members will engage in the program during the 2018–2019 academic year. (For the list of participating institutions, see page 63.)

Institute on Diversity, Civility, and the Liberal Arts

CIC developed the Diversity, Civility, and the Liberal Arts Institute project with the support of a grant from the Andrew W. Mellon Foundation in December 2016. The program draws on the most precious resource that independent colleges and universities have to understand human behavior—teaching, learning, and research in the liberal arts—to address issues of conflict and inclusion on America’s college campuses. During two four-day Institutes, teams of faculty members and administrators from CIC member institutions come together with distinguished scholars to explore significant trends that are reshaping the 21st-century campus; engage both classic and recent scholarship that can frame discussions of controversial topics and help participants transform protests into teachable moments; and develop realistic plans to support diversity and civility on campus. Beverly Daniel Tatum, president emerita of Spelman College and a nationally recognized authority on race in America, directs the Institutes.

CIC announced the project and the first Institute in fall 2017 and received applications from 83 member colleges and universities by the November application deadline. CIC selected 25 institutional teams in January for the first Institute, which took place in Atlanta, Georgia, June 3–6, 2018. (For the list of participating institutions, see page 63.) The 2018 presenters included Daniellie S. Allen, James Bryant Conant University Professor at Harvard University; David W. Blight, Class of 1954 Professor of American History at Yale University; Geoffrey Cohen, James G. March Professor of Organizational Studies in Education and Business at Stanford University; Cathy N. Davidson, distinguished professor at the CUNY Graduate Center; Kristie A. Ford, professor of sociology at Skidmore College; Nathan D. Grawe, Ada M. Harrison Distinguished Teaching Professor in the Social Sciences at Carleton College; Allan Metcalf, professor of English at MacMurray College; Eboo Patel, founder and president of Interfaith Youth Core; Craig Steven Wilder, Barton L. Weller Professor of History at the Massachusetts Institute of Technology; Eileen B. Wilson-Oyelaran, president emerita of Kalamazoo College; and Jonathan Zimmerman, professor of the history of education at the University of Pennsylvania. The second Institute will take place in June 2019 with spaces for another 25 institutions.

Intergenerational Connections: Students Serving Older Adults

This initiative is designed to encourage college students to help low-income older adults (ages 50 and older) tackle key life challenges and by doing so acquire valuable service-learning experiences. Developed with funds of $804,000 from the AARP Foundation, the initiative provides CIC member colleges and universities with grants to create or expand campus-based projects that engage students in addressing four needs of older adults in their campuses’ communities: healthy diets, safe and affordable housing, income-generation, and social interaction. In April 2017, CIC selected 21 of the 92 applicant institutions to receive grants of up to $13,000. These institutions implemented a diverse range of projects during the 2017–2018 academic year; they also participated in an online community and an interactive webinar series to discuss their projects, challenges, successes, and best practices in order to develop a national project network that serves older adults in college and university communities.

With additional AARP Foundation support, in November 2017, CIC invited participants in the first cohort to apply for renewal grants of up to $13,000 and disseminated a request for proposals for a second cohort of projects in 2018–2019. CIC received 18 renewal grant proposals from current project participants and made 15 awards; CIC received 68 proposals for the second cohort and awarded grants to 22 institutions. (See Box on page 16. For the list of participating institutions in 2017–2018, see page 63.) All projects for 2018–2019 began in fall 2018.

Teaching Interfaith Understanding Seminars

As religious diversity among college students increases and interfaith cooperation on campuses gains traction, interest among college presidents, deans of academic and student affairs, and faculty members in offering courses and programs on interfaith subjects also has increased. In partnership with Interfaith Youth Core (IFYC) and with funding from the Henry Luce Foundation, in 2014 CIC began offering seminars for faculty members who develop and teach related courses. The seminars are designed to help faculty members engage interfaith issues in the classroom and reach a broad understanding of what students in interfaith programs should learn. In addition, the
Seminars led to the development of a resource base of teaching materials for use by faculty members and an online community for faculty members to share best practices, curricula, and pedagogies. In 2016, CIC received additional funding from the Henry Luce Foundation to support three more seminars—one seminar a year from 2017 to 2019. Twenty-five CIC faculty members from various fields participated in the June 17–21, 2018, seminar held at DePaul University in Chicago. Eboo Patel, founder and president of Interfaith Youth Core, and Laurie Patton, president of Middlebury College and a distinguished scholar of South Asian religions, led the seminar. (For the participants list, see page 64.)

American History Seminar

To help faculty members at CIC institutions strengthen their teaching and advance their research, CIC and the Gilder Lehrman Institute of American History cosponsored for the 17th year an American history seminar supported by the Andrew W. Mellon Foundation. The 2018 seminar, “The Civil War in American Memory,” took place June 10–14 at Yale University in New Haven, Connecticut. Twenty-five CIC faculty members in history and related fields were selected for the seminar from 58 applications. (For the participants list, see page 65.) The seminar was 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. Nina Silber, professor of history at Boston University and author of the forthcoming book, This War Ain’t Over: Fighting the Civil War in New Deal America, addressed the participants. New Haven, rich in monuments and memorials related to slavery and the Civil War, provided real-world examples of such history markers for the seminar group to consider and discuss.

Students, Older Adults Both Benefit from AARP/CIC Intergenerational Connections

Families often observe a special relationship between grandparents and grandchildren. Reports submitted by campuses engaged in the AARP/CIC Intergenerational Connections: Students Serving Older Adults initiative show that a similar relationship also can develop between college students and older adults in campus communities. Inspirational stories from participating colleges and universities around the country illustrate the reciprocal benefits of bringing together the wisdom and experience of elders and the enthusiasm, knowledge, and eagerness to learn of college students.

Interim reports from institutions participating in the program exemplify how students and older adults learn from one another. For example, some students at Dominican University of California, Elizabethtown College, Hilbert College, Jarvis Christian College, Rust College, and Shenandoah University offer group lessons or individual tutorials on subjects they are studying in college, such as nutrition, exercise to maintain strength and flexibility, or the effective use of technology and social media. These activities enable students from a diverse array of academic backgrounds—including nursing, occupational therapy, computer science, sociology, and English literature—to address older adults’ needs while also developing potentially long-lasting interpersonal relationships. The projects give students the opportunity to influence and improve the lives of others, develop critical thinking skills, apply classroom lessons to everyday situations, and gain significant interpersonal and professional experience.
Ancient Greece in the Modern College Classroom Seminar

CIC and the Center for Hellenic Studies, a research institute of Harvard University in Washington, DC, cosponsor a seminar series on Ancient Greece in the Modern College Classroom that strengthens the use of classical texts in undergraduate general education. Made possible through the generous support of the Andrew W. Mellon Foundation, the 13th seminar in the series took place at historical sites on location in Greece, June 17–25, 2018. Twenty faculty members from a wide range of fields were selected to participate in the program from 76 nominations. (For the participants list, see page 66.) Participants visited ancient sites described by the second-century traveller Pausanias in his book, *Periegesis Hellados* (Description of Greece), considered by many to be the world’s first travel guide. The program began at the Center for Hellenic Studies in Nafplio, Greece, and continued to Argos, Olympia, Delphi, and Athens. In addition to Pausanias’s descriptions, participants read a selection of poetic, historical, and philosophical works related to each site. The seminar provided participants with a background in the development of Greek material culture, such as the evolution of sacred, domestic, and civic architecture, funerary practices, sculpture, and the two-dimensional representations of traditional narratives and daily life in vase paintings.

The “Traveling with Pausanias through Greece,” seminar was directed by Gregory Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of the Center for Hellenic Studies, Harvard University; and Kenneth Scott Morrell, associate professor of Greek and Roman studies, Rhodes College.

Teaching European Art in Context Seminar

This program, launched in 2010 and supported by the Samuel H. Kress Foundation, is designed to strengthen the teaching of art history at CIC member institutions. In the eighth seminar of the program, 25 faculty members from diverse fields spent a week at the Yale Center for British Art in New Haven, Connecticut, immersing themselves in the study of “Landscape and Identity in Britain and the United States (1770–1914).” (For the participants list, see page 66.) Tim Barringer, Paul Mellon Professor of Art at Yale University and chair of the department, led the July 24–28, 2017, seminar. The seminar reviewed a range of texts—including those by artists, writers, philosophers, and scientists from the period—to examine the cultural, historical, and aesthetic construction of landscape in the 19th century. Participants viewed major works of art, beginning with the unrivaled collections of British landscape paintings, drawings, and prints at the Yale Center for British Art, and moving on to the seminal collections of American landscape paintings at the Yale University Art Gallery. Participants also viewed the landscape itself, as one day was devoted to visiting the Hudson River Valley to see the homes and studios of artists Thomas Cole and Frederic Church.

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).”

Kenneth Morrell, co-leader of the 2018 “Traveling with Pausanias through Greece” seminar, highlighted features of ancient Nemea, where Panhellenic games were held from the sixth- to the second-century BC, at the archaeological site’s museum. Participants also visited the ancient stadium and grounds in Nemea, Greece.

Seminars on Science Pedagogy

With the generous support of the W. M. Keck Foundation, CIC is offering a new program, Seminars on Science Pedagogy, that aims to improve teaching effectiveness and student learning in biology, chemistry, and physics courses. The seminars 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. In spring 2018, CIC announced the seminars for faculty members at CIC member institutions and received 34 applications by the May deadline. Ten institutions were selected to send teams of four faculty members, including one division chair or dean, to participate. (For the list of participating institutions, see page 67.) The first seminar will be held on the campus of Holy Names University in Oakland, California, July 15–19, 2019.
Woodrow Wilson Visiting Fellows

For more than 45 years, the Woodrow Wilson Visiting Fellows program has brought prominent artists, diplomats, journalists, military and business leaders, and other nonacademic professionals to campuses across the United States for substantive week-long exchanges with students, faculty members, administrators, and local community leaders. In its 11th year of operation under CIC’s management, the Visiting Fellows program continues to bring high-quality programming to campuses nationwide. In the 2017–2018 academic year, CIC arranged 40 campus visits across the country, and it already has arranged 38 visits for the 2018–2019 academic year. (For the list of recent host campuses, see page 67.) Institutions participating in the program find significant value in the visits, and many bring Fellows to campus every year. The roster of Fellows is constantly evolving. Among the new luminaries to join the program’s 135 Fellows this past year were Janus Adams, an Emmy Award-winning journalist, author, historian, and public radio talk show host; Elizabeth Day, British journalist and award-winning novelist; Nevin M. Katz, a noted cardiothoracic surgeon with appointments at Johns Hopkins and George Washington Universities; and Wendy R. Weiser, director of the democracy program for the Brennan Center for Justice. The Woodrow Wilson Visiting Fellows program is directed by CIC senior advisor Roger Bowen.

Network for Vocation in Undergraduate Education

Established in 2009 through a generous grant from Lilly Endowment Inc. and supported by member dues, the purpose of CIC’s national Network for Vocation in Undergraduate Education (NetVUE) is to foster the intellectual and theological exploration of vocation among college and university students. Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, faculty seminars, campus visits and consulting services, and online resources and networking. In addition, a number of grant opportunities are available to NetVUE member institutions to support the development of vocational exploration programming on their campuses. In June 2018, the network included a total of 225 colleges and universities and five organizational members.

National Conference

The fourth and largest NetVUE Conference to date took place in March 2017 in Charlotte, North Carolina. Under the theme, “Renewing the Theological Exploration of Vocation,” more than 600 participants representing 170 institutions (nearly 80 percent of NetVUE members) took part. Exploring the theme “Broadening the Scope of Vocational Exploration,” the fifth biennial national NetVUE Conference will be held March 21–23, 2019, in Louisville, Kentucky.

Regional Gatherings

During the 2017–2018 academic year, NetVUE supported six regional gatherings for faculty and staff members of NetVUE colleges and universities. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and best practices during years without a national conference. The themes of the convenings were “Vocation and Gen Z: Meaning-Making with Digital Natives,” hosted by Benedictine University (IL), October 13–14, 2017; “New Scholarly Resources on Vocation,” held at the American Academy of Religion annual meeting in Boston, Massachusetts, November 17, 2017; “Vocation across the Academy: Storytelling, Mapmaking, and a Sense of Direction,” hosted by Berry College, February 23–24, 2018; “Vocation across the Academy: Calling, Conflict, and the Necessity of Action,” hosted by California Lutheran University, March 9–10, 2018; “Mentoring Undergraduate Students of Color: The Shape of Deep Purpose,” hosted by Elizabethtown College and held in Washington, DC, March 23–24, 2018; “The Changing Nature of Work: Career Development and Vocation,” hosted by Augustana College (IL), June 12–13, 2018.

Faculty Seminars

CIC offers multidisciplinary seminars to help faculty members of NetVUE institutions strengthen the teaching of vocational exploration, develop new courses, design new course content, create or improve pedagogical resources, and expand a network of faculty members who are committed to teaching the intellectual and theological exploration of vocation. Nineteen individuals participated in the first Teaching Vocational Exploration seminar, which took place June 19–23, 2017, in Northbrook, Illinois. The group met again June 15–17, 2018, at Elmhurst College, to present the work that they have done at their institutions and to exchange ideas with other participants. Twenty individuals participated in the second Teaching Vocational Exploration seminar, which took place June 18–22, 2018, in Northbrook. (For the participants list, see page 67.) CIC will offer the seminar to NetVUE members again in summers 2019–2021. Darby K. Ray, Donald W. and Ann M. Harward Professor of Civic Engagement at Bates College, and Paul J. Wadell, professor of theology and religious studies at St. Norbert College, are the seminar facilitators.

Woodrow Wilson Visiting Fellow and activist Fania Davis, second from left, visited Eastern Mennonite University in April 2018. During her week-long visit, she gave a lecture about the campus Common Read, met with small groups of students and faculty members, and participated in a chapel meeting.
Scholarly Resources Project and Other Programs

NetVUE’s Scholarly Resources Project developed new materials for teaching and research on the theological exploration of vocation. From 2013 to 2017, three cohorts of scholars collaborated 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 the first cohort’s volume—*At This Time and In This Place: Vocation and Higher Education*—in September 2015 and published the second cohort’s book, *Vocation across the Academy: A New Vocabulary for Higher Education*, in January 2017. The third cohort of scholars met August 1–5, 2016, in Holland, Michigan; January 26–29, 2017, in Orlando, Florida; and July 24–27, 2017, in Minneapolis, Minnesota. (For the list of scholars in the third cohort, see page 68.) Oxford University Press will publish the third group’s book, *Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy*, in late 2018. David S. Cunningham, professor of religion at Hope College, directed the NetVUE Scholarly Resources Project from 2012 to 2017.

NetVUE experienced a leadership transition in September 2017. Shirley J. Roels, professor of congregational and ministry studies at Calvin College who since September 2009 served as the successful steward of NetVUE—first as senior advisor and more recently as director—became part-time assistant director of NetVUE overseeing grant initiatives and retired fully from NetVUE in June 2018. David Cunningham began working with NetVUE full time in September 2017, succeeding Roels as director. As a result, the NetVUE office moved from Calvin College to Hope College.

Lilly Endowment Inc. has generously supported NetVUE throughout its programming. Most recently, in November 2017, Lilly Endowment granted CIC $1,705,000 to support NetVUE grant programs, to extend the faculty development seminars, and to support the 2019 NetVUE Conference as well as an online community coordinator. In all, Lilly Endowment Inc. has awarded CIC more than $17.2 million in support of NetVUE programs and initiatives. (For information on the NetVUE grant and award opportunities, see page 30.)
CIC’s 2016-2018 Securing America’s Future initiative extended elements of both the former Power of Liberal Arts Education public information campaign and the Project on the Future of Independent Higher Education. The initiative worked to provide accurate and compelling information about the value of independent higher education and the liberal arts and to ensure continued educational excellence by fostering mission-driven innovation in CIC member institutions.
CIC’s multi-pronged public information campaign—
Securing America’s Future: The Power of Liberal Arts
Education (2013–2016)—provided campus leaders,
guidance counselors, and students and their families with
resources demonstrating the value of a liberal arts education
and the effectiveness of smaller independent colleges and
universities. Through its subsequent Project on the Future of
Independent Higher Education (2014–2016), CIC provided
presidents and other campus leaders with research-based
insights into how they might revise their institutional
business models to thrive in today’s challenging market. In
2016, these two efforts were integrated into a single
CIC initiative, Securing America’s Future.

CIC’s Innovation and the Independent College report also details innovations in community engagement, athletic
programming, and career connections, as found in Linfield College’s Center for Wine Education, Adrian College’s
varsity bass fishing program, and Augustana College’s (IL) film production internships.

The signature activity of Securing America’s Future in 2016–2017
was a series of eight free workshops hosted by CIC member
presidents on campuses across the nation. The one-day gatherings
brought together teams of presidents, chief academic officers,
other administrators, and faculty leaders to explore key trends
in higher education and society, the pressures individual colleges
and universities face, and potential solutions.

CIC extended several elements of the Securing America’s Future initiative into 2017–2018. These activities included
publishing reports; updating charts and data; engaging on
social media platforms; writing, speaking, and conducting
media briefings; and communicating with high school
guidance counselors.
Reports and Research Activities

In March 2018, CIC published a culminating report on the Securing America’s Future workshops, *Innovation and the Independent College: Examples from the Sector*. The report presents an overview of the major points of discussion during the workshops and provides hundreds of examples of mission-driven innovations shared by college and university participants during the workshops and in follow-up surveys. The report was designed to serve as a practical resource for strategic planning efforts on CIC member campuses. CIC published the report as a print publication, as a digital (PDF) document, as a website at www.cic.edu/InnovationReport, and as a series of freestanding modules devoted to the eight specific areas of innovation featured in the full report. The report authors are Barbara Hetrick, CIC senior advisor; Philip M. Katz, CIC director of projects; and S. Georgia Nugent, CIC senior fellow and president emerita of Kenyon College.

In August 2017, CIC published *The Financial Resilience of Independent Colleges and Universities*, with support from the TIAA Institute. The research report explores the financial resilience of independent colleges and universities through an analysis of 14 years (fiscal years 2001–2014) of financial data from 559 private nondoctoral institutions. Through analysis of financial performance in several domains, the data reveal that the majority of independent baccalaureate and master’s-level colleges and universities have maintained financial stability, health, and viability. The authors of this report are Hollie M. Chessman, former CIC director of research projects; Harold V. Hartley III, CIC senior vice president; and Michael Williams, founder of the Austen Group, a division of Buffalo Noel Levitz. The report is available online at www.cic.edu/CICreports.

In addition, CIC continued to update data on its website throughout the year. In November 2017, CIC released the fifth edition of “Student Debt: Myths and Facts.” The popular fact sheet provides the latest data to counter myths and provide facts about college costs and student debt. The fact sheet, available at www.cic.edu/StudentDebt, is designed for member institutions to use and to share with a range of audiences. CIC also worked throughout 2018 to revise the Charts and Data section of its website, which assembles facts on the superior quality and effectiveness of independent higher education. CIC launched the redesigned, easier to navigate website in fall 2018.

Social Media Presence and Outreach

CIC consolidated its presence on social media in 2017–2018, focusing primarily on informing member campus leaders, journalists, other opinion leaders, and students about issues of importance to independent higher education. Most of the activity has taken place on the CIC Twitter accounts (@CICnotes, @SmartColleges, and @CICnewsfeed) as well as the new CIC LinkedIn page.
Speeches and Media Engagement

Public speaking and media engagement activities were robust during 2017–2018. CIC Senior Fellow S. Georgia Nugent continued to write op-eds and blog posts, deliver conference and meeting presentations, and participate in media briefings. CIC President Richard Ekman met with regional and national media outlets as well as with the higher education trade press, and he fielded questions from journalists about CIC colleges and universities and the future of independent higher education.

High School Guidance Counselors Engagement

High school guidance counselors have been one of the most responsive audiences to CIC’s public information outreach, and they serve as a key channel for sharing information about CIC member institutions with students and parents. CIC exhibited at the annual conference of the Independent Educational Consultants Association (IECA), held in Washington, DC, in November 2017. Nugent and CIC Senior Advisor Laura Wilcox distributed materials in support of independent higher education to conference participants and raised awareness of the superior outcomes achieved by CIC colleges and universities. In February 2018, staff mailed an updated CIC membership booklet and a new pamphlet of key messages to all IECA conference participants.

Future Projects

Although the Securing America’s Future initiative concluded in summer 2018, some projects of the initiative continue on a smaller scale. CIC will remain active on social media, schedule briefings with higher education reporters, cultivate media relations to inform journalists and editorial boards about the value of independent colleges and universities, update charts and data, issue research reports and briefs, and engage high school guidance counselors.

CIC provides charts and data on its website to help demonstrate the quality and effectiveness of independent higher education.


Financial Aid at Independent Colleges: Institutional Grants vs. Federal Grants

Independent Colleges Give Students More than Seven Times as Much Aid as Does the Federal Government

As explored in the Innovation and the Independent College report, Hilbert College joined forces with St. Bonaventure University to offer a combined major in cybersecurity in which the two institutions share faculty resources.
CIC serves as a national voice for independent higher education. Through its publications and media outreach efforts, CIC promotes the distinctive qualities of liberal arts education offered by small and mid-sized, teaching-oriented, private colleges and universities. And through data-informed initiatives, CIC helps strengthen the capacity of member colleges and universities to use comparative research to improve institutional effectiveness, planning, and decision making.
PROMOTING DATA-INFORMED DECISION MAKING

Key Indicators Tool
CIC’s Key Indicators Tool (KIT), developed in 2004, provides each CIC Institutional Member president with an annual confidential, customized benchmarking report prepared by the Austen Group at no cost to the institution. The KIT report contains comparative data on 20 performance indicators in the areas of student enrollment and progression, faculty composition and compensation, tuition and financial aid, and institutional revenue and expenditures. Drawing from a database 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 uses the most recent data from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). CIC released the 14th annual KIT reports to Institutional Member presidents in May 2018. Ruffalo Noel Levitz provides financial support for the KIT through an in-kind donation. A sample report is available at www.cic.edu/KIT.

Financial Indicators Tool
First released in 2007, the Financial Indicators Tool (FIT) provides each CIC Institutional Member president with an annual confidential, customized, financial benchmarking report to complement the KIT report at no cost to the institution. 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 private colleges and universities, using data from IPEDS and from IRS Form 990s acquired through GuideStar. The FIT was the first benchmarking report to apply this methodology to a national group of colleges and universities. CIC released the 11th annual FIT reports to Institutional Member presidents in July 2017 and the 12th iteration in October 2018. Ruffalo Noel Levitz provides financial support for the FIT through an in-kind donation. A sample report is available at www.cic.edu/FIT.
Other Benchmarking Services

In partnership with the Austen Group, CIC provides additional benchmarking services to augment the KIT and FIT benchmarking reports. The added services enable each CIC Institutional Member to select two sets of comparison institutions for more refined benchmarking analysis and to schedule an online consultation with the president of the Austen Group, Michael Williams. The benchmarking services are available to CIC member institutions for modest fees. As of June 2018, 75 CIC member institutions have requested 217 of these services: 97 comparison group KITs, 86 comparison group FITs, 11 comparison group selection services, 19 online consultations, and four international benchmarking reports.

In addition, CIC offers Organizational Gift and Income Benchmarking Reports to State Councils. The benchmarking service compares each State Council’s fundraising results with those of a peer group and with the entire network. State Councils use the service as a planning and management information tool.

Other Data and Research Initiatives

CIC continues to expand its capacity to collect and analyze data for quick responses to requests from news media and funding agencies for data about the independent sector of higher education. CIC also regularly updates data on its website.

CIC has published since fall 2016 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. With generous support from the Spencer Foundation, CIC published the Digest twice over the 2017–2018 period. Each Digest offers a brief summary of selected articles that discusses the research findings and delineates implications for action by campus leaders. John M. Braxton, professor emeritus of higher education at Vanderbilt University, was the founding editor and prepared the third edition, which was released in August 2017. Matthew J. Mayhew, William Ray and Marie Adamson Fletcher Professor of Educational Administration at Ohio State University, edited the fourth edition, which was released in June 2018.

A collaboration between CIC and the Association for the Study of Higher Education (ASHE) resulted in the publication by Johns Hopkins University Press of The Challenge of Independent Colleges: Moving Research into Practice in December 2017. Edited by higher education researchers Christopher C. Morphew, dean of the Johns Hopkins University School of Education, and John B. Braxton, professor emeritus of higher education at Vanderbilt University, the book draws on the most recent higher education research to address issues facing smaller private colleges. Each chapter includes an in-practice response by a CIC president or provost. CIC Senior Vice President Harold V. Hartley III wrote the introductory chapter, "An Overview of the Independent College Sector."

In support of its Securing America’s Future initiative, CIC released two research reports as well as a fact sheet in 2017–2018. (For more information, see Securing America’s Future, page 20.) Additional research reports and initiatives are scheduled for publication in late 2018.
Articles, Op-Eds, and Coverage of CIC Programs and Services

CIC continues its role as a national voice for independent higher education through an increasing number of interviews, opinion pieces, and articles. These efforts result not only in more coverage of CIC conferences, programs, and services, but CIC member institutions also are highlighted more often in stories by reporters who otherwise might not have focused on small or mid-sized private colleges or universities. Among the news organizations that featured CIC news in 2017–2018 were the following:

- Numerous regional newspapers, including: Citizens’ Voice, Daily Item, Reading Eagle, Sharon Herald, Sunday Dispatch, and Times Leader in Pennsylvania; BusinessWest and Wicked Local-Cambridge in Massachusetts; Albany Times-Union, Buffalo News, Daily Star, and Monroe County Post in New York; Caldwell’s Patch (NJ); Fond du Lac Reporter, Green Bay Press-Gazette, Kewaskum Statesman, and Manitowoc Herald Times Reporter in Wisconsin; Business Record, Dickinson County News, and Sioux City Journal in Iowa; St. Cloud Times (MN); Daily Republic (SD); Lane Report and Messenger-Inquirer in Kentucky; Inter-Mountain and Register-Herald in West Virginia; Inside Business and News & Advance in Virginia; Black Mountain News, Citizen-Times, MountainXpress, and Salisbury Post in North Carolina; Gaffney Ledger and Spartanburg Herald-Journal in South Carolina; Atlanta Journal-Constitution (GA); Florida Times-Union, The Advocate (LA); Northwest Arkansas Democrat-Gazette, Plainview Herald (TX); The Oregonian; and Seattle Times and Union-Bulletin in Washington; and
- TV, radio, and podcasts: Voice of America (DC); WBOY-TV (WV); KNIA/KRLS AM/FM (IA); and Talking Higher Ed podcast.

For a selection of stories about CIC, see the Box below. All news stories are available at www.cic.edu/CIC-in-the-News.

Selected News Articles

During 2017–2018, many news organizations published articles of importance to CIC, its members, and the independent sector of higher education. The following are highlights from the year:

CIC’s March 2018 report, Innovation and the Independent College: Examples from the Sector, received significant press coverage in the spring. Inside Higher Ed covered the report in the story, “Proof That Colleges Adapt, and a Prod for More Change” (March 28, 2018). The report also was discussed in four Inside Higher Ed “Construction Trumps Disruption” blogs written by S. Georgia Nugent, CIC senior fellow and president emerita of Kenyon College: “The Evolution of the Student Body Continues” (May 14), “Place Matters” (May 3), “Classroom Learning and Career Preparation: Stronger Together” (April 10), and “Introducing ‘Construction Trumps Disruption’” (March 28). The Chronicle of Higher Education and Education Dive featured the report in March 28 briefings. The report also was featured in the Lawlor Group’s April e-newsletter Lawlor Focus, and it was covered by the local press, including the April 9 Register-Herald (WV) article, “University of Charleston Featured in Publication Focusing on Leadership.”

CIC’s new Diversity, Civility, and the Liberal Arts Institute began to receive significant press coverage after it was announced in fall 2017. The Institute was mentioned in “Risking Some Discomfort,” a Chronicle of Higher Education interview with Beverly Daniel Tatum, director of the Institute and president emerita of Spelman College (October 15, 2017). In addition, Tatum mentioned the Institute in her Atlanta Journal-Constitution column, “Former Spelman President: We Must Teach College Students to Open Up about Bias” (October 8). Institute presenter Allan Metcalf, professor of English at MacMurray College and former executive secretary of the American Dialect Society, described the initiative in his Chronicle of Higher Education column, “Diversity, Civility, and the Liberal Arts: Mark My Words” (June 11, 2018). The Institute also was highlighted in the Northwest Arkansas Democrat-Gazette brief, “John Brown University Selected by Council” (April 5).

OFFERING GRANTS AND SCHOLARSHIPS

CIC administers several grant and scholarship programs to benefit member colleges and universities and State Councils. CIC is grateful to the foundations and corporations that provide generous support for these initiatives.

PHOTO: Independent Colleges and Universities of Texas President Ray Martinez, left, and Concordia University Texas President and CEO Don Christian signed a cooperation agreement for community college transfer, an important outcome in 2017-2018 of a project that earlier received a CIC National Venture Fund grant.
CIC’s State Councils are state-based consortia of private colleges and universities with the mission of advancing and strengthening their member institutions. The State Councils, formerly known as CIC State Fund Members, were members of the Foundation for Independent Higher Education, which was established in 1958 and merged into CIC in 2010.

Capacity-Building Grants
Funded through an annual drawdown from the CIC/UPS Educational Endowment, CIC awarded four State Councils Capacity-Building Grants in 2017–2018: Associated Colleges of Illinois, Council of Nebraska Independent Colleges Foundation, Michigan Colleges Alliance, and Virginia Foundation for Independent Colleges. The grant program provides “seed money” to enhance State Councils’ capacity to raise funds on behalf of their member institutions. For example, the grants can be used to offset the costs of consultants, new development staff, or marketing materials.

First Opportunity Partners Grants
This long-standing grant program funded by annual grants from the UPS Foundation is designed to support multi-college collaborations to enhance access and success for first-generation, low-income, minority, and new American students at independent colleges and universities. During 2017–2018, CIC supported project proposals from the Associated Colleges of Illinois and Independent Colleges of Washington. The grants are distributed to each State Council after it raises matching funds for its projects. Since the program’s founding in 2005, this program has distributed 45 grants totaling nearly $1.4 million to State Councils, which in turn have raised more than $1.8 million in matching funds.

National Venture Fund Grants
The National Venture Fund program supports multi-college collaborative projects that benefit a State Council’s member institutions. The initiative provides challenge grants for projects that will increase activity in one of four target areas: making the case; expanding corporate connections and career opportunities for students; developing collaborative programs and grants; and generating student scholarships. During 2017–2018, five State Councils—the Association of Independent Colleges and Universities of Pennsylvania, Independent College Fund of New Jersey, Independent Colleges of Indiana, Independent College Fund of North Carolina, and Virginia Foundation for Independent Colleges—were awarded grants, which are funded through an annual drawdown from the CIC/UPS Educational Endowment. The CIC grants combined with the State Council matching funds will yield at least $290,000 in new support of independent higher education. (See Box on next page.)
Scholarship Challenge Grants

This competitive program allows CIC State Councils to apply for grants to match scholarship funds raised for students at State Council member institutions. Four State Councils were awarded challenge grants for the 2017–2018 academic year: Independent College Fund of New Jersey, Iowa College Foundation, North Carolina Independent Colleges and Universities, and West Virginia Independent Colleges and Universities. The grants are funded through an annual drawdown from the CIC/UPS Educational Endowment. Since its inception in 2011, the Scholarship Challenge Grant program has generated nearly $2.9 million in new scholarships for deserving students. The State Councils that have conducted challenge grant campaigns thus far used their grants from CIC to raise almost three times the total challenge grant amount—more than $2.1 million—in new or increased scholarship gifts to benefit the students at their member colleges and universities.

NetVUE GRANT PROGRAMS

The Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of colleges and universities formed to enrich the intellectual and theological exploration of vocation among undergraduate students. Launched in 2009, NetVUE is administered by CIC with generous support from Lilly Endowment Inc. and member dues. To date, the Lilly Endowment has provided CIC over $17.2 million in support of NetVUE programs and services, of which $11.5 million is to be awarded to NetVUE member institutions to support campus vocational exploration activities.

Program Development Grants

Supported by Lilly Endowment Inc., NetVUE Program Development Grants are available to colleges and universities that are members of NetVUE and meet certain criteria. The grants may be used to develop or expand campus programs that
are already underway and supported by the institution itself and may be requested in amounts ranging from $25,000 to $50,000 for use over two years. CIC awarded the fifth round of grants to 18 institutions in November 2016, for use in the 2017–2019 period. From 2012 through 2016, 125 institutions received awards totaling $5,709,399. Proposals for the sixth round of grants were due in September 2018.

Professional Development Awards
Funded by Lilly Endowment Inc., NetVUE Professional Development Awards support activities that enhance the knowledge, skills, and expertise of faculty and staff members involved in undergraduate vocational initiatives. The awards may be requested in an amount ranging from $5,000 to $10,000 for use over one year. CIC granted 27 awards for use in 2017–2018. In January 2018, CIC invited proposals for a fifth round of Professional Development Awards and granted six institutions awards in June: Assumption College, Austin College, Fontbonne University, Lipscomb University, Mount Mary University (WI), and Ouachita Baptist University. To date, a total of 75 institutions have received awards.

Vocation across the Academy Grants
In April 2017, CIC announced a new NetVUE grant program that supports 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. Supported by Lilly Endowment Inc., 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 from all sources. CIC invited proposals by April 2018 and awarded 21 grants for projects that began in summer 2018. (For the list of recipients, see page 68.)

SCHOLARSHIP PROGRAMS

CIC/UPS Scholarships
During 2017–2018, CIC provided $1,512,500 in grants to State Councils to distribute to their member colleges as scholarships for first-generation, minority, low-income, or new American students. CIC provides the scholarships through an annual drawdown from the CIC/UPS Educational Endowment. One student at each of the State Councils’ 550 member colleges and universities received a $2,750 CIC/UPS Scholarship. From the program’s inception in 1985 through June 2018, $55,995,035 has been given to State Councils to distribute as scholarship support for their member colleges, benefiting 20,169 students.

Davies-Jackson Scholarship
Since 2003, CIC has administered a scholarship program for graduates of private colleges and universities who possess exceptional academic records and are among the first generation in their families to graduate from college. Funded by an anonymous donor, the scholarship provides recipients a full two-year scholarship to St. John’s College, University of Cambridge, England. The list of eligible institutions established by the donor and a U.S. selection committee from which students are eligible to apply has increased over time to 560 and includes 500 CIC member institutions. In January 2018, Aaron Clark, a senior at Berea College, was awarded the scholarship to continue his studies in psychological and behavioral sciences at St. John’s College. With this new awardee, 29 students have received a Davies-Jackson Scholarship to date.

The Davies-Jackson Scholarship presents a unique opportunity for students with exceptional academic records, who are among the first generation in their families to graduate college, to participate in a course of study at St. John’s College at the University of Cambridge.
PHOTO: CIC partners with two higher education organizations in Mexico—FIMPES and ANUIES—to increase the number of student and faculty exchanges between CIC member institutions and private colleges and universities in Mexico. CIC International Member Universidad Latina de América (pictured) was a participant in the 2017 U.S.-Mexico Higher Education Summit.

COLLABORATING WITH PARTNERS

By fostering collaboration among private colleges and universities and by partnering with other organizations, CIC offers cost-effective and efficient programs and services to its members.
DEVELOPING LEADERS

CIC and the American Academic Leadership Institute

CIC continues its productive relationship with AALI, an organization formed in 2007 after a reorganization of the Academic Search Consultation Service established AALI and a subsidiary, Academic Search, Inc. Under the arrangement, CIC and the American Association of State Colleges and Universities (AASCU) became “supported organizations” (in Internal Revenue Service terms) of AALI, and AALI became a “supporting organization.” Profits from Academic Search, Inc. enable AALI to support CIC and AASCU leadership development initiatives. The arrangement serves higher education by working together to identify future leaders, prepare them to move into the next level of leadership, and help institutions match leaders with institutional needs. Linda M. Bleicken, former president of Armstrong State University, became president of AALI and director of the Executive and Senior Leadership Academies in July 2017.

HELPING STUDENTS THROUGH TUITION EXCHANGE

CIC Tuition Exchange Program

A key benefit of CIC membership, the CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities willing to accept, tuition free, students from families of full-time employees of other CIC-TEP institutions. CIC-TEP is the largest international tuition exchange program for private institutions, and participation continues to increase. On June 30, 2018, 435 of CIC’s 686 member colleges and universities were participating in CIC-TEP. Nine colleges and universities joined the program in 2017–2018, and to date, eight institutions have joined for the 2018–2019 period. In June 2018, CIC launched a new online portal for the program, enabling CIC-TEP liaisons to review and act on applications entirely online.
ENCOURAGING STUDENT JOURNALISTS

CIC/New York Times Partnership in Education

The CIC/New York Times Partnership in Education, launched in 2003, offers members discounted subscriptions to print and digital versions of the Times; digital site licenses; and exclusive programs and events on campus sponsored by the Times. The partnership also includes two annual events hosted by the Times at its New York City headquarters: a Presidents Council meeting in the fall and a workshop for student newspaper editors in the spring. As of July 2018, 185 CIC member institutions belong to the Partnership. (For the list of participating institutions, see page 68.)

Presidents of 19 CIC member colleges and universities participated in the 14th annual CIC/New York Times Partnership’s Presidents Council meeting—the only such meeting of college and university presidents hosted by the Times. During the October 10, 2017, lunch meeting at the Times office, participants talked with Times “Education Life” Editor Jane Karr and Higher Education Reporter Stephanie Saul. Presidents and New York Times staff discussed the “College Access Index,” and Karr announced that the Times would discontinue “Education Life.” Also at the Presidents Council meeting, John C. Knapp, president of Washington & Jefferson College, was elected 2018 chair of the partnership, succeeding Bradley W. Bateman, president of Randolph College.

Forty student news editors from 24 CIC member colleges and universities participated in the April 9, 2018, Student News Editors Workshop at the New York Times office. The annual workshop enables student news editors to explore the role of a newspaper in society, meet with Times correspondents and editors, and develop their journalistic skills. Notably, this was the first year that a Times publisher—A. G. Sulzberger—has met with the group.

STRENGTHENING INSTITUTIONAL OPERATIONS

Assessment and Accountability

CIC has long been a national leader in voluntary efforts to improve student learning and a strong advocate of institutional autonomy in accountability efforts. In 2001, CIC was the first national presidential association to urge its members to use the National Survey of Student Engagement (NSSE) as a means of gauging student involvement in educationally purposeful activities that are highly correlated with academic success. As of June 2018, approximately 615 CIC colleges and universities (94 percent of CIC’s institutional members) have used NSSE to assess student engagement in the first and senior years. CIC continues to advise the National Institute for Learning Outcomes Assessment in its efforts to help institutions document and promote promising practices for assessing college student learning outcomes. The CIC Statement on Assessment: Leadership for Student Learning Assessment and Accountability is available at www.cic.edu/Assessment.

ASHE-CIC Collaboration

CIC and the Association for the Study of Higher Education (ASHE) established a research-to-practice collaboration in 2014 to strengthen the link between empirical research and institutional practice. Johns Hopkins University Press published the ASHE-CIC Collaboration volume, The Challenge of Independent Colleges: Moving Research into Practice, edited by higher education researchers Christopher C. Morphew and John B. Braxton, in December 2017. The book draws on the most recent higher education research to address issues facing smaller private colleges and includes responses by leaders of CIC member institutions.
International Education
CIC has partnered with American Councils for International Education since 2013. Through the partnership, CIC member colleges and universities are eligible for a range of services that can increase an institution’s presence abroad and advance internationalization of the campus. Opportunities include academic exchanges, overseas language immersion, and educational development programs. In summer 2017, the partnership sponsored its second immersion experience in Taiwan, which included eight students from seven CIC member institutions—Haverford College (two students), Baldwin Wallace University, Gettysburg College, Hope College, Juniata College, Kenyon College, and McDaniel College. In summer 2018, the partnership sponsored its third immersion experience in Taiwan, which included ten students from nine CIC member institutions: Austin College, Bennington College, Kenyon College, Knox College (two students), McDaniel College, Millsaps College, Morehouse College, Trinity University, and Willamette University. Also offered is the Tradition and Modernity in Taiwan Program, which is taught in English. Two students from two CIC member institutions—Lewis & Clark College and Roanoke College—participated in this program in summer 2018.

For the tenth year, CIC publicized a program administered by World Learning, Inc. on behalf of the U.S. Department of State’s Bureau of Educational and Cultural Affairs. The Global Undergraduate Exchange Program (UGRAD) locates appropriate undergraduate colleges and universities for students from African, Asian, European, Latin American, and Middle Eastern 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. During 2017–2018, 18 CIC member institutions hosted a total of 46 UGRAD students. The institutions included Augustana University (SD), Carroll College (MT), Chatham University, Endicott College, Iowa Wesleyan University, Juniata College, Keuka College, Maryville College (TN), Mercyhurst University, North Central College, Presbyterian College, St. Ambrose University, St. Catherine University, University of Denver, University of the Incarnate Word, University of the Ozarks (AR), Utica College, and Willamette University.

CIC has been working since 2014 with two higher education organizations—the Federation of Private Institutions of Higher Education (FIMPES) and the Mexican Association of Universities and Higher Education Institutions (ANUIES)—to increase the number of student and faculty exchanges between CIC member institutions and private colleges and universities in Mexico. Groups of Mexican rectors participated in the 2014–2018 Presidents Institutes, providing an opportunity to get to know each other and to discuss possible opportunities for exchange. In March 2017, CIC and its sister organizations hosted their first U.S.-Mexico Higher Education Summit in Guadalajara, Mexico. Institutions have since reported developing several partnerships. A “reunion” meeting for Summit participants and a concurrent session that focused on building international partnerships for student exchanges and study abroad opportunities took place at the 2018 Presidents Institute. CIC is planning a second summit for April 2019 in Chicago, Illinois.

Student Aid Alliance
CIC works with the National Association of Independent Colleges and Universities (NAICU), the American Council on Education, and other higher education associations to increase federal aid for students.

Voter Registration Initiative
CIC, in cooperation with NAICU and the American Association of State Colleges and Universities, supports the “Your Vote, Your Voice” project, a nonpartisan, nationwide campaign to engage college students in the electoral process.
2017–2018 CIC Awardees

CIC presents annual awards to celebrate and honor organizations and individuals who have contributed generously to independent higher education—through their professional expertise, philanthropic generosity, or both.

PHOTO: Each year, CIC presents awards to higher education leaders during the Presidents Institute, Institute for Chief Academic Officers, and State Councils Annual Conference.
2018 AWARD FOR PHILANTHROPY (INDIVIDUAL)

Ronda E. Stryker and William D. Johnston received CIC’s 2018 Award for Philanthropy by Individuals. As the founders of the Ronda E. Stryker and William D. Johnston Foundation, they focus their support on social justice issues such as the elimination of racism, empowerment of the disenfranchised, and elimination of poverty, among others. More specifically, they focus on educational issues such as compensatory education; support of non-traditional women students; and minority student education in the sciences, mathematics, and finance. Their contributions have been instrumental to many colleges and universities and transformational at both Spelman and Kalamazoo Colleges. Support to Spelman led to the renovation of its historic Sisters Chapel, established the endowed Gordon-Zeto Center for Global Education, spurred the reinvention of Spelman’s Read Hall wellness facility, provided student scholarships, and underwrote the annual fund effort to increase alumnae support. Stryker also has served on the board of trustees of Spelman College since 1997. At Kalamazoo College, Stryker and Johnston’s support developed the Mary Jane Underwood Stryker Center for Civic Engagement, funded three endowed chairs in the sciences and humanities, and provided principal support for capital projects. Most recently, Stryker has served as co-chair of the Campaign for Kalamazoo College. Through their leadership, Stryker and Johnston helped Kalamazoo surpass the campaign’s $125 million goal. Stryker also served as vice chair of Kalamazoo’s board of trustees for ten years.

2018 AWARD FOR PHILANTHROPY (ORGANIZATION)

The Newman’s Own Foundation received CIC’s 2018 Award for Philanthropy by an Organization. The Newman’s Own Foundation supports nonprofit organizations that continue the legacy of the late Paul Newman—philanthropic giving with long-lasting impact. In the past ten years, the foundation has supported a number of CIC member colleges and universities by funding programs and endowing scholarships. Especially noteworthy are the foundation’s contributions to Kenyon College for scholarships. Between 2007 and 2014, the foundation awarded $1 million annually to Kenyon for the Newman’s Own Foundation Scholarship Fund. This endowed fund is used by the college to “support annual scholarships to deserving students who otherwise would be unable to attend Kenyon,” primarily students of color, first-generation, or other underrepresented students. Programmatic support to other CIC institutions includes the Hampshire College Farm, Mount Holyoke College’s clean water project in Kenya, Trinity College (CT) to establish a computer lab at Fourah Bay College in Sierra Leone, and the University of Hartford to support student organizations and athletics. The foundation has been a generous supporter of the Posse program, sponsoring Veterans’ Posses at a number of CIC institutions. It also supported WAMC Northeast Public Radio’s The Academic Minute radio show—a collaboration with Mount Holyoke College.

2018 ALLEN P. SPLETE AWARD FOR OUTSTANDING SERVICE

CIC presented the 2018 Allen P. Splete Award for Outstanding Service to Ernesto Nieto, president and co-founder of the National Hispanic Institute (NHI). Founded in 1979, NHI is an international nonprofit agency dedicated to serving the future leadership needs of the global Hispanic community. The organization has been the focus of much of Nieto’s life’s work. NHI conducts independent research focused on leadership and educational development; collaborates with K–12 schools, colleges, and universities; and annually creates leadership experiences for more than 3,000 high-achieving youth and their families to advance their quality of life and that of the Hispanic community. NHI partners with colleges and universities across the U.S. to serve as hosts for three of its major programs—Lorenzo de Zavala Youth Legislative Session, Great Debate, and Collegiate World Series. Currently, seven CIC institutions—Augustana College (IL), Austin College, Cabrini University, Elmhurst College, Our Lady of the Lake University, Saint Leo University, and Texas Lutheran University—partner with NHI to host these programs. Nieto is the author of two books on leadership that are widely used by NHI students—Third Reality (2002) and Third Reality Revealed (2013). In addition, Nieto has served as a CIC Woodrow Wilson Visiting Fellow since 2015, and he is a former trustee of DePaul University (1994–2004) and of Southwestern University (TX, 2007–2018). A graduate of CIC member Southwestern University, Nieto holds honorary doctorates from Texas Wesleyan University and Austin College. The 2018 Allen P. Splete Award for Outstanding Service was sponsored by Jenzabar.
2017 CHIEF ACADEMIC OFFICER AWARD
Debbie Mauldin Cottrell, vice president for academic affairs of Texas Lutheran University, received CIC’s 2017 Chief Academic Officer Award in recognition of her dedicated service to Texas Lutheran, her willingness to help numerous campus leaders better understand the challenges facing them, and her exemplary efforts to enhance the role and work of the independent college CAO. She has participated as a panelist at the CIC Institute for CAOs and, since 2015, has served as a co-coordinator of the Workshop for CAOs in Their Third or Fourth Year of Service, helping colleagues who have reached that milestone think about and plan for the future. Cottrell has been CAO at Texas Lutheran University since 2012. Previously, she served as provost at William Peace University, as associate dean and director of graduate programs at Smith College, and as professor of history and assistant dean of the faculty at Cotter College, where she was selected Teacher of the Year for three years in a row. Cottrell received a BS in secondary education from Baylor University and an MA and PhD in history from the University of Texas at Austin.

2017 ACADEMIC LEADERSHIP AWARD
CIC presented the 2017 Academic Leadership Award to Eboo Patel for his leadership of Interfaith Youth Core (IFYC) and the CIC/IFYC seminars on interfaith understanding, for his contributions to the national conversation on interfaith cooperation on campuses nationwide, and for his unfailing devotion to the students and faculty members of liberal arts colleges and universities. Patel is founder and executive director of IFCY, a Chicago-based organization founded to build a global interfaith youth movement. For his influential work, President Obama named him to the Advisory Council of the White House Office of Faith-Based and Neighborhood Initiatives, where he was instrumental in national efforts to promote interfaith cooperation. Patel has spoken on more than 100 college campuses and holds 15 honorary degrees. He is the author of Out of Many Faiths: Religious Diversity and the American Promise (2018); Interfaith Leadership: A Primer (2016); Sacred Ground: Pluralism, Prejudice, and the Promise of America (2013); and Acts of Faith: The Story of an American Muslim, the Struggle for the Soul of a Generation (2010). Patel received a BA in sociology from the University of Illinois at Urbana-Champaign and a DPhil in the sociology of religion from Oxford University, where he studied as a Rhodes Scholar.

2018 CHARLES W. L. FOREMAN AWARD
John Meslow, founder and program director of the Mayo Innovation Scholars Program, received the 2018 Charles W. L. Foreman Award, which recognizes a college president or trustee who has demonstrated an outstanding record of service in support of the mission and work of CIC State Councils. The Mayo Innovation Scholars Program helps students from Minnesota private colleges research potentially marketable medical inventions developed by the Mayo Clinic. Now in its 12th year, the program has served more than 600 students and demonstrates Meslow’s lifelong passion for medical entrepreneurship. Meslow entered business after graduation from St. Olaf College and service in the U.S. Air Force. He held a variety of positions at Medtronic, Inc. during its rapid expansion, including as vice president of human resources, followed by 15 years as president of Medtronic’s neurological business, which grew from revenues of $7 million to $1.2 billion. In 2005, Meslow and his family created the Meslow First Generation Scholarship Program to support students at all Minnesota private colleges and universities. He received the Distinguished Alumni Award from St. Olaf, and in 2015, he received the Edgar Carlson award from the Minnesota Private College Council to recognize his contributions to Minnesota’s private colleges.

2018 CIC DISTINGUISHED SERVICE AWARD
CIC presented its Distinguished Service Award to John B. Wilson, retiring president of the Independent College Fund of New Jersey and of the Association of Independent Colleges and Universities of New Jersey. A long-serving member of the CIC Board of Directors, Wilson provided 48 years of distinguished service to independent higher education and, from 2011 through 2017, he led the Investment Committee of the CIC Board of Directors that oversees the CIC/UPS Educational Endowment. He provided similar stewardship of the endowment under the former Foundation for Independent Higher Education (FIHE) and was a member of the four-person team that facilitated FIHE’s merger into CIC. A native of Jersey City, he earned his undergraduate degree from Saint Peter’s University and law degree from Seton Hall University. He served as director of athletics and vice president for development at Saint Peter’s for 16 years, and as assistant vice president of Seton Hall for six years, where he directed campaigns that collectively added more than $35 million in infrastructure to both institutions. Wilson has received numerous accolades and awards, including, in February, the 2018 Henry Paley Award for Advocacy from the National Association of Independent Colleges and Universities.
RECOGNITION FOR CONSECUTIVE YEARS OF SPONSORSHIP

CIC recognized the following companies for their continuous, long-term sponsorship of the Presidents Institute:

TEN YEARS

BCWH provides full-service architecture, campus planning, interior design, and landscape architecture services in a practice committed to creating enriching and inspiring places with and for its clients. The firm has over 30 years of service to educational institutions with a focus on independent colleges and universities. Its vision is to collaborate closely with clients to enhance the campus environment as a holistic place for learning. The Van Yahres Studio of BCWH offers national expertise specializing in campus planning and has completed more than 700 campus projects. The company believes that the rational organization of buildings and outdoor spaces is an integral part of the learning environment. BCWH with the Van Yahres Studio offers a comprehensive experience in campus planning and design.

Metz Culinary Management has been an innovative leader in the hospitality industry since 1994. The company’s experience with thousands of guests per week enables Metz to bring restaurant-quality cuisine and service to its foodservice operations in the educational setting. The company’s menus offer fresh, nutritious, enticing options tailored to students, staff, and guests. Metz sources the best local foods and ingredients each season and offers an abundance of vegetarian, vegan, heart-healthy, and lower-fat choices because of the company’s commitment to nutrition. Cage-free eggs, fair-trade coffee, and antibiotic-free chicken are just the beginning of the company’s sustainability efforts.

The Learning House, Inc. helps people improve their lives through education. The academic program manager offers a full suite of education services, including Online Program Management, Corporate Solutions, The Software Guild, Learning House International, and Advancement Courses. Built on a foundation of data-driven decision making, thorough market research, and robust technology services, Learning House is focused on delivering high-quality, relevant, timely education services to meet the needs of a dynamic, global market. Through its partnerships, Learning House helps universities acquire more students, produce more graduates, and deliver better outcomes while helping companies attract, develop, and retain a happier, more skilled workforce.
ABOUT CIC

With an increasing membership, strong sponsor and foundation support, an engaged Board of Directors, active advisory committees and task forces, and an expert and motivated staff, CIC is a strong and energetic organization.
Resource Development

CIC’s fundraising efforts generate grants for programs and projects, contributions, and sponsorships for annual events and conferences. CIC received financial support between July 1, 2017, and June 30, 2018, from the following donors and sponsors:

- AARP Foundation
- Academic Keys
- AE7
- AGB Institutional Strategies
- AGB Search LLC
- Academic Search, Inc.
- American Academic Leadership Institute
- American Express Foundation
- Ad Astra Information Systems, LLC
- Aramark
- Art & Science Group
- Asset Strategy Consultants
- Association of College and University Educators (ACUE)
- AVI Food Systems, Inc.
- BCWH
- Berkeley Research Group
- Bon Appétit Management Company
- CAF American Donor Fund
- Campus Labs
- Campus Sonar
- Capital Education
- Capture Higher Ed
- Casagrande Consulting, LLC
- Celli-Flynn Brennan Architects & Planners
- College Consortium
- Collegis Education
- Creative Communication Associates
- Credo
- Derck & Edson
- Dick Jones Communications
- Dynamic Campus
- EAB
- Educational & Institutional Insurance Administrators, Inc.
- EduNav
- EFL Associates
- Ellucian
- Emerge Education
- EVERFI
- ExpertFile
- Finalsite
- Gehrung Associates
- Gonser Gerber LLP
- Hanover Research
- Hastings+Chivetta Architects, Inc.
- Helix Education
- Higher Learning Partners of Regis University
- HigherEdJobs
- Hobsons
- Hopelab
- Hunter Global Education, LLC
- Huron
- Hyatt-Fennell, Executive Search
- IDEA
- Ideas for Action, LLC
- iDesign
- Inside Higher Ed
- Institute for Humane Studies at George Mason University
- JenEd Consulting
- Jenzarb
- Johnson, Grossnickle and Associates
- Kaludis Consulting
- Koya Leadership Partners
- Kuali
- Lilly Endowment Inc.
- McAllister & Quinn
- Meltwater
- Merit
- Metz Culinary Management
- Miller/Cook & Associates, Inc.
- mStoner, Inc.
- National Management Resources Corporation
- National Research Center for College and University Admissions
- Nelson Mullins Riley & Scarborough LLP
- Orbis Education
- Partners Development
- PeopleAdmin
- Pioneer College Caterers
- R.H. Perry & Associates
- Registry for College and University Presidents
- RHBI
- Ruffalo Noel Levitz
- SAGE Scholars Inc.
- Santander Bank
- Samuel H. Kress Foundation
- SimpsonScarborough
- Sodexo
- Spelman Johnson
- Spencer Foundation
- Stamats
- Steptoe & Johnson PLLC
- Stevens Strategy, LLC
- Strada Education Network
- The Andrew W. Mellon Foundation
- The Arthur Vining Davis Foundations
- The Chronicle of Higher Education
- The Collaborative
- The Dysart Group
- The Endeavor Foundation, Inc.
- The Henry Luce Foundation
- The Learning House, Inc.
- TIAA
- UPS Foundation, Inc.
- Vcamp360
- WilcoxM3
- Witt/Kieffer
- W. M. Keck Foundation
- Yaffe & Company, Inc.
- Ziegler
Financial Statement

Statement of revenues, expenses, and change in unrestricted net assets for the year ended June 30, 2018.

Revenue

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<th>Description</th>
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<td>Participant Registration Fees</td>
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<td>Foundation Grants and Corporate Support</td>
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<td>Endowment Assets Released</td>
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<td>Interest, Dividends, and Other Income</td>
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Revenues $14,426,759

Net Realized and Unrealized Gains/Losses on Investments

Total Revenues $14,790,637

Expenses

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<th>Amount</th>
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<td>$7,383,519</td>
</tr>
<tr>
<td>Grants/Scholarships to Colleges, Universities, and State Council Members</td>
<td>$3,310,055</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>$3,393,422</td>
</tr>
</tbody>
</table>

Total Expenses $14,086,996

Net Assets

Change in Unrestricted Net Assets

$703,641

A copy of the audited financial statements will be provided upon request.
Board of Directors  (October 2018)

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Presidential Spouse, Ohio Northern University

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Presidential Spouse, Wartburg College

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Prema Samhat
Presidential Spouse, Wofford College

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Dean of Students, Saint Mary's College of California

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Provost and Vice President for Academic Affairs, Our Lady of the Lake University

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Provost, York College of Pennsylvania

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Acting President, Westminster College (MO)

Elfred Anthony Pinkard
Executive Vice President and Provost, Wilberforce University

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Vice President for Student Engagement and Success, Ohio Wesleyan University
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Dominican University (IL)

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President  
Wartburg College

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Sewanee: The University of the South

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Chaplain and Executive Director, Purposeful Life Work and Ethical Leadership  
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St. Norbert College

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Vice President for Planning and New Programs and Executive Director, Institute for Discipleship  
Southwestern College (KS)

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President, Minnesota Private College Fund

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Eddie Shannon  
Executive Vice President, South Carolina Independent Colleges and Universities

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

Richard Ekman (Ex Officio)  
President, Council of Independent Colleges
2017–2018 CIC Institutional Members Profile

Institution Size by FTE Enrollment:
- <1,000: 20%
- 1,000–2,000: 22%
- 2,001–3,000: 19%
- >3,000: 38%

Carnegie Classification:
- Doctoral/Research: 3%
- Master's: 46%
- Baccalaureate: 45%
- Other: 6%

Admissions Selectivity:
- Highly Selective (% admitted: <50%): 14%
- Very Selective (% admitted: 50–70%): 15%
- Selective (% admitted: 76–85%): 54%
- Less Selective (% admitted: >85%): 17%

Undergraduate Enrollment by Age Group:
- Under 22: 20%
- 22–24: 22%
- 25–34: 38%
- 35 and over: 20%

Total Enrollment by Race and Ethnicity:

CIC Institutions:
- White: 59%
- Black or African American: 15%
- Hispanic: 12%
- Other: 10%
- Asian: 4%

Public Four-Year Institutions:
- White: 53%
- Black or African American: 16%
- Hispanic: 13%
- Other: 13%
- Asian: 7%
Core Revenues Per Student FTE

CIC Institutions

- Tuition and fees: 23%
- State and Local Appropriations: 12%
- Government Grants and Contracts: 66%
- Private Gifts: 3%
- Investment Return: 0%
- Other: 1%

Public Four-Year Institutions

- Tuition and fees: 23%
- State and Local Appropriations: 39%
- Government Grants and Contracts: 19%
- Private Gifts: 16%
- Investment Return: 3%
- Other: 3%

*2016 CIC institutions’ overall investment return was -4%. Totals may not equal 100% due to rounding.

Core Expenses

CIC Institutions

- Instruction: 37%
- Research: 19%
- Public Service: 16%
- Academic Support: 11%
- Student Services: 9%
- Institutional Support: 5%
- Other: 1%

Public Four-Year Institutions

- Instruction: 30%
- Research: 32%
- Public Service: 12%
- Academic Support: 8%
- Student Services: 5%
- Institutional Support: 5%
- Other: 8%

CIC continues its steady membership growth and now serves 683 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 84 national, state, and regional organizations are Affiliate or State Council members.

**INSTITUTIONAL MEMBERS**

**ALABAMA**
- Birmingham-Southern College
- Huntingdon College
- Oakwood University
- Samford University
- Spring Hill College
- Stillman College
- Talladega College
- Tuskegee University
- University of Mobile

**ALASKA**
- Alaska Pacific University

**ARIZONA**
- Prescott College

**ARKANSAS**
- Central Baptist College
- Hendrix College
- John Brown University
- Lyon College
- Philander Smith College
- University of the Ozarks

**CALIFORNIA**
- Azusa Pacific University
- Biola University
- California Baptist University
- California Lutheran University
- Concordia University Irvine
- Dominican University of California
- Fresno Pacific University
- Golden Gate University
- Holy Names University
- Life Pacific University
- Marymount California University
- Mills College
- Mount Saint Mary’s University
- National University
- Notre Dame de Namur University
- Pacific Union College
- Pepperdine University
- Pitzer College
- Point Loma Nazarene University
- Saint Mary’s College of California
- Scripps College
- Simpson University
- Thomas Aquinas College
- University of La Verne
- University of Redlands
- University of the Pacific
- Westmont College
- Whittier College
- William Jessup University
- Woodbury University

**COLORADO**
- Colorado Christian University
- Colorado College
- Naropa University
- Regis University
- University of Denver

**CONNECTICUT**
- Albertus Magnus College
- Connecticut College
- Goodwin College
- Mitchell College
- Sacred Heart University
- Trinity College
- University of Bridgeport
- University of Hartford
- University of Saint Joseph

**DELAWARE**
- Goldey-Beacom College
- Wesley College
- Wilmington University

**FLORIDA**
- Adventist University of Health Sciences
- Ave Maria University
- Beacon College
- Bethune-Cookman University
- Eckerd College
- Flagler College
- Florida Memorial University
- Jacksonville University
- Lynn University
- Palm Beach Atlantic University
- Rollins College
- Saint Leo University
- Southeastern University
- St. Thomas University
- Stetson University
- Warner University

**GEORGIA**
- Agnes Scott College
- Berry College
- Brenau University
- Clark Atlanta University
- Covenant College
- LaGrange College
- Life University
- Morehouse College
- Oglethorpe University
- Paine College
- Piedmont College
- Reinhardt University
- Spelman College
- Thomas University
- Wesleyan College
- Young Harris College

**HAWAI’I**
- Chaminade University of Honolulu

**IDAHO**
- Northwest Nazarene University
- The College of Idaho

**ILLINOIS**
- Augustana College
- Aurora University
- Benedictine University
- Blackburn College
- Columbia College Chicago
- Concordia University Chicago
- DePaul University
- Dominican University
- Elmhurst College
- Eureka College
- Greenville University
- Illinois College
- Illinois Wesleyan University
- Judson University
- Knox College
- Lake Forest College
- Lewis University
- Lincoln College
MacMurray College
McKendree University
Methodist College
Millikin University
Monmouth College
National Louis University
North Central College
North Park University
Principia College
Quincy University
Rockford University
Saint Xavier University
Trinity Christian College
University of St. Francis
Wheaton College

**INDIANA**
Anderson University
Bethel College
Butler University
Calumet College of St. Joseph
Depauw University
Earlham College
Franklin College
Goshen College
Grace College and Seminary
Hanover College
Holy Cross College
Huntington University
Indiana Tech
Indiana Wesleyan University
Manchester University
Marian University
Saint Mary-of-the-Woods College
Saint Mary’s College
Taylor University
Trine University
University of Evansville
University of Indianapolis
University of Saint Francis
Valparaiso University
Wabash College

**IOWA**
Briar Cliff University
Buena Vista University
Central College
Clarke University
Coe College
Cornell College
Divine Word College
Dordt College
Drake University
Graceland University
Grand View University
Grinnell College
Iowa Wesleyan University
Loras College
Luther College
Morningside College
Mount Mercy University
Northwestern College
Simpson College
St. Ambrose University
University of Dubuque
Upper Iowa University
Warburg College
William Penn University

**KANSAS**
Baker University
Benedictine College
Bethany College
Bethel College
Friends University
Kansas Wesleyan University
McPherson College
MidAmerica Nazarene University
Newman University
Ottawa University
Southwestern College
Sterling College
Tabor College
University of Saint Mary

KENTUCKY
Alice Lloyd College
Bellarine University
Berea College
Brescia University
Campbellsville University
Centre College
Georgetown College
Kentucky Wesleyan College
Lindsey Wilson College
Midway College
Spalding University
Thomas More University
Transylvania University
Union College
University of Pikeville
University of the Cumberlands

LOUISIANA
Centenary College of Louisiana
Dillard University
Franciscan Missionaries of Our Lady University

MAINE
College of the Atlantic
Husson University
Saint Joseph’s College of Maine
Thomas College
Unity College
University of New England

MARYLAND
Capitol Technology University
Goucher College
Hood College
Loyola College in Maryland
McDaniel College
Mount St. Mary’s University
Notre Dame of Maryland University
St. John’s College
Stevenson University
Washington Adventist University

MASSACHUSETTS
American International College
Anna Maria College
Assumption College
Bard College at Simon’s Rock
Bay Path University
Becker College
St. Lawrence University
St. Thomas Aquinas College
The College of New Rochelle
The College of Saint Rose
The King’s College
The Sage Colleges
Utica College
Villa Maria College
Wagner College
Wells College

NORTH CAROLINA
Barton College
Belmont Abbey College
Brevard College
Campbell University
Catawba College
Chowan University
Gardner-Webb University
Guilford College
High Point University
Johnson C. Smith University
Lenoir-Rhyne University
Livingstone College
Mars Hill University
Meredith College
Methodist University
Montreat College
North Carolina Wesleyan College
Pfeiffer University
Queens University of Charlotte
Saint Augustine’s University
Salem College
Shaw University
St. Andrews University
University of Mount Olive
Warren Wilson College
William Peace University
Wingate University

NORTH DAKOTA
University of Jamestown
University of Mary

OHIO
Antioch University
Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Cedarville University
Defiance College
Denison University
Franciscan University of Steubenville
Franklin University
Heidelberg University
Hiram College
John Carroll University
Kenyon College
Lake Erie College
Lourdes University
Malone University
Marietta College
Mount St. Joseph University
Mount Vernon Nazarene University
Muskingum University
Notre Dame College
Oberlin College
Ohio Dominican University
Ohio Northern University
Ohio Wesleyan University
Otterbein University
The College of Wooster
The University of Findlay
Tiffin University
University of Mount Union
University of Rio Grande
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College
Wittenberg University

OKLAHOMA
Bacone College
Oklahoma City University
Oklahoma State University

OREGON
Corban University
George Fox University
Lewis & Clark College
Linfield College
Marylhurst University
Northwest Christian University
Pacific University
Warner Pacific University
Willamette University

PENNSYLVANIA
Albright College
Allegheny College
Alvernia University
Arcadia University
Bryn Athyn College
Bucknell University
Cabrini University
Carlow University
Cedar Crest College
Chatham University
Chestnut Hill College
Delaware Valley University
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Franklin & Marshall College
Gannon University
Geneva College
Gettysburg College
Grove City College
Gwynedd Mercy University
Haverford College
Holy Family University
Immaculata University
Juniata College
Keystone College
King’s College
La Roche College
Lafayette College
Lebanon Valley College
Lyccoming College
Marywood University
Mercyhurst University
Messiah College
Misericordia University
Moravian College
Mount Aloysius College
Muhlenberg College
Neumann University
Point Park University
Robert Morris University
Rosemont College
Saint Francis University
Saint Vincent College
Seton Hill University
Susquehanna University
Swarthmore College
Thiel College
University of Scranton
University of the Sciences
Ursinus College
Washington & Jefferson College
Waynesburg University
Westminster College
Wilberforce University
Wilkes University
Wilson College
York College of Pennsylvania

PUERTO RICO
Universidad del Sagrado Corazón
RHODE ISLAND
Roger Williams University
Salve Regina University

SOUTH CAROLINA
Anderson University
Benedict College
Charleston Southern University
Claflin University
Coker College
Columbia College
Converse College
Erskine College
Furman University
Limestone College
Morris College
Newberry College
Presbyterian College
Southern Wesleyan University
Voorhees College
Wofford College

SOUTH DAKOTA
Augustana University
Dakota Wesleyan University
Mount Marty College
Presentation College
University of Sioux Falls

TEXAS
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Baylor University
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East Texas Baptist University
Hardin-Simmons University
Huston-Tillotson University
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LeTourneau University
McMurry University
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Saint Mary’s University
Schreiner University
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Southwestern University
St. Edward’s University
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Texas Lutheran University
Texas Wesleyan University
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University of St. Thomas
University of the Incarnate Word
Wayland Baptist University
Wiley College

UTAH
Westminster College

VERMONT
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Champlain College
Goddard College
Marlboro College
Middlebury College
Norwich University
Saint Michael’s College
Southern Vermont College

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Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hampden-Sydney College
Hollins University
Mary Baldwin University
Randolph College
Randolph-Macon College
Regent University
Roanoke College
Shenandoah University
Southern Virginia University
Sweet Briar College
University of Lynchburg
University of Richmond
Virginia Union University
Virginia Wesleyan University
Washington and Lee University

WASHINGTON
Gonzaga University
Heritage University
Pacific Lutheran University
Saint Martin’s University
Seattle Pacific University
University of Puget Sound
Walla Walla University
Whitman College
Whitworth University

WASHINGTON, DC
Gallaudet University

WEST VIRGINIA
Alderson Broaddus University
Bethany College
Davis & Elkins College
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

WISCONSIN
Alverno College
Cardinal Stritch University
Carroll University
Carthage College
Concordia University Wisconsin
Edgewood College
Lakeland University
Marian University
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Northland College
Ripon College
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St. Norbert College
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Maria College, NY
Spartanburg Methodist College, SC
St. Augustine College, IL
Trocaire College, NY

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American College of Thessaloniki, Greece
American University in Bulgaria
American University of Beirut, Lebanon
American University of Kuwait
American University of Nigeria
American University of Paris, France
American University of Sharjah, United Arab Emirates
Booth University College, Canada
CETYS University, Mexico
Forman Christian College, Pakistan
Franklin University Switzerland
John Cabot University, Italy
Lebanese American University, Lebanon
Philadelphia University-Jordan
Saint Monica University, Cameroon
Universidad de Monterrey, Mexico
Universidad Latina de America, Mexico

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American Council of Learned Societies, NY
American Councils for International Education, DC
American Historical Association, DC
Appalachian College Association, KY
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Association of Independent California Colleges and Universities
Association of Independent Colleges & Universities in Massachusetts
Association of Independent Colleges and Universities of Ohio
Association of Presbyterian Colleges and Universities, GA
Association of Reformed Colleges and Universities, SD
Christian College Consortium, MA
Coalition for College Cost Savings, KY
Colleges of the Fenway, MA
Concordia University System, MO
Conference for Mercy Higher Education, MD
Council for Advancement and Support of Education, DC
Council for Christian Colleges & Universities, DC
Council of American Overseas Research Centers, DC
Council of Colleges and Universities of the Christian Church (Disciples of Christ), IL
Council of Independent Colleges in Virginia
Council on Library and Information Resources, DC
Council on Undergraduate Research, DC
EDUCAUSE, DC
Federation of Independent Illinois Colleges & Universities
Gilder Lehrman Institute of American History, NY
Higher Education Data Sharing Consortium, IN
IDEA, KS
Iowa Association of Independent Colleges and Universities
Lutheran Educational Conference of North America, SD
Mennonite Education Agency, IN
Modern Language Association, NY
National Association of Independent Colleges and Universities, DC
National Humanities Alliance, DC
National Student Clearinghouse, VA
Nazarene Colleges Council of Education, KS
Network of ELCA Colleges and Universities, IL
New American Colleges and Universities, CA
New England Board of Higher Education, MA
North American Coalition for Christian Admissions Professionals, IN
Online Consortium of Independent Colleges & Universities, CO
Project Pericles, NY
Society for Classical Studies, NY
Society of Biblical Literature, GA
The Great Lakes Colleges Association, MI
The Phi Beta Kappa Society, DC
The Washington Center, DC
Tuition Plan Consortium/Private College 529 Plan, MO
United Methodist Church/General Board of Higher Education and Ministry, TN
Women’s College Coalition, GA
Yes We Must Coalition, MA

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Arkansas’ Independent Colleges and Universities
Associated Colleges of Illinois
Association of Independent Colleges and Universities of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Council of Independent Nebraska Colleges Foundation
Florida Independent College Fund
Independent College Fund of Maryland
Independent College Fund of New Jersey
Independent Colleges and Universities of Texas Foundation
Independent Colleges of Indiana
Independent Colleges of Washington
Independent Higher Education of Colorado Fund
Iowa College Foundation
Louisiana Independent College Foundation
Michigan Colleges Alliance
Minnesota Private College Fund
Missouri Colleges Fund
New Mexico Independent College Fund
North Carolina Independent Colleges and Universities
North Dakota Independent College Fund
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
Oregon Alliance of Independent Colleges and Universities
South Carolina Independent Colleges and Universities
South Dakota Foundation of Independent Colleges
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and Universities

NEW MEMBERS IN 2017–2018

Institutional Members
Ave Maria University, FL
Benedict College, SC
Divine Word College, IA
Franklin & Marshall College, PA
Hofstra University, NY
Indiana Tech
Methodist College, IL
New York Institute of Technology
North Central University, MN
Parker University, TX
Pepperdine University, CA
Presentation College, SD
University of Hartford, CT
University of Mobile, AL
University of the Sciences, PA

Associate Member
Spartanburg Methodist College, SC

Affiliate Members
Association of Independent Colleges & Universities in Massachusetts
Higher Education Data Sharing Consortium, IN
The Washington Center, DC

NEW MEMBERS IN 2018–2019 (as of October 2018)

Institutional Members
Brandman University, CA
Bryan College of Health Sciences, NE
Hawaii Pacific University
La Salle University, PA
St. Augustine College, IL

Affiliate Members
Marygrove College, MI
National Association of Intercollegiate Athletics, KS
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  Conference Manager
- Allison Blackburn  
  Executive Director of Conferences
- David Brailow  
  Vice President for Development
- Alana K. Cassidy  
  Development Manager
- Sheila Cooper  
  Office Manager
- Christopher Dodds  
  Director of Digital Communications and Strategy
- Lynn Donham  
  Vice President for Communications
- Richard Ekman  
  President
- Michelle L. Friedman  
  Director of Programs
- Stephen Gibson  
  Director of Programs
- Harold V. Hartley III  
  Senior Vice President
- Philip M. Katz  
  Director of Projects
- Christoph M. Kunkel  
  Senior Vice President and Chief of Staff
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  Manager of State Council Programs
- Lesley McBain  
  Director of Research Projects
- Paula M. Miller  
  Editorial and Communications Director
- Cynthia Page  
  Director of Finance
- Leslie A. Rogers-Brown  
  Conference Manager
- Samantha Sabalis  
  Development Officer and ACLS Public Fellow
- Carol M. Schuler  
  Vice President for State Council Programs
- Kelsey A. Sherman Creech  
  Assistant to the President and Liaison to the Board of Directors
- Tabitha Truscott  
  Conference and Program Coordinator
- Keith A. Wallace  
  Director of Administration
- Kate Webber  
  Director of Membership Services
- Katherine M. Whatley  
  Senior Vice President

**CIC ADVISORS**

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  Program Evaluator, NetVUE
- Roger Bowen  
  Senior Advisor and Director, Woodrow Wilson Visiting Fellows Program
- Myrvin Christopherson  
  Advisor, State Council Programs
- Edward J. Clark  
  Senior Advisor and Director, Tuition Exchange Program
- David S. Cunningham  
  Director, NetVUE
- Marylouise Fennell, RSM  
  Senior Counsel
- Jonnie G. Guerra  
  Senior Advisor, Annual Programs
- Barbara Hetrick  
  Senior Advisor
- Lynn Hunnicutt  
  Assistant Director, NetVUE
- Richard T. Ingram  
  Senior Advisor, President-Board Relations, and Director, Presidents Governance Academy
- Norval C. Kneten  
  Senior Advisor, Online Course Sharing Consortium
- Ned Moore  
  Senior Advisor, State Council Programs
- Frederik Ohles  
  Senior Advisor and Director, Presidential Vocation and Institutional Mission Program
- Andrea Rehn  
  Evaluator, Consortium on Digital Resources for Teaching and Research
- Mary Pat Seurkamp  
  Senior Advisor and Director, New Presidents Program
- Allen P. Splete  
  President Emeritus
- Beverly Daniel Tatum  
  Senior Advisor and Director, Diversity, Civility, and the Liberal Arts Institute
- Anne Valk  
  Senior Advisor, Humanities Research for the Public Good
- Susan Barnes Whyte  
  Senior Advisor and Director, Consortium on Digital Resources for Teaching and Research
- Laura Wilcox  
  Communications Consultant
Participants in 2017–2018 Programs

Presidential Vocation and Institutional Mission 2017–2018 Participants

Adrienne Bloss  
Vice President for Academic Affairs, Shenandoah University

Shai L. Butler  
Vice President for Student Success and Engagement and Chief Diversity Officer, The College of Saint Rose

Sara Campbell  
Dean, School of Nursing, Lee University

Eun-Woo Chang  
Provost, Ashland University

Debbie M. Cottrell  
Vice President for Academic Affairs, Texas Lutheran University

Cam Cruickshank  
Executive Vice President for Enrollment Management and University Advancement, Madonna University

Eric Forseth  
Provost, Dordt College

Andrew French  
Director of Community Action and Special Assistant to the President, Albion College

Christopher B. Gage  
Special Assistant to the President and Director of Strategic Planning, Hanover College

Adrian Haugabrook  
Vice President for Student Success and Engagement, Wheelock College

Rebecca Hernandez  
Associate Vice President for Intercultural Engagement and Faculty Development, George Fox University

Gary C. Johnson  
Provost, Hastings College

Glennell Lee-Pruitt  
Provost and Vice President for Academic Affairs, Jarvis Christian College

Joel Martin  
Provost and Dean of Faculty, Franklin & Marshall College

Stacy McAfee  
Associate Vice President for External Relations, Strategic Partnerships, and Presidential Initiatives, University of the Pacific

Steven Mason  
Provost and Vice President of Academic Affairs, LeTourneau University

Edward J. Peck  
Vice President for University Mission and Identity, John Carroll University

Robert Pool  
Vice President for Student Life and Dean of Students, Houghton College

Laurie Quinn  
Provost and Senior Vice President for Academic Affairs, Champlain College

Todd Rasberry  
Vice President for Institutional Advancement, Georgetown College (KY)

Alumni of Presidential Vocation and Institutional Mission Program Who Have Become Presidents

The following 57 participants have been appointed as a college or university president since completing one of eight Presidential Vocation and Institutional Mission programs for prospective presidents.

Robin E. Baker  
Provost, George Fox University, to president of that university

J. Blair Blackburn  
Executive vice president, Dallas Baptist University, to president, East Texas Baptist University

Irma Becerra  
Provost and chief academic officer, St. Thomas University (FL), to president, Marymount University

Nancy H. Blattnar  
Vice president and dean for academic affairs, Fontbonne University, to president, Caldwell University

Brian Bruess  
Executive vice president and chief operating officer, St. Catherine University, to president, St. Norbert College

Grant H. Cornwell  
Vice president of the university and dean of academic affairs, St. Lawrence University, to president, The College of Wooster

Delmas S. Crisp, Jr.  
Executive vice president and academic dean, Methodist University, to interim president of that university

Christine De Vinne  
Vice president for academic affairs, Notre Dame of Maryland University, to president, Ursuline College

James S. Dlugos  
Vice president and dean for academic affairs, College of Saint Elizabeth, to president, Saint Joseph's College of Maine

Bethami Dobkin  
Provost and vice president of academic affairs, Saint Mary's College of California, to president, Westminster College (UT)

Susan M. Donovan  
Executive vice president, Loyola University Maryland, to president, Bellarmine University

Sandra Doran  
Chief of staff, vice president and general counsel, Lesley University, to president, Salem College

Roger Drake  
Vice president for administration and finance, Lindsey Wilson College, to president, Central Methodist University
Patricia Draves  
Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University

Harry E. Dumay  
Chief financial officer and vice president for finance, Saint Anselm College, to president, Elms College

Sherilyn Emberton  
Provost and vice president for academic affairs, East Texas Baptist University, to president, Susquehanna University

Wesleyan University, to president, Provost and dean of the faculty, Illinois Wesleyan University

Michael Frandsen  
Vice president for finance and administration, Albion College, to interim president of that college, and to president, Wittenberg University

Jonathan D. Green  
Provost and dean of the faculty, Illinois Wesleyan University, to president, Susquehanna University

Bryon Grigsby  
Senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College

Christopher L. Holoman  
Provost and vice president for academic affairs, Hilbert College, to president, Centenary College of Louisiana

Joseph Jones  
Vice rector for academic affairs, Forman Christian College, to president, Fresno Pacific University

Rock Jones  
Executive vice president and dean of advancement, Hendrix College, to president, Ohio Wesleyan University

Richard Jurasek  
Executive vice president, Antioch College, to president, Medaille College

Chris Kimball  
Provost and vice president for academic affairs, California Lutheran University, to president of that university

David A. King  
Provost, Eastern University, to president, Malone University

David Livingston  
Vice president for advancement, Mercyhurst University, to president, Lourdes University

James P. Loftus  
Vice president for enrollment management and student services, St. Ambrose University, to president, Cardinal Stritch University

Michael Looney  
Chief academic officer, Schreiner University, to president, University of Pikeville

Charles T. McCormick  
Provost and vice president for academic affairs, Schreiner University, to president of that university

Susan Pauly  
Vice president for academic affairs and dean of the college, Mount Mercy University, to president, Salem College

Christine Pharr  
Vice president for institutional advancement, College of Saint Mary, to president, Mount Mary University

Elfred Anthony Pinkard  
Executive vice president and provost, Wilberforce University, to president of that university

Brian Ralph  
Vice president for enrollment management, Queens University of Charlotte, to president, William Peace University

James Reynolds  
Vice president for academic affairs, dean of the faculty, and interim president, Wilmington College, to president of that college

Janet H. Robinson  
Provost, Lourdes University, to interim president of that university

Lori Rodrigues-Fisher  
Provost, St. Ambrose University, to chancellor, Trinity College of Nursing and Health Sciences

Gerard J. Rooney  
Executive vice president for enrollment, advancement, and planning, St. John Fisher College, to president of that college

B. David Rowe  
Vice president for advancement, LaGrange College, to president, Centenary College of Louisiana

Suzanne Shipley  
Vice president for academic affairs, Notre Dame of Maryland University, to president, Shepherd University

Jay K. Simmons  
Vice president for academic affairs and dean, LaGrange College, to president, Iowa Wesleyan University

Carolyn Stefancic  
Vice president for academic affairs and dean of the college, Agnes Scott College, to president, The College of Saint Rose

Donald B. Taylor  
Provost and vice president for academic affairs, Gannon University, to president of that university

Keith Taylor  
Provost and vice president for academic affairs, Gannon University, to president of that university

Doris A. Tegart  
Executive vice president, Bellarmine University, to interim president of that university

Marion Terenzio  
Vice president for academic affairs and dean of the faculty, Bloomfield College, to president, State University of New York at Cobleskill
### Alumni of Executive Leadership Academy Who Have Become Presidents

Since 2009, 78 participants from the Council of Independent Colleges and the American Association of State Colleges and Universities have been appointed as a college or university president or chancellor since completing the Executive Leadership Academy. The following are the 43 CIC participants who advanced to presidencies.

<table>
<thead>
<tr>
<th>Makola M. Abdullah</th>
<th>Provost and vice president for academic affairs, Florida Memorial University, to president, Virginia State University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffrey Abernathy</td>
<td>Vice president for academic affairs and dean of the college, Augustana College (IL), to president, Alma College</td>
</tr>
<tr>
<td>Charlotte Borst</td>
<td>Vice president for academic affairs and dean of faculty, Whittier College, to president, The College of Idaho</td>
</tr>
<tr>
<td>Brett Bradfield</td>
<td>Provost and vice president for academic affairs, University of Sioux Falls, to president of that university</td>
</tr>
<tr>
<td>Marc Camille</td>
<td>Vice president for enrollment management and communications, Loyola University Maryland, to president, Alvernia College (PA)</td>
</tr>
<tr>
<td>Seamus Carey</td>
<td>Dean of the College of Arts and Sciences, Sacred Heart University, to president, Transylvania University</td>
</tr>
</tbody>
</table>

### Executive Leadership Academy 2017-2018 CIC Participants

<table>
<thead>
<tr>
<th>Allen Bedford</th>
<th>Dean of Academics and Chief Academic Officer, Bryn Athyn College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eric Bolger</td>
<td>Vice President for Academic Affairs and Dean of the College, College of the Ozarks</td>
</tr>
<tr>
<td>Bryan Coker</td>
<td>Vice President and Dean of Students, Goucher College</td>
</tr>
<tr>
<td>John Dolan</td>
<td>Vice President for Enrollment Management, Simmons University</td>
</tr>
<tr>
<td>Julie Edstrom</td>
<td>Vice President for Enrollment Management, University of Providence</td>
</tr>
<tr>
<td>Kerry Fulcher</td>
<td>Provost and Chief Academic Officer, Point Loma Nazarene University</td>
</tr>
<tr>
<td>Matthew Giordano</td>
<td>Vice President for Academic Affairs, Villa Maria College</td>
</tr>
<tr>
<td>Carl Girelli</td>
<td>Vice President for Academic Affairs and Dean of the College, Randolph College</td>
</tr>
<tr>
<td>Anna Gonzalez</td>
<td>Dean of Students, Lewis &amp; Clark College</td>
</tr>
<tr>
<td>Larry Guerrero</td>
<td>Provost and Vice President for Academic Affairs, University of the Southwest</td>
</tr>
<tr>
<td>Patricia Hammer</td>
<td>Vice President for Academic Affairs, Hollins University</td>
</tr>
<tr>
<td>Calvin Hill</td>
<td>Vice President for Inclusion and Community Engagement, Springfield College</td>
</tr>
<tr>
<td>Wayne Knox</td>
<td>Chief of Staff and Clerk of the Board, Huston-Tillotson University</td>
</tr>
<tr>
<td>Sarah Kottich</td>
<td>Vice President for Finance and Administrative Services, College of Saint Mary</td>
</tr>
<tr>
<td>Gerald Longjohn</td>
<td>Vice President for Student Development, Cornerstone University</td>
</tr>
<tr>
<td>Douglas Palmer</td>
<td>Provost and Vice President for Academic Affairs, Walsh University</td>
</tr>
<tr>
<td>William Pieczynski</td>
<td>Vice President for Advancement, Nichols College</td>
</tr>
<tr>
<td>John Pyle</td>
<td>Executive Vice President and Chief Operating Officer, Saint Mary's University of Minnesota</td>
</tr>
<tr>
<td>Hannelore Rodriguez-Farrar</td>
<td>Vice President for Public Affairs and University Relations, Dominican University of California</td>
</tr>
<tr>
<td>Thomas Sanders</td>
<td>Provost and Vice President for Academic Affairs, East Texas Baptist University</td>
</tr>
<tr>
<td>William Sheehan</td>
<td>Vice President for Institutional Advancement and Alumni Programs, Culver-Stockton College</td>
</tr>
<tr>
<td>R. Scott Sheffield</td>
<td>Vice President for Academic Affairs and Dean of the Faculty, Brevard College</td>
</tr>
<tr>
<td>Charles Smith</td>
<td>Senior Executive Assistant to the President and Chief of Staff, Wiley College</td>
</tr>
<tr>
<td>Tarek Sobh</td>
<td>Senior Vice President for Graduate Studies and Research and Dean, School of Engineering, University of Bridgeport</td>
</tr>
</tbody>
</table>
Deborah Carlson
Vice president of organizational development, Nebraska Methodist College, to president of that college

Andrea Chapdelaine
Provost and vice president for academic affairs, Albright College, to president, Hood College

Gregg Chenoweth
Vice president for academic affairs, Olivet Nazarene University, to president, Bethel College (IN)

Ronald Chesbrough
Vice President for Student Affairs, Hastings College, to president, Cazenovia College

John Comerford
Vice president for institutional advancement, Westminster College (MO), to president, Blackburn College

Christine De Vinne
Vice president for academic affairs, Notre Dame of Maryland University, to president, Ursuline College

Gregory Dewey
Provost, University of La Verne, to president, Albany College of Pharmacy and Health Sciences

Patricia H. Draves
Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University

Sherilyn Emberton
Vice president for academic affairs, Lincoln Memorial University, to president, Huntington University

Travis Feezell
Provost, University of the Ozarks (AR), to president, Hastings College

Scott Flanagan
Executive vice president, Edgewood College, to president of that college

James Fleming
University vice president and interim vice president for advancement, Wheeling Jesuit University, to president of that university

Mary Ann Gawelek
Provost and dean of the faculty, Seton Hill University, to president, Lourdes University

Robert J. Graham
Provost and vice president for academic affairs, Grove City College, to president, Redeemer College University

Bryon Lee Grigsby
Senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College

Bobby Hall
Executive vice president and provost, Wayland Baptist University, to president of that university

Susan Hasseler
Senior vice president for academic affairs and dean of the college, Augustana University (SD), to president, Muskingum University

Tina S. Holland
Senior vice president, Holy Cross College (IN), to president, Franciscan Missionaries of Our Lady University

Herbert King
Vice president for institutional advancement, Hampden-Sydney College, to president, Lees-McRae College

Laurie Joyner
Vice president for planning and dean of the college, Rollins College, to president, Wittenberg University

Lucas Lamadrid
Vice president for enrollment management and student affairs, Belmont Abbey College, to president, Marymount California University

Richanne C. Mankey
Vice president for academic affairs and dean of students, Daemen College, to president, Defiance College

Earl Martin
Executive vice president, Gonzaga University, to president, Drake University

D. Mark McCoy
Dean of the School of Music, DePauw University, to president of that university

Michael McDonald
Provost, Kalamazoo College, to president, The Great Lakes Colleges Association

Suzanne Mellon
Executive vice president, Saint Anselm College, to president, Carlow University

Kim Mooney
Provost and vice president for academic affairs, Franklin Pierce University, to president of that university

Lynn M. Morton
Provost and vice president for academic affairs, Queens University of Charlotte, to president, Warren Wilson College

Polly Patterson
Executive vice president, University of Jamestown, to president of that university

Jonathan Peri
Vice president and general counsel, Neumann University, to president, Manor College

Christine Plunkett
Vice president for administration and finance, Burlington College, to president of that college

Brian Posler
Executive vice president for academic affairs and dean of the College of Arts and Sciences, Baker University, to president, Lake Erie College

Sue Stuebner
Executive vice president and chief operating officer, Allegheny College, to president, Colby-Sawyer College

John Swallow
Provost, Sewanee: The University of the South, to president, Carthage College

Michael Thomas
Senior director and senior vice president, New England Board of Higher Education, to president of that institution

C. Reynold Verret
Provost, Wilkes University, to president, Xavier University of Louisiana

Marylou Yam
Provost and vice president for academic affairs, Saint Peter's University, to president, Notre Dame of Maryland University
Senior Leadership Academy 2017–2018 CIC Participants

Keshia Abraham  
Dean of Arts and Sciences,  
Florida Memorial University

Judith Askew  
Dean of Academic Programs,  
Presbyterian College

Valerie Banschbach  
Chair of the Environmental Studies Program and Professor of Environmental Studies, Roanoke College

Shanna Benjamin  
Associate Dean of the College,  
Grinnell College

Catherine Bishop  
Director of Assessment, Augsburg University

Eric Boynton  
Director of Interdisciplinary Studies and Chair of Philosophy and Religious Studies, Allegheny College

Kendrick Brown  
Dean of the College of Arts and Sciences, University of Redlands

Fran’Cee Brown-McClure  
Dean of Students, Spelman College

Andrea Bucklew  
Associate Provost, Alderson Broaddus University

Jeremy Buckner  
Dean, Carson-Newman University

Jamie Whitaker Campbell  
Associate Dean, Biola University

David Canton  
Professor of History, Connecticut College

Amy D’Olivo  
Associate Provost and Academic Dean and Associate Professor of Sociology, Centenary University (NJ)

Maureen Finney  
Dean, School of Health Professions, D’Youville College

Tamara Floyd-Smith  
Interim Assistant Provost, Tuskegee University

Meredith Goldsmith  
Assistant Dean for Academic Affairs, Ursinus College

Gil Gonzalez  
Associate Dean of First Year Experiences, Whittier College

Michael Hammond  
Academic Dean, Taylor University

Laura Hartley  
Dean of Arts and Sciences, George Fox University

Brad Hastings  
Dean of Social Sciences and Humanities, Mount Ida College

Karen Hunt  
Executive Director of Admission, Wittenberg University

Mitchell Kinsinger  
Associate Vice President for Academic Affairs, Augustana University (SD)

Mary Beth Knight  
Director of Foundation, Corporate, and Government Relations, Wofford College

Michael Laney  
Dean, College of Arts and Sciences, Our Lady of the Lake University

Barbara Lawrence  
Associate Academic Dean, Guilford College

Allyson Lowe  
Dean, College of Leadership and Social Change, Carlow University

Rochelle Mason  
Senior Associate Dean of Students, Colorado College

Michelle Mattson  
Associate Dean of Academic Affairs, Rhodes College

Caroline Maurer  
Dean, Messiah College

Jewerl Maxwell  
Dean of Academic Initiatives and Global Education, Gordon College

Karla McCain  
Associate Dean of Institutional Effectiveness and Professor of Chemistry, Austin College

Jamie McMinn  
Associate Dean of Academic Affairs, Westminster College (PA)

Megan Mustain  
Interim Dean, Graduate Studies, Saint Mary’s College of California

Ryan Neal  
Associate Provost, Anderson University (SC)

Saib Othman  
Associate Provost for Academic Affairs, Marian University (IN)

Catherine Paden  
Dean of the Undergraduate Program, Simmons University

Veronica Petak  
Associate Dean of Students, College of Saint Mary

Lance Richey  
Dean, School of Liberal Arts and Sciences, University of Saint Francis (IN)

Bartolo Santamaria  
Dean, School of Arts and Sciences, College of Saint Elizabeth

Timothy Schorr  
Dean, College of Arts and Letters, Viterbo University

Robert Shea  
Associate Provost, Roger Williams University

Elizabeth Skomp  
Associate Dean of the College and Professor of Russian, Sewanee: The University of the South

Diana Sousa  
Director of Marketing and Communications, University of Saint Joseph

Victoria Spivak  
Director of Financial Aid, Dominican University (IL)

John Woell  
Associate Provost, Albion College
Forty-five administrators participated in the 2017-2018 Senior Leadership Academy, which first gathered before CIC’s Institute for Chief Academic Officers in San Antonio, Texas.

**CIC/Apple Presidents Forum Participants**

- Ashland University
- Augustana College (IL)
- Bennett College
- Bennington College
- Bluefield College
- California Lutheran University
- Capital University
- Defiance College
- DePauw University
- Dominican University of California
- Emory & Henry College
- Hamline University
- Hastings College
- Hiram College
- Hood College
- Huston-Tillotson University
- Indiana Wesleyan University
- Jarvis Christian College
- Lebanon Valley College
- Lewis University
- Logan University
- Lourdes University
- Lynn University
- Maryville University of Saint Louis
- Mercy College
- Midland University
- Moravian College
- Muhlenberg College
- Nebraska Methodist College
- Notre Dame de Namur University
- Paul Smith’s College
- Point Loma Nazarene University
- Regis College
- Saint Vincent College
- Schreiner University
- Spring Hill College
- St. John Fisher College
- Talladega College
- The University of Findlay
- Tiffin University
- Trinity College (CT)
- Universidad del Sagrado Corazón
- University of La Verne
- University of Providence
- Ursuline College
- Virginia Wesleyan University
- Wabash College
- Widener University
- William Jewell College
- Wofford College

**Consortium for Online Humanities Instruction II Participating Institutions**

- Bloomfield College
- Carlow University
- Carroll College (MT)
- Carroll College (WI)
- Claflin University
- Clarke University
- Concordia University Texas
- Gettysburg College
- Lasell College
- Mount Mary University
- Northwestern College (IA)
- Randolph-Macon College
- Rosemont College
- Shenandoah University
- Siena College
- Simpson College
- St. Edward’s University
- St. Olaf College
- Ursuline College
- Walsh University
- Wesleyan College (GA)
### Consortium on Digital Resources for Teaching and Research Participating Institutions

<table>
<thead>
<tr>
<th>Consortiums</th>
<th>Participating Institutions</th>
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<tr>
<td>Albright College</td>
<td>Hampden-Sydney College</td>
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<td>Hollins University</td>
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<tr>
<td>Bellarmine University</td>
<td>Hope College</td>
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<td>Bennington College</td>
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<td>Caldwell University</td>
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<td>Chatham University</td>
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<td>St. Lawrence University</td>
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<td>St. Thomas University (FL)</td>
<td>Tuskegee University</td>
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<td>University of Dubuque</td>
<td>University of Puget Sound</td>
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<td>University of Saint Mary</td>
<td>Washington and Lee University</td>
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<tr>
<td>Wheaton College (MA)</td>
<td>Wilson College</td>
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<td>Wofford College</td>
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### Consortium for Instructional Excellence and Career Guidance Participating Institutions

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<th>Consortiums</th>
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<tr>
<td>Albertus Magnus College</td>
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<td>Albion College</td>
<td>Husson University</td>
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<td>Alderson Broaddus University</td>
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<td>Lourdes University</td>
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<td>Briar Cliff University</td>
<td>Lynn University</td>
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<td>Butler University</td>
<td>Maryville College (TN)</td>
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<td>Concordia University Texas</td>
<td>Mills College</td>
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<tr>
<td>Dillard University</td>
<td>Mount Saint Mary’s University (CA)</td>
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<td>Elmhurst College</td>
<td>Nebraska Methodist College</td>
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<td>Regis College</td>
<td>Roanoke College</td>
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<td>Sacred Heart University</td>
<td>Stillman College</td>
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<td>Talladega College</td>
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<tr>
<td>University of La Verne</td>
<td>Wesleyan College (GA)</td>
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### Diversity, Civility, and the Liberal Arts Institute 2018 Participating Institutions

<table>
<thead>
<tr>
<th>Consortiums</th>
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<tr>
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<td>Linfield College</td>
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<td>McDaniel College</td>
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<td>College of Saint Benedict</td>
<td>Ripon College</td>
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<tr>
<td>Dominican University (IL)</td>
<td>Roger Williams University</td>
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<td>Emerson College</td>
<td>Sewanee: The University of the South</td>
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<td>Goucher College</td>
<td>Simmons University</td>
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<tr>
<td>Ithaca College</td>
<td>St. John’s University (MN)</td>
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<tr>
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<td>Thiel College</td>
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<td>University of Lynchburg</td>
<td>University of Richmond</td>
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<td>Ursinus College</td>
<td>Wesleyan College (GA)</td>
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<td>Whitworth University</td>
<td>Wilkes University</td>
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### Intergenerational Connections 2018–2019 Participants

#### Renewal Grant Participants

<table>
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<tr>
<th>Participants</th>
<th>Franciscan Missionaries of Our Lady University</th>
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<tbody>
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<td>Rust College</td>
<td>Shenandoah University</td>
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<tr>
<td>Wheeling Jesuit University</td>
<td>Whitman College</td>
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</tbody>
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#### Cohort II Participants

<table>
<thead>
<tr>
<th>Participants</th>
<th>College of Saint Mary</th>
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<tbody>
<tr>
<td>Barton College</td>
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<tr>
<td>Bennington College</td>
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<td>Converse College</td>
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<tr>
<td>Calvin College</td>
<td>Gwynedd Mercy University</td>
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<td>Centenary University (NJ)</td>
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<td>Christian Brothers University</td>
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<td>Colby-Sawyer College</td>
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<td>Spelman College</td>
<td>St. John Fisher College</td>
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<tr>
<td>The College of Saint Rose</td>
<td>Universidad del Sagrado Corazón</td>
</tr>
<tr>
<td>University of Saint Francis (IN)</td>
<td>Virginia Wesleyan University</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
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</tr>
<tr>
<td>Lisa Battaglia</td>
<td>Associate Professor of Religion</td>
</tr>
<tr>
<td>Matthew Bersagal Braley</td>
<td>Associate Professor of Student Success and Business Administration</td>
</tr>
<tr>
<td>Drick Boyd</td>
<td>Professor of Urban and Interdisciplinary Studies</td>
</tr>
<tr>
<td>Tricia Bugajski</td>
<td>Assistant Professor and Director of Student Support Services</td>
</tr>
<tr>
<td>David Daily</td>
<td>Professor of Religion</td>
</tr>
<tr>
<td>Daniel Eppley</td>
<td>Professor of Religious Studies</td>
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<tr>
<td>Kathleen Fisher</td>
<td>Associate Professor of Theology</td>
</tr>
<tr>
<td>Amanda Hine</td>
<td>Assistant Professor of Health Care Ethics</td>
</tr>
<tr>
<td>Glenn Jonas</td>
<td>Charles Howard Professor of Religion and Associate Dean of the College of Arts and Sciences</td>
</tr>
<tr>
<td>Elizabeth Kubek</td>
<td>Professor of Languages and Literature</td>
</tr>
<tr>
<td>John McCormack</td>
<td>Assistant Professor of Religion and Philosophy</td>
</tr>
<tr>
<td>David O'Hara</td>
<td>Associate Professor of Philosophy and Classics</td>
</tr>
<tr>
<td>Paul Parker</td>
<td>Professor of Religious Studies</td>
</tr>
<tr>
<td>Janis Quesada</td>
<td>Instructor II in Religion</td>
</tr>
<tr>
<td>Arthur Remillard</td>
<td>Associate Professor of Philosophy and Religious Studies</td>
</tr>
<tr>
<td>Stephen Riley</td>
<td>Associate Professor of Religion</td>
</tr>
<tr>
<td>Daniel Scheid</td>
<td>Associate Professor of Theology</td>
</tr>
<tr>
<td>Lucy Schultz</td>
<td>Assistant Professor of Philosophy and Religion</td>
</tr>
<tr>
<td>Jori Sechrist</td>
<td>Associate Professor of Sociology and Criminology</td>
</tr>
<tr>
<td>Timothy Seidel</td>
<td>Assistant Professor of Peacebuilding and Development</td>
</tr>
<tr>
<td>Regina Shands Stoltzfus</td>
<td>Assistant Professor of Peace, Justice, and Conflict Studies</td>
</tr>
<tr>
<td>Judith Simmer-Brown</td>
<td>Professor of Religious Studies and Wisdom Traditions</td>
</tr>
<tr>
<td>Sally Stamper</td>
<td>Assistant Professor of Religion and Philosophy</td>
</tr>
<tr>
<td>Katherine Tunheim</td>
<td>Associate Professor of Economics and Management</td>
</tr>
<tr>
<td>John Waldmeir</td>
<td>Associate Professor of Religious Studies</td>
</tr>
</tbody>
</table>
American History Seminar 2018 Participants

Terrie Aamodt
Professor of History, Walla Walla University

Kristin Anderson-Bricker
Professor of History, Loras College

Kyle Anthony
Assistant Professor of History, University of Saint Mary

Matt Barbee
Associate Professor of English, Siena Heights University

Gerald Butters
Professor of History, Aurora University

Mary Cain
Associate Professor of History, Agnes Scott College

Jennifer Cote
Associate Professor of History and Society, University of Saint Joseph

David Cox
Professor of History, Southern Virginia University

Kenya Davis-Hayes
Associate Professor of History, California Baptist University

Ian Delahanty
Assistant Professor of History, Springfield College

John d’Entremont
Professor of History, Randolph College

Brandon Downing
Assistant Professor of History, Marietta College

Dan Fountain
Associate Professor of History, Meredith College

Theodore Francis
Assistant Professor of History, Huston-Tillotson University

Kelly Franklin
Assistant Professor of English, Hillsdale College

Darin Lenz
Associate Professor of History, Fresno Pacific University

Kaya Mangrum
Assistant Professor of English, Westmont College

Benjamin Montoya
Assistant Professor of History, Schreiner University

Barton Myers
Associate Professor of History, Washington and Lee University

Jeffrey O’Leary
Assistant Professor of History, Mitchell College

Marcy Sacks
Professor of History, Albion College

Evie Terrono
Professor of Art History, Randolph-Macon College

David Thomson
Assistant Professor of History, Sacred Heart University

Belinda Wheeler
Associate Professor of English, Claflin University

Corinne Wohlford
Associate Vice President for Academic Affairs and Assistant Professor of American Studies, Fontbonne University

During the 2018 Ancient Greece in the Modern College Classroom Seminar, 20 CIC faculty members from a wide range of fields visited ancient sites described by the second-century traveller Pausanias in his book, Periēgēsis Helládos (Description of Greece).

Ancient Greece in the Modern College Classroom 2018 Participants

William Bruce
Visiting Assistant Professor of Classics, Gustavus Adolphus College

Agnes Choi
Associate Professor of Religion, Pacific Lutheran University

Christy Cobb
Assistant Professor of Religion, Wingate University

Hamish Dalley
Assistant Professor of English, Daemen College

William Davis
Associate Professor of Comparative Literature, Colorado College

Charles Goldberg
Assistant Professor of History, Bethel University (MN)

Cheryl Golden
Professor of History, Newman University

Charles Gunnoc
Professor of History, Aquinas College (MI)

Kathryn Hain
Associate Professor of History, Northwest Christian University

Benjamin Haller
Associate Professor of Classics, Virginia Wesleyan University

Robert Irons
Assistant Professor of Classics, Hampden-Sydney College

Allannah Karas
Assistant Professor of Foreign Languages and Literatures, Valparaiso University

Diane Lipsett
Associate Professor of Religion and Philosophy, Salem College

Kathryn Milne
Assistant Professor of History, Wofford College

Heather Ohaneson
Assistant Professor of Philosophy and Religious Studies, George Fox University

Allison Paynter
Professor of English, Chaminade University of Honolulu

Elizabeth Robertson
Associate Professor of English, Drake University

Melanie Shepard
Associate Professor of Philosophy, Misericordia University

Daniel Wasserman-Soler
Assistant Professor of History, Alma College

Megan Zwart
Associate Professor of Philosophy, Saint Mary’s College (IN)

Teaching European Art in Context Seminar 2017 Participants

Sherman Anderson
Associate Professor of Liberal Arts, Kansas City Art Institute

Elizabeth Bailey
Professor of Art, Wesleyan College (GA)

Chris Balaschak
Associate Professor of Art, Flagler College

Adrienne Baxter Bell
Professor of Art History, Marymount Manhattan College

Brian Bockelman
Associate Professor of History, Ripon College

Barbara Bushey
Professor of Art, Hillsdale College

Lucia Carter
Associate Professor of History, Mars Hill University

Garth Claassen
Professor of Art, The College of Idaho

Nan Covert
Associate Professor of Art, Bridgewater College

Jodi Eastberg
Associate Professor of History, Alverno College

Libby Escobedo
Associate Professor of Art History, Aurora University

David Faldet
Professor of English, Luther College
### Seminars on Science Pedagogy 2019 Participating Institutions

<table>
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<tr>
<th>Institution</th>
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<tbody>
<tr>
<td>Augsburg University</td>
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<td>Concordia University Texas</td>
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<td>Holy Names University</td>
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<td>Linfield College</td>
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<td>Marymount California University</td>
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### Woodrow Wilson Visiting Fellows 2017–2018 Host Institutions

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<td>Benedictine University (IL)</td>
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<td>Rose-Hulman Institute of Technology</td>
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<td>St. Ambrose University</td>
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<td>St. Joseph's College (NY)</td>
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<td>St. Thomas University (FL)</td>
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<td>Stonehill College</td>
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<td>The College of Wooster</td>
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<td>The University of Findlay</td>
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<td>Thomas University (GA)</td>
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<td>Towson University</td>
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<td>University of Charleston (WV)</td>
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<td>University of North Georgia</td>
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<td>Wabash College</td>
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<td>Webster University</td>
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<td>York College of Pennsylvania</td>
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### NetVUE Teaching Vocational Exploration Seminar 2018 Participants

<table>
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<tr>
<th>Participant</th>
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<tbody>
<tr>
<td>Loye S. Ashton</td>
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<tr>
<td>Jamie J. Chapman</td>
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<tr>
<td>Aliya D. Davenport</td>
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<tr>
<td>Samuel J. Dreeben</td>
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<tr>
<td>Norris T. Feeney</td>
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<tr>
<td>Laura Foote</td>
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<tr>
<td>Stephanie J. B. Fretham</td>
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<tr>
<td>Kimberly A. Garza</td>
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<td>Teresa Grettano</td>
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<tr>
<td>Anita M. Houck</td>
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<tr>
<td>Marleen McCormick</td>
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<tr>
<td>Younus Y. Mirza</td>
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<tr>
<td>John A. Peterson</td>
</tr>
<tr>
<td>Associated Professor of Religious Studies and Director, Center for International Studies and Global Change, Tougaloo College</td>
</tr>
<tr>
<td>Assistant Professor of Sociology and Criminal Justice Studies, Westminster College (PA)</td>
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<tr>
<td>Assistant Professor of Biology, Reinhardt University</td>
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<tr>
<td>Assistant Professor of Psychology, Schreiner University</td>
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<tr>
<td>Assistant Professor of Politics, Catawba College</td>
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<tr>
<td>Assistant Professor of Management Studies and Prior Learning Assessment Coordinator, Malone University</td>
</tr>
<tr>
<td>Assistant Professor of Biology and Neuroscience, Luther College</td>
</tr>
<tr>
<td>Associate Professor of Graphic Design, St. Edward's University</td>
</tr>
<tr>
<td>Assistant Professor of English and Director, First-year Writing, University of Scranton</td>
</tr>
<tr>
<td>Associate Professor of Religious Studies, Saint Mary's College (IN)</td>
</tr>
<tr>
<td>Assistant Professor of International Business and Management, Butler University</td>
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<tr>
<td>Assistant Professor of Islam, Allegheny College</td>
</tr>
<tr>
<td>Assistant Professor of Social Work, Eastern Mennonite University</td>
</tr>
<tr>
<td>Assistant Professor of English, Pepperdine University</td>
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</tbody>
</table>
C. Nani Skaggs  
Associate Professor of Psychology,  
Northwest Christian University

Jason Stevens  
Associate Professor of English,  
Cornerstone University

Briana Van Scoy  
Assistant Professor of Psychology,  
Erskine College

Yolanda Vega  
Assistant Professor of Education,  
Hope College

Lindsey M. Ward  
Assistant Professor of Worldview Studies and Director of the First Year Experience,  
University of Dubuque

Vincent Wargo  
Assistant Professor of Philosophy and Director of General Education,  
University of Saint Francis (IN)

NetVUE Scholarly Resources Project Seminar Three Participants

Florence D. Amamoto  
Associate Professor and Sponberg Chair in Ethics in English and Associate Professor in Japanese Studies and Gender, Women, and Sexuality Studies,  
Gustavus Adolphus College

Rahuldeep Singh Gill  
Campus Interfaith Strategist and Associate Professor of Global Religions, California Lutheran University

Katherine (Trina) Janiec Jones  
Associate Professor of Religion and Associate Provost for Curriculum and Co-Curriculum, Wofford College

Rachel S. Mikva  
Associate Professor of Jewish Studies, and Director, Center for Jewish, Christian, and Islamic Studies, Chicago Theological Seminary

Younus Y. Mirza  
Assistant Professor of Islam, Allegheny College

Anantanand Rambachan  
Professor of Religion, Philosophy, and Asian Studies, St. Olaf College

Tracy W. Sadd  
Chaplain and Executive Director for Purposeful Life Work and Ethical Leadership, Elizabethtown College

Matthew R. Sayers  
Assistant Professor of Religion and Philosophy, Lebanon Valley College

Noah Silverman  
Senior Director of Faculty Initiatives, Interfaith Youth Core

Homayra Ziad  
Scholar of Islam, Institute for Islamic, Christian, and Jewish Studies

Vocation across the Academy Grants 2018 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  
University of Dayton

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Allegheny College  
Alma College  
Alverno College  
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Baker University  
Baldwin Wallace University  
Bard College at Simon’s Rock  
Bay Path University  
Baylor University  
Bellarmine University  
Biola University  
Birmingham-Southern College  
Bluffton University

Bucknell University  
Buena Vista University  
Butler University  
Cabrini University  
Caldwell University  
Capital University  
Carroll College (MT)  
Central College  
Centre College  
Charleston Southern University  
Clarke University  
Coker College  
College of the Atlantic  
Colorado College  
Columbia College (SC)  
Connecticut College  
Cornell College

Cottey College  
Culver-Stockton College  
Dallas Baptist University  
Denison University  
DePauw University  
Doane University  
Dominican University of California  
Drake University  
Drew University  
Duquesne University  
Earlham College  
Eastern University  
Emory & Henry College  
Erskine College  
Ferrum College  
Flagler College  
Franklin Pierce University
Furman University
Gannon University
George Fox University
Gettysburg College
Gonzaga University
Goodwin College
Goshen College
Goucher College
Graceland University
Grinnell College
Gustavus Adolphus College
Gwynedd Mercy University
Hampden-Sydney College
Hamphire College
Hanover College
Hastings College
Haverford College
Heidelberg University
Hiram College
Hollins University
Holy Family University
Hope College
Huntingdon College
Illinois College
John Carroll University
Juniata College
Kansas City Art Institute
Kenyon College
Knox College
Lafayette College
LaGrange College
Lake Forest College
Landmark College
Lewis & Clark College
Luther College
Lynn University
Manhattanville College
Marian University (IN)
Marymount Manhattan College
Marywood University
McDaniel College
McKendree University
MidAmerica Nazarene University
Middlebury College
Midland University
Misericordia University
Molloy College
Moravian College
Morningside College
Mount Aloysius College
Mount Ida College
Mount Saint Mary College
Mount St. Mary’s University (MD)
Muhlenberg College
Nebraska Wesleyan University
Neumann University
North Central College
Northwest Nazarene University
Northwestern College (IA)
Notre Dame de Namur University
Oberlin College
Ohio Dominican University
Ohio Northern University
Ohio Wesleyan University
Otterbein University
Pacific Union College
Pacific Lutheran College
Presbyterian College
Prescott College
Randolph-Macon College
Regis University
Ripon College
Rivier University
Robert Morris University (PA)
Roger Williams University
Rollins College
Saint John’s University
Saint Mary’s College (IN)
Saint Mary’s College of California
Saint Michael’s College
Seattle Pacific University
Sewanee: The University of the South
Shenandoah University
Simmons University
Simpson College
Southern Vermont College
Southern Virginia University
Southwestern University (TX)
St. Bonaventure University
St. Lawrance University
St. Louis College of Pharmacy
St. Olaf College
Stevenson University
Stonehill College
Swarthmore College
Sweet Briar College
Taylor University
Texas Christian University
The Sage Colleges
Tiffin University
Transylvania University
Trinity College (CT)
Trinity University
Trociaire College
Union College (NE)
University of Dallas
University of Denver
University of Evansville
University of La Verne
University of Mount Union
University of Puget Sound
University of Redlands
University of Scranton
University of the Sciences
Wabash College
Wagner College
Walsh University
Warner Pacific University
Warren Wilson College
Wartburg College
Washington & Jefferson College
Wesley College
Western New England University
Westmont College
Wheaton College (MA)
Wheeling Jesuit University
Whittier College
Whitworth University
Widener University
Willamette University
Wilmington College
Wilson College
Wittenberg University
Connecting Campuses

CIC connects campus leaders in various ways, including listservs, online communities, and task forces. There also are several ways to reach CIC.

COUNCIL OF INDEPENDENT COLLEGES

One Dupont Circle, NW, Suite 320
Washington, DC 20036-1142

PHONE: (202) 466-7230  TWITTER: @CICnotes
EMAIL: cic@cic.nche.edu  LINKEDIN: www.linkedin.com/company/council-of-independent-colleges/

WEBSITE

CIC’s website—www.cic.edu—is a rich resource of information that draws substantial traffic each year. Visit the site for news about CIC conferences and programs, to view data and resources on the effectiveness of independent higher education, to download CIC publications, and for links to member institutions and other sites on higher education.

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Point Loma Nazarene University, CA ............ COVER
Earlham College, IN ................................. COVER
Concordia University, St. Paul, MN ............... COVER
Spring Hill College, AL ............................... BACK COVER
Calvin College, MI ................................. BACK COVER
Delaware Valley University, PA ................. BACK COVER
Hampden-Sydney College, VA ..................... BACK COVER