The Council of Independent Colleges (CIC) is an association of 768 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 also 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.
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MESSAGE FROM THE CHAIR

CIC member colleges and universities have a track record of pioneering new educational ideas and practices that are often emulated by larger, less nimble universities. When these ideas are shared with CIC colleagues, the spread of institutional innovation is all the more rapid because smaller colleges can quickly incorporate proven innovations developed on similar campuses.

CIC, for its part, both develops new initiatives and shares ideas that originate with one member to help all members improve students’ performance and success, contribute to the professional development of faculty and staff members, and promote the benefits of a private college education. The past year offers many examples of CIC’s leadership, as this report shows.

Here is one example. Although it is well documented that CIC member institutions achieve high graduation rates, encourage robust student engagement, and have a track record of seeing graduates secure well-paying jobs, that narrative is often absent from the national debate about higher education. CIC’s new series of workshops, Talking about Private Colleges: Busting the Myths, will equip participating colleagues with compelling data and communications strategies to emphasize the proven benefits of a private college education in their daily and informal interactions with community opinion leaders.

Another example is the myth that smaller private colleges aren’t good places to study the sciences or prepare for STEM careers. A new study prepared for CIC by NORC, the premier research group at the University of Chicago, showed that students in STEM fields had a greater chance of successfully completing their majors at smaller private colleges than at public institutions. This was especially true for women: The study showed that almost eight out of ten women who obtained bachelor’s degrees in STEM majors from private nondoctoral colleges graduated within four years. That exceeded women’s four-year graduation rates in STEM at all other types of institutions.

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

Sincerely,

MaryAnn Baenninger
President, Drew University
Chair, CIC Board of Directors
The 2018–2019 year has been an important period of transition in CIC program offerings. Continually developing new programs and services, CIC helps keep member institutions at the forefront of educational effectiveness. CIC’s programs and services focus on emerging issues and help campus leaders adapt to changing circumstances. This was a year in which several dynamic new programs were launched:

- **Humanities Research for the Public Good** connects CIC institutions more deeply with their communities by mobilizing a college’s library and archival collections, encouraging students’ original research based in institutional collections, and making this valuable material more accessible and useful to the general public by collaborating with local cultural organizations to create public humanities projects;

- **Online Course Sharing Consortium (CIC-OCSC)** allows a participating institution to supplement its own curriculum by sharing faculty-approved online courses from other CIC-OCSC campuses. CIC-OCSC honors the principle that most of a student’s education ought to take place in live interaction with faculty members, yet allows for those special circumstances when, in order to make academic progress, students need courses that are not available on their home campuses. And it ensures that online courses will be available from a consortial partner that shares the same pedagogical values by relying on a trusted network of colleges and universities;

- **Seminars on Science Pedagogy** help faculty members advance teaching effectiveness and student learning in biology, chemistry, and physics courses through the novel methods developed by Stanford Nobel-laureate Carl Weiman, who is helping to lead these seminars;

- **New Currents in Teaching Philosophy** institutes strengthen the teaching of philosophy at smaller liberal arts colleges and combat the erosion of student enrollment and the reduction of faculty positions in this fundamental area of the undergraduate curriculum; and

- **Independent Pathways: Community College Transfer in the Liberal Arts** creates pathways in partnership with North Carolina Independent Colleges and Universities that encourage community college students to pursue degrees in liberal arts disciplines at independent colleges and universities. This project is piloting pathways that lead, at the four-year college level, to majors in sociology and psychology, thereby addressing a persistent problem in planning transfer programs.

During the past year, many longstanding programs have also come to the end of long and successful tenures, having benefited hundreds of faculty members and other campus colleagues and having achieved the goals of the grants that supported them. These programs have added immeasurably to the professional development and achievement of faculty members, and they have piloted new activities on many campuses that are likely to be sustained for a long time. Among the projects and programs that have drawn to a close this year:

- **The Diversity, Civility, and the Liberal Arts Institutes** helped institutional teams address students’ need for deeper understanding of diversity and gain greater ability to discuss difficult issues through intellectual and scholarly engagement;

- **The Ancient Greece in the Modern College Classroom Seminars** encouraged the teaching of major classical texts in general education, especially on campuses with small classics programs where, we now believe, these essential works will remain active in general education programs; and

- **Intergenerational Connections: Students Serving Older Adults** created a network of institutions that developed the mutual educational and public benefits of students interacting with older members of their communities, a growing and important dimension of American education.

The report that follows provides more information about these and many additional programs, and I hope you find reading about them of value.

It is a privilege for my staff colleagues and me to focus our professional lives on strengthening independent higher education, working in close collaboration with a dedicated Board of Directors and CIC’s committed and enthusiastic members.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges
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.
PROGRAMS FOR PRESIDENTS

Presidents Institute

CIC’s premier event is the largest annual gathering of college and university presidents in the United States. Exploring the theme “Leading Strategic Change,” CIC’s 2019 Presidents Institute took place January 4–7, in Scottsdale, Arizona. The Institute featured plenary sessions by distinguished speakers, concurrent sessions on practical issues, and topical workshops—all designed to help presidents of independent colleges and universities formulate strategies and implement solutions to higher education challenges. The Institute also provided participants with ample opportunities to network with both colleagues who lead similar institutions and industry-leading experts. With 346 presidents, 178 spouses and partners, and a total of 842 participating in all, 2019 marked one of the largest Presidents Institutes ever. Participants included CIC International Members from Canada, Greece, Kuwait, and Morocco. And for the fifth consecutive year, CIC welcomed a delegation of private university rectors and higher education leaders from Mexico.

In his keynote address “Higher Education Today and Tomorrow: Lessons from New Research,” Harvard University professor Howard Gardner shared for the first time publicly early findings from a large-scale national study on the future of higher education. Noted author and New York University social psychologist Jonathan Haidt explored ways colleges and universities can help students discuss controversial issues without impeding free speech and civility in the session “Equipping a New Generation for Inclusion, Civility, and Understanding.” Esther D. Brimmer, executive director and CEO of NAFSA, discussed the future of internationalization in independent higher education in the session “Strategic Leadership for Internationalization.” In the closing plenary session, moderated by Augustana College President Steven C. Bahls, a panel of presidents—Roger N. Casey of McDaniel College, Helen Drinan of Simmons University, and Billy C. Hawkins of Talladega College—discussed their efforts to lead strategic change.

2019 Presidents Institute Plenary Session

“PRESIDENTIAL LEADERSHIP FOR STRATEGIC CHANGE”

Efforts to lead strategic change on U.S. campuses—all of which are facing sweeping fluctuations in demographics, enrollment patterns, cost structures, and public perception of the value of a college education—are extremely challenging. Presidential vision and the ability to motivate and coalesce campus constituents are crucial. The closing plenary of the 2019 Presidents Institute featured a panel of presidents who have repositioned their institutions for growth and financial stability. Presidents Roger N. Casey of McDaniel College, Helen G. Drinan of Simmons University, Billy C. Hawkins of Talladega College, with moderator Steven C. Bahls of Augustana College, shared their stories of success.

Bahls opened the session by citing the book How the Mighty Fall by Jim Collins, which concludes that organizations often fail because of trying to implement too much change too quickly—and that the change often is not strategic or connected to mission. Bahls asked the panelists, “So, how do we push our institutions for strategic change, without our institutions collapsing upon themselves?”

The key elements of launching strategic change, Drinan said, required the president to commit to an open process; establish small teams that were empowered to make decisions; appoint a strong leader and a committed team to oversee the implementation; and agree upon tactics, reporting strategies, and timeframes. From there, Drinan said, it was critical “to constantly speak language from the plan” to ensure that people understood the strategy, the plan, and its implementation.

Casey formed a critical strategic thinking group, created a single set of 20 comparison institutions, and focused on the financial plan of the college. “We wrote a new mission statement and created a strategic plan that boiled down to ‘students first, think great.’ That became the mantra that guided all decisions.” They also focused on developing the quality of the student experience by launching the Million Dollar Walk Project to improve visible deferred maintenance as well as two programs: First Stop for first-year students and the Center for Experience and Opportunity.

Hawkins said that with full support of the board, he made major staffing changes, partnered with the city of Talladega to clean up the campus, and reintroduced the brand of “Academic Excellence” that Talladega was founded on 151 years ago. Given this brand, Hawkins decided “if we could put our athletic teams in uniform, we could put our academic scholars in uniform as well.” The college’s Presidential Scholars initiative was thus born. For the video of the plenary session, visit www.cic.edu/2019PresidentsInstituteResources.
Presidential Spouses and Partners Program

CIC also provides special programming for spouses and partners of presidents during the Presidents Institute. Spouses of 183 college and university presidents participated in the 2019 Presidents Institute Spouses and Partners Program. The program opened with a presentation on “The Loneliness Cycle: A Campus-Wide Challenge,” led by Nathaan Demers, a clinical psychologist and director of clinical programs at Grit Digital Health, and Chris McCarthy, vice president for strategy and design at Hopelab and executive director and founder of the Innovation Learning Network. The presenters shared research on the nature of the challenge and offered an innovation roadmap for potential solutions co-designed with students.

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 2019, 39 new presidents and 25 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 seventh 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 from a wide array of CIC member colleges and universities participated in the sixth Academy, which took place in Scottsdale, Arizona, January 3–4, just prior to the 2019 Presidents Institute. Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and president emeritus of Allegheny College, led the program. The Presidents Governance Academy is made possible through the generous support of the Henry Luce Foundation.
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. During CIC’s 29th Conversation between Foundation Officers and College and University Presidents, more than 100 college and university presidents, foundation representatives, and State Council executives explored “Philanthropy in a Changing Context: Foundations and Independent Higher Education.” Held at TIAA Headquarters in New York City on October 15, 2018, the conference included presentations by officers of the Andrew W. Mellon Foundation, the TIAA Institute, the Teagle Foundation, Howard Hughes Medical Institute, the U.S.-Mexico Foundation, the Henry Luce Foundation, and Strada Education Network before gathering in small discussion groups over lunch.

PROGRAMS FOR CHIEF ACADEMIC OFFICERS

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 8) and the Executive Leadership Academy (see page 9).

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. With a focus on “Academics, Allocations, and Analytics: Collaborating for a Sustainable Future,” CIC’s 2018 Institute for Chief Academic Officers, with Chief Financial and Chief Enrollment Management Officers, provided these senior leaders a framework for action on pressing issues and for candid sharing of both successes and challenges. The Institute took place in St. Louis, Missouri, November 3–6, and was held in cooperation with the National Association of College and University Business Officers (NACUBO) and the American Association of Collegiate Registrars and Admissions Officers (AACRAO). The event attracted 384 chief academic, chief financial, and chief enrollment officers, and a grand total of 589 people. Participants traveled from as far as Greece and from all across the continental United States, Hawaii, and Puerto Rico.

The program featured leading authorities on key aspects of the work of all three senior campus officers. Keynote speaker Roger W. Ferguson, Jr., president and chief executive officer of TIAA, discussed the impact of current economic trends and developments on independent, nonprofit colleges and universities. Plenary speaker Marcia Chatelain, Provost’s Distinguished Associate Professor of History and African American Studies at Georgetown University, explored the power and value of including diverse voices in all aspects of campus life. Nathan D. Grawe, Ada M. Harrison Distinguished Teaching Professor of the Social Sciences at Carleton College, shared the findings of his recent book, *Demographics and the Demand for Higher Education*, and their student recruitment and retention implications for small to mid-sized independent institutions. And Meg Jay, associate professor of education at the University of Virginia and author of *Supernormal: The Untold Story of Adversity and Resilience*, explored the inner life of resilient youth and suggested ways for colleges to support students who have experienced one or more types of childhood adversity.

Plenary speaker Nathan D. Grawe outlined strategies that could help college administrators navigate enrollment challenges and maximize student enrollment in the future.

During the Workshop for CAOs in Their Third or Fourth Year of Service, Marc Roy, provost of Albion College, guided the session “Reflecting on the Moment.”
2018 Institute for Chief Academic Officers Plenary Address

“THE POWER OF DIVERSE VOICES”

In her plenary speech, “The Power of Diverse Voices,” Marcia Chatelain, Provost’s Distinguished Associate Professor of History and African American Studies at Georgetown University, discussed the value of including diverse voices in all aspects of campus life, exploring intentional strategies to increase diversity and ensure that diverse voices are heard in classrooms, work environments, and all across campus. She compared student responses to the tumultuous events that shaped the civil rights movement in 1968 to student unrest today, highlighted 50 years of higher education approaches to diversity and inclusion, and provided insights into what should remain and what should change. Chatelain is the author of *South Side Girls: Growing Up in the Great Migration* (2015); she organized scholars in a social media response to the crisis in Ferguson, Missouri, in 2014; and she hosts *Office Hours: A Podcast*, in which she talks with millennials about what is most important to them.

Chatelain focused on specific student groups as well as campus employees and whether college leaders are truly listening to them to learn what they need to succeed. She asked such questions as: What are we doing for our first-generation and low-income students? Where do we hear the voices of student veterans? How are we rethinking the climate around gender on our campuses? And how do student-athlete voices heard?

She turned to campus efforts to recruit first-generation and low-income students and remarked that while campuses may be developing services for the population, “we really need a conversation about the ways higher education is not and was not designed for poor and low-income students. We should have an honest conversation about what is needed to succeed....” Chatelain elaborated, “For those of us who work at institutions that cost a lot of money, for those who work at institutions where many generations of wealthy families have sent their kids, it’s very easy to believe that the past is the present. But [if I’m teaching] in a classroom where 90 percent of students can spend $45 on an unannounced school field trip and 10 percent cannot, I have created an educational dilemma for the 10 percent.... And it’s this place where all hands should be on deck.” For the podcast of Chatelain’s address, visit www.cic.edu/2018CAOIresources

OTHER PROGRAMS FOR CAMPUS LEADERS

Presidential Vocation and Institutional Mission Program

This yearlong program of readings, consultations, and seminars helps prospective presidents, together with their spouses or partners, 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 for prospective presidents from 2019 to 2022. From 2005 to 2019, 181 senior administrators, many with their spouses or partners, have completed the program for prospective presidents. Of these, 63 participants—or 35 percent—have been appointed as presidents. (For the list of those who have been named to presidencies, see page 57.) The 2018–2019 cohort of 20 prospective presidents and 18 accompanying spouses participated in a summer seminar in Woodstock, Vermont, July 8–11, 2018, and a winter seminar in Atlanta, Georgia, February 25–26, 2019. (For the participants list, see page 57.) For the second year, 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 2019–2020 seminar in October 2018 and selected 20 prospective president participants, most with spouses or partners, in March 2019. Members of the 2019–2020 cohort began their program in July. The program is directed by Frederik Ohles, CIC senior advisor and president emeritus of Nebraska Wesleyan University. Experienced presidents and presidential spouses serve as program facilitators.
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.

Eighteen administrators from CIC member institutions participated in the 2018–2019 ELA, which began with a seminar in Washington, DC, June 25–27, 2018, and concluded with a seminar on June 17–19, 2019, also in Washington. (For the participants list, see page 59.) CIC selected 17 participants for the 2019–2020 ELA cohort in February 2019, and the opening seminar took place July 15–17, 2019, in Washington, DC.

Since 2009, 85 of the participants in the nine cohorts that have completed the Executive Leadership Academy have been appointed as presidents or chancellors, and many more 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 2018–2019 SLA, which opened with a seminar November 2–4, 2018, in St. Louis, Missouri, just prior to CIC’s Institute for Chief Academic Officers. The cohort’s closing seminar took place June 20–22, 2019, in Washington, DC. (For the participants list, see page 61.) CIC selected the 2019–2020 SLA cohort—39 participants—in February 2019. The opening seminar took place in Baltimore, Maryland, November 1–3, 2019.

Since 2010, nine cohorts have completed the Senior Leadership Academy. To date, nearly one-third (31.8 percent) of all participants have experienced career advancement. The SLA is generously supported by AALI and Academic Search.
Workshops for Department and Division Chairs

The 18th annual series of professional development workshops for new and experienced department and division chairs took place in four cities across the country in spring 2019. Led by experienced chief academic officers, department chairs, and attorneys specializing in higher education, the 2019 Workshops for Department and Division Chairs focused on “Leading Departments and Divisions in a Time of Change.” For the second year, the program included separate sections—one for new 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, building a collegial department, and becoming a campus leader. More than 350 department and division chairs, deans, and provosts from 145 institutions in 34 states participated in the 2019 meetings, which took place in Virginia Beach, Virginia, April 11–13; Milwaukee, Wisconsin, May 7–9; Columbus, Ohio, May 21–23; and Anaheim, California, June 3–5.

PROGRAMS FOR NetVUE MEMBERS

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 2019, the network included a total of 256 colleges and universities and six organizational members.
NetVUE Conference

CIC hosted the 2019 NetVUE Conference March 21–23, in Louisville, Kentucky. Under the theme “Broadening the Scope of Vocational Exploration,” the fifth biennial conference focused on the importance of an expanded understanding of vocation and calling across all aspects of undergraduate education. Nearly 700 participants representing teams from 196 colleges and universities took part, making this by far the largest NetVUE Conference yet. Campuses were represented by three- to five-person teams of presidents, chief academic officers, chief student affairs officers, faculty members, religious life staff, and directors of vocation initiatives, career centers, and student success programs.

Generously supported by Lilly Endowment Inc., the 2019 NetVUE Conference featured an array of distinguished presenters. The keynote address was offered by Rebecca S. Chopp, chancellor of the University of Denver and president emerita of Swarthmore College and Colgate University. She described how, in a world of accelerating change, higher education needs to help students develop lives of meaning, purpose, and commitment. A panel of religion scholars, including Katherine (Trina) Janiec Jones of Wofford College, Rachel S. Mikva of Chicago Theological Seminary, and Anantanand Rambachan of St. Olaf College, engaged in a conversation about how a broadened understanding of vocational exploration can address the religiously diverse context of undergraduate education today. The panel was moderated by Zeenar Rahman, director of the Inclusive America Project at the Aspen Institute. Robert M. Franklin, Jr., James T. and Berta R. Laney Professor of Moral Leadership at Emory University and president emeritus of Morehouse College, closed the conference with an inspiring address that offered a vision for moral leadership as a vocation, emphasizing the importance of campus leaders acting with courage, integrity, and imagination as they strive to serve the common good.

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 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 was held in St. Louis, Missouri, April 29–May 1. With record participation by State Council staff members, the conference featured presentations by foundation and corporate executives and nationally recognized experts as well as opportunities to network and learn from colleagues. The 2019 CIC State Councils Annual Conference, “Bridging the Future,” took place in Pittsburgh, Pennsylvania, September 10–12.

In addition to the State Councils Annual Conference, CIC 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 2018–2019 enhanced faculty member use of teaching practices that promote retention, degree completion, deep learning, and career readiness; evaluated the effectiveness of online instruction; improved teaching, learning, and research in classics, American history, art history, sciences, and interfaith understanding; 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: 2019 Diversity, Civility, and the Liberal Arts Institute presenter Julie Park (left), associate professor of higher education at the University of Maryland, discussed campus diversity and equity issues with Institute participants.
CIC announced the new Online Course Sharing Consortium in November 2018. This member service is offered through an arrangement with Acadeum, a technology company with an online platform where independent colleges can share courses and easily transfer credits and financial aid as well as arrange for tuition payments. The initiative aims to help students stay on track or get ahead and complete their degrees through the occasional use of online courses offered by other CIC Institutional Member consortium participants that are closely aligned in academic standards, avoiding the burden of transferring courses from outside institutions and utilizing capacity at CIC institutions. Moreover, it allows institutions to pre-approve transcript credits at the home institution as well as to transfer financial aid, thereby preventing revenue losses that occur when students seek credits at community colleges or other institutions. By August 2019, the Consortium had already attracted more than 100 participating colleges. (For the list of Consortium member institutions, see page 62.)

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. In the Consortium, faculty members of each institution 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. Faculty members also are able to exchange ideas and showcase successes through an online community. CIC announced the new program in January 2018, received 68 applications by the April 2019 deadline, and selected 26 institutions (two institutions partnered) to participate in the Consortium. Nine institutions enrolled additional faculty members beyond their allotted number at their own expense. A total of 558 CIC faculty members engaged in the program during the 2018–2019 academic year, and 450 participants received certificates after completing the course. (For the list of participating institutions, see page 63.) Participating institutions submitted data in June 2019 as part of the ongoing evaluation process; data collection for the Consortium will continue through 2020.

Consortium for Online Humanities Instruction

Between 2014 and 2018, 42 CIC member institutions participated in two cohorts of the Consortium for Online Humanities Instruction. Each institution developed, revised, and then shared a pair of online courses in the humanities with students from other institutions in the cohort. The key goals of the project were to explore how online instruction can improve student learning outcomes in upper-division humanities courses; determine how smaller, independent liberal arts institutions can make more effective use of instructional resources through online humanities instruction and institutional collaboration; and provide an opportunity for CIC member institutions to build capacity for online humanities instruction and share their successes with other like-minded 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, advised participating institutional teams and evaluated the effectiveness of the project.

The core activities of the Consortium, funded by two major grants from the Andrew W. Mellon Foundation totaling over $2.2 million, drew to a close with a final national workshop for participating institutions, held in Washington, DC, 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. CIC published a final report on the initiative, prepared by Ithaka S+R and CIC staff, in July 2019 (see Box, page 14).

Responding to the participants’ desire to continue working together on the initiative, CIC developed a supplemental grant opportunity to facilitate continuing collaborations, supported by remaining funds from the Andrew W. Mellon Foundation.
Foundation award. Five proposals for smaller consortia, engaging 13 institutions from both of the original Consortia, were funded in January 2019 with awards totaling $131,000. The grant recipients include Lesley University and Lasell University; Clarke University on behalf of the Iowa Catholic Collegiate Association; Claffin University and Wesleyan College (GA); Carlow University, Saint Vincent College, and Ursuline College; and Bloomfield College, Concordia College (MN), Elizabethtown College, Hiram College, and Moravian College. The projects will be completed by the end of the 2019–2020 academic year, and the outcomes will be shared in a supplemental report. Finally, as another way to share the lessons of this project, CIC developed a small peer-to-peer consulting program for 2019–2020 that will facilitate visits to CIC member institutions that are exploring or expanding online instruction in the humanities. Experienced faculty members and administrators from the two Consortia will serve as consultants.

Consortium on Digital Resources for Teaching and Research

CIC received a grant from the Andrew W. Mellon Foundation in 2014 to provide CIC members access to the JSTOR Forum (previously named Shared Shelf) application and service—a means to organize, preserve, and share unique collections of digital artifacts. CIC then partnered with Artstor, which had developed the Shared Shelf platform and later merged with ITHAKA, to create the Consortium on Digital Resources for Teaching and Research. The program provided participating CIC member institutions access to JSTOR Forum to store and manage media in support of teaching, learning, and student and faculty research. It also provided the opportunity to participate in a users’ consortium. Directed by Susan Barnes Whyte, library and media services director at Linfield College, the project 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, with the final workshop taking place in 2017. Throughout the years, the teams also uploaded content to the JSTOR Forum platform and used materials in the classroom.

In spring 2018, CIC and the Andrew W. Mellon Foundation agreed to extend the project for another year using remaining grant funds. During the extension period, the grant covered most of the cost of Consortium members’ JSTOR Forum licensing fees. In November 2018, CIC awarded 17 Consortium Development Grants to Consortium member institutions with projects that were likely to expand in the future. (For the list of grant recipients, see page 63.) In late 2019, CIC senior advisors Susan Barnes Whyte and Barbara Hetrick will complete a final report detailing CIC and member institutions’ lessons learned from the project.

New Report Highlights Lessons of Online Humanities Consortium

A 2019 report, Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges, draws upon the experience of 42 independent colleges and universities whose faculty members, administrators, and registrars collaborated to develop and share online courses in the humanities between 2014 and 2018. Highlighting the difficulties they encountered (and mostly overcame) and the lessons they learned through the process, the report is designed for institutional leaders, academic administrators, and faculty members at independent colleges that offer, or plan to offer, online courses for undergraduates in the humanities and other liberal arts disciplines.

Teaching the Humanities Online combines detailed evaluation data with practical recommendations derived from the four-year project, which was generously supported by the Andrew W. Mellon Foundation. The topics include student learning outcomes, with a comparison of traditional and online humanities courses; student and faculty perceptions of online instruction; ways to help students and faculty members succeed in the online environment; the administrative costs and capacities needed to support effective online instruction; and the sustainability of collaborative consortia.

The report was co-authored by Barbara Hetrick, CIC senior advisor, and Deanna Marcum, former managing director of Ithaka S+R, who served as primary evaluator of CIC’s Consortium for Online Humanities Instruction initiative. For the full report, visit www.cic.edu/OnlineHumReport.
Humanities Research for the Public Good

CIC’s new Humanities Research for the Public Good program will bring scholarship in the humanities into communities through student-led public programs that draw upon institutional library or archival collections. In December 2017, CIC received a $1,290,000 grant from the Andrew W. Mellon Foundation to be used over approximately three years to help institutions make greater use of materials in their special collections libraries, archives, or museums for both undergraduate research and community engagement. Two cohorts of 25 institutions will participate in the program over two consecutive academic years.

CIC announced the program and solicited applications for the 2019–2020 cohort in September 2018. After receiving about four proposals for every available slot, CIC selected 25 institutions through a highly competitive application process in February 2019. (For the list of participating institutions, see page 63.) The selected teams received $10,000 grants to implement their projects. Each institutional team—consisting of a faculty member, a collections professional (such as a campus librarian or archivist), and a senior administrator—will collaborate with a local community organization on a project designed to showcase a significant collection of primary source materials held by the institution and address a topic of public concern. Student researchers will draw upon the collections to design public programs that highlight the relevance of the collections to local community interests and concerns. The public projects will take many forms, including exhibitions and public discussions, documentary films, websites, and podcasts. The inaugural Humanities Research for the Public Good workshop took place in Washington, DC, June 26–28, 2019. The first closing workshop will be held in Baltimore, Maryland, in April 2020, and will include the student researchers. The project is directed by Anne M. Valk, associate director for public humanities and lecturer in history at Williams College, who brings to the initiative extensive experience in oral history and public history.

Intergenerational Connections: Students Serving Older Adults

This initiative, launched in 2016, has empowered college students to help low-income older adults (ages 50 and older) tackle key life challenges and by doing so acquire valuable co-curricular and service learning experiences. Developed with the support of the AARP Foundation, the initiative provided CIC member colleges and universities with grants to create or expand campus-based projects that engaged students in addressing four needs of older adults in their campuses’ communities: healthy diets, safe and affordable housing, income-generation, and reduced social isolation.

During the 2017–2018 academic year, a cohort of 20 CIC institutions participated in the initiative. During 2018–2019, a cohort of 14 renewal grant recipients and 22 new grantees participated. (For the list of participating institutions in 2018–2019, see page 64.) Students implemented a diverse range of projects, with some conducting home safety checks, working with older adults in community gardens that provide those same older adults and others with fresh fruits and vegetables, and teaching older adults how to stay connected with family members and friends using smart phones, email, and social media sites. Student teams 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. A national conference of teams from 38 participating institutions in the first and second cohorts of the project took place July 29–31, 2019, in Washington, DC. The conference focused on sharing best practices for student engagement and developing intergenerational connections as well as discussions about project sustainability. CIC staff is preparing a report on best practices for creating and sustaining intergenerational projects in campus communities.
**Diversity, Civility, and the Liberal Arts Institute**

CIC developed the Diversity, Civility, and the Liberal Arts Institute 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—that is, 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 came 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 colleges transform protests into teachable moments; explore effective approaches to inclusive pedagogy; 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, directed the Institutes.

CIC selected 25 institutional teams in January 2018 for the first Institute, which took place in Atlanta, Georgia, June 3–6, 2018. CIC issued a call for applications to participate in the second Institute in September 2018; 39 applications were received by the November 14 deadline and 25 institutions were selected to participate. The second and final Diversity, Civility, and the Liberal Arts Institute took place in Atlanta, Georgia, June 2–5, 2019 (see Box). (For the list of participating institutions, see page 64.)

**CIC Institute Highlights Pedagogy of Diversity, Inclusion**

Teams composed of faculty members and administrators from CIC member institutions gathered in Atlanta, Georgia, June 2–5, 2019, for the second and final Diversity, Civility, and the Liberal Arts Institute. The Institute was designed to address the increasing diversity on college campuses, challenges to free speech, and students’ concerns about social and political change with the most powerful resource available to independent colleges and universities—teaching and learning in the liberal arts. The Institute was generously supported by the Andrew W. Mellon Foundation.

Several presenters linked demographic change and new approaches to inclusion on campus. Julie J. Park, associate professor of higher education at the University of Maryland, demonstrated that while most campuses rightly claim to be more diverse now than at any previous time, diversity in higher education as a whole lags behind the rapidly changing demographics of American society. Park suggested that, in this cultural climate, it is important to add the concept of anti-racism to diversity and civility to assure that colleges are truly inclusive.

Eboo Patel, the founder of Interfaith Youth Core and co-director of CIC’s Teaching Interfaith Understanding seminars, emphasized that in a time of demographic change, effective democracy requires the ability to negotiate religious difference. “There are religious dimensions to American diversity and diversity dimensions to American religion,” he said, while noting that many American colleges and universities, including several represented at the Institute, were founded by distinct religious communities and now welcome students from a wide range of faith traditions. He encouraged participants to claim their own institutional identities and histories with pride while “building bridges to those who claim other identities and histories.”

The 2019 Institute included presentations by several other eminent scholars and researchers, including K. Anthony Appiah, professor of philosophy and law at New York University; David W. Blight, Class of 1954 Professor of American History at Yale University; Moon Charania, assistant professor of international studies, Spelman College; Geoffrey Cohen, James G. March Professor of Organizational Studies in Education and Business, Stanford University; Vivia A. Fowler, President, Wesleyan College (GA); Kristie A. Ford, professor of sociology, Skidmore College; Beverly Guy-Sheftall, Anna Julia Cooper Professor of Women’s Studies, Spelman College; Julian M. Hayter, Associate Professor of Leadership Studies, University of Richmond; Frederick M. Lawrence, secretary and CEO, Phi Beta Kappa Society; Jeffrey Makala, University Archivist, Furman University; Roosevelt Montás, lecturer in American studies and former director of the Center for the Core Curriculum, Columbia University; Institute Director Beverly Daniel Tatum, president emerita of Spelman College and a nationally recognized authority on race in America; and Eileen B. Wilson-Oyelaran, president emerita of Kalamazoo College.
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 16–20, 2019, seminar held at DePaul University in Chicago, Illinois. 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.)

Twenty-five CIC faculty members in various fields participated in the 2019 Teaching Interfaith Understanding seminar, which was led by (front, left) Laurie Patton, president of Middlebury College and a distinguished scholar of South Asian religions, and Eboo Patel, founder and president of Interfaith Youth Core.

Thanks to a generous grant from the Lilly Endowment Inc. in 2018, CIC and IFYC are developing a new series of Teaching Interfaith Understanding seminars. The first Lilly-funded seminar will be announced in fall 2019 and take place in June 2020.

Seminars on Science Pedagogy

With generous support from the W. M. Keck Foundation, CIC launched a new program in 2018, Seminars on Science Pedagogy, that aims to improve teaching effectiveness and student learning in biology, chemistry, and physics courses. The seminars 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. CIC selected ten institutions to send teams of four faculty members, including one division chair or dean, to participate in the first program. The teams spent the 2018–2019 academic year collecting baseline data on student learning in existing classes, reflecting on current teaching and learning practices, and beginning to examine and discuss resources on active learning and student cognition. With support from the W. M. Keck Foundation and the National Science Foundation, the first seminar took place on the campus of Holy Names University in Oakland, California, July 15–19, 2019. (For the list of participating institutions, see page 65.) The seminar was facilitated by Warren Code, associate director, Science Centre for Learning and Teaching, and Georg Rieger, physics instructor, both of the University of British Columbia, and Michelle Smith, associate professor of ecology and evolutionary biology at Cornell University. All three have worked extensively with Wieman, who met with the group to give an overview of his and his colleagues’ work on improving science education and to lead a discussion on the value of building
expertise in students through deliberative, guided practice.

CIC announced the second seminar in spring 2019 and received applications from 16 institutions by the May deadline. Nine institutions were selected to participate in the seminar that will be held again at Holy Names University, in July 2020.

**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 18th year an American history seminar supported by the Andrew W. Mellon Foundation. The 2019 seminar, focusing on “The Civil War in American Memory” for a second time, took place June 23–28 at Yale University in New Haven, Connecticut. Twenty-five CIC faculty members in history and related fields were selected for the seminar from 51 applications. (For the participants list, see page 65.) 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, the seminar opened with a discussion on why the Civil War, emancipation, and Reconstruction retain a hold on the American imagination. Throughout the week, Blight and participants discussed a variety of readings—such as Pierre Nora’s “Between Memory and History: Les Lieux de Mémoire,” Robert Penn Warren’s novel *Wilderness: A Tale of the Civil War*, and Ta-Nehisi Coates’s essay “Why Do So Few Blacks Study the Civil War”—and considered how monuments have meaning and why they matter. 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. The American History seminar series is a key focus of the February 2019 evaluative report, *CIC’s Faculty Seminars: Promoting Professional Growth* (see Box).

**Ancient Greece in the Modern College Classroom Seminar**

The 14th and final seminar in CIC’s Ancient Greece in the Modern College Classroom series took place at the Center for Hellenic Studies (CHS) in Washington, DC, July 25–29, 2019. These seminars began in 2006 in partnership with Harvard University’s Center for Hellenic Studies. Initially supported by the Gladys Krieble Delmas Foundation and the Center for Hellenic Studies itself, beginning in 2012 they continued with generous support from the Andrew W. Mellon Foundation. Intended for non-specialists, the seminars were designed to encourage the teaching of classical texts “across the curriculum,” especially on campuses with small classics programs. Over the years, their programs have addressed the *Iliad* and *Odyssey*, lyric poetry and the poetry of Hesiod; the *Histories* of Herodotus; Athenian drama; and other topics. Led by Greg Nagy, Francis Jones Professor of Classical Greek Literature, professor of comparative literature, and director of CHS; and Kenneth Scott Morrell, professor of Greek and Roman studies at Rhodes College, Ancient Greece in the Modern College Classroom seminars recognized the centrality of classical texts to the humanities and the liberal arts.

In summer 2019, 20 faculty members from as many institutions focused on “The Ancient Greek Hero.” (For the participants list, see page 66.) The seminar was based on Nagy’s legendary Harvard course, taught since the late 1970s and now a popular HarvardX MOOC. Participants examined the *Odyssey*, selected passages from the *Iliad*, Aeschylus’ *Oresteia*, and two dialogues of Plato (the *Apology* and *Phaedo*) to study classical concepts of the hero and how those concepts inform modern understanding of the human condition.

**Evaluative Report Highlights Value of Faculty Seminars**

A new report explores the impact of professional development seminars offered by CIC since the early 2000s for faculty members in core humanities disciplines such as American history, classics, and art history. In the report, *CIC’s Faculty Seminars: Promoting Professional Growth*, Thomas Falkner, former provost of McDaniel College and an experienced evaluator of CIC programs, highlights the intellectual enrichment and value of these seminars. Falkner’s report demonstrates that a relatively small amount of money can significantly strengthen faculty development and enhance teaching, especially when faculty members’ dedication both to their students and to their fields of expertise is unwavering.
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. Twenty-two CIC faculty members participated in a seminar on “Art and Society in Britain, Hogarth to Turner (1730–1851)” held at the Yale Center for British Art (YCBA) in New Haven, Connecticut, July 21–26, 2019. (For the participants list, see page 67.) The seminar offered participants the chance to immerse themselves in British art from the age of William Hogarth, who came to prominence in the 1730s, to the death of William Turner in 1851, the year of the Great Exhibition. The seminar was led by Tim Barringer, Paul Mellon Professor of the History of Art and chair of the department at Yale University. Throughout the week, participants looked at British art in its cultural context, considering such themes as portraiture and social status; London as a world city; taste and the Grand Tour; art and empire; the industrial revolution; and Romanticism and nature. Among the highlights of the seminar was a private tour of the galleries and special collections of YCBA. Participants also took to the road for one day to visit Yale University’s Lewis Walpole Library in Farmington, Connecticut, one of the world’s great collections of the works of Hogarth and of satirical prints by many artists; and historic Wethersfield, Connecticut. These visits provided a rich sense of the geographical and cultural context of the art and artists they were studying.

Thanks to a new grant from the Samuel H. Kress Foundation, CIC will offer another seminar in art history in summer 2021 that will be held at Oberlin College’s Allen Memorial Art Museum. CIC will announce details about the seminar and the application process in fall 2020.

Independent Pathways: Community College Transfer in the Liberal Arts
This new CIC-sponsored pilot program in partnership with North Carolina Independent Colleges and Universities (NCICU) is designed to create pathways that encourage community college students to pursue bachelor degrees in liberal arts disciplines at independent colleges. In February 2019 the Teagle Foundation awarded CIC a $400,000 grant for the three-year project to determine best practices for community college to private college pathways that will be instructive for other states. The state of North Carolina has already developed a comprehensive articulation agreement that allows community college students to transfer as juniors with their general education requirements fulfilled to any of 30 NCICU institutions. This new program will help NCICU develop pathways in two liberal arts disciplines. Pathways in psychology and sociology will be mapped by 14 NCICU institutions paired with 14 two-year colleges (13 community colleges and one private two-year college). All of the private colleges are CIC members. The colleges (see list on page 67) will work together to create a “culture of transfer” that ensures students receive the fullest possible information and are carefully advised from enrollment at a two-year college until graduation with a bachelor’s degree. Through two workshops and a peer-to-peer visitation program, faculty and staff members at the participating institutions will collaborate with their counterparts to establish trust, design clear and workable articulation agreements, and build effective communication and advising mechanisms.
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 weeklong exchanges with students, faculty members, administrators, and local community leaders. Now in its 12th year of operation under CIC’s management, the Visiting Fellows program continues to bring high-quality programming to campuses nationwide. In the 2018–2019 academic year, CIC arranged 39 campus visits across the country, and it already has arranged 33 visits for the 2019–2020 academic year. (For the list of recent host campuses, see page 68.) 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 120 Fellows this past year were Theresa Brown, registered nurse, author, and commentator on nursing education and health care; David McKean, former U.S. ambassador to Luxembourg and senior fellow at the German Marshall Fund of the United States; Scott Nash, founder and CEO of MOM’s Organic Market; and Allison Riggs, attorney for the Southern Coalition for Social Justice. The Woodrow Wilson Visiting Fellows program is directed by CIC Senior Advisor Roger Bowen.

Network for Vocation in Undergraduate Education

In addition to its biennial national conferences (see page 11), CIC’s Network for Vocation in Undergraduate Education (NetVUE) offers a variety of programs and activities to foster the intellectual and theological exploration of vocation among college and university students.

Lilly Endowment Inc. has generously supported NetVUE throughout its programming. Most recently, in November 2018, Lilly Endowment awarded CIC $9,912,800 to support a number of ongoing and new NetVUE initiatives through 2023, as well as several related CIC activities. The bulk of the grant—more than $7 million—will be disbursed to NetVUE member colleges and universities through various grant initiatives. (For information on the NetVUE grant and award opportunities, see page 30.) Lilly’s support of NetVUE since its inception equals more than $26 million.

Regional Gatherings

NetVUE supported six regional gatherings for faculty and staff members of NetVUE colleges and universities during the 2017–2018 academic year and will support eight more gatherings across the country in 2019–2020. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and effective practices during years without a national conference.

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. Twenty faculty members, specializing in a wide range of academic disciplines and hailing from across the country, participated in the third Teaching Vocational Exploration seminar, which took place in Chicago, Illinois, June 17–21, 2019. (For the participants list, see page 68.) The seminar was led by Paul J. Wadell, professor emeritus of theology and religious studies at St. Norbert College, and Darby Kathleen Ray, Donald W. and Ann M. Harward Professor of Civic Engagement and professor of religious studies at Bates College. Both facilitators contributed to the first volume in the NetVUE Scholarly Resources Project, At This Time and In This Place: Vocation and Higher Education, and both have written extensively in the areas of theology, religion, ethics, and vocation. The next seminar will take place in Chicago, Illinois, in June 2020.
CIC Book, Published by Oxford University Press, Explores ‘Hearing Vocation Differently’

Oxford University Press published *Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy* in January 2019. This third book from CIC’s Network for Vocation in Undergraduate Education (NetVUE) Scholarly Resources Project demonstrates that the language of vocation and calling is useful not only in Christian contexts, but in multi-faith and secular settings as well. The book’s 13 contributors write from a variety of faith traditions, including Buddhism, Christianity, Hinduism, Islam, Judaism, and Sikhism, as well as the perspectives of atheism and multiple religious belonging. Collectively, the essays will help institutional leaders re-imagine their vocational programming in ways that are attentive to the increasingly multi-faith character of undergraduate life. Like the previous two volumes in the series, the new book is edited by David S. Cunningham, who now serves as director of NetVUE. The book is available on the Oxford University Press website. The NetVUE Scholarly Resources Project is supported by Lilly Endowment Inc.

Scholarly Resources Project

NetVUE’s Scholarly Resources Project has 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; the second cohort’s book, *Vocation across the Academy: A New Vocabulary for Higher Education*, in January 2017; and the third cohort’s book, *Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy*, in January 2019 (see Box). All three books are being used by faculty reading groups and others at many NetVUE member and nonmember institutions. Part of a grant that Lilly Endowment Inc. awarded CIC in November 2018 will help produce two additional books in this project. David S. Cunningham, professor of religion at Hope College and now director of NetVUE, directed the NetVUE Scholarly Resources Project from 2012 to 2017. A new project director will help determine the topics and scholars of the next two books.

CIC Tuition Exchange Program

CIC’s Tuition Exchange Program (CIC-TEP) is a benefit available to members that allows employees, spouses, and dependents to attend—tuition free—any college or university in the network. The program began more than 30 years ago, when a small group of member presidents suggested that CIC create a program with minimal rules and low fees that they could offer as a benefit to their employees and as a recruitment incentive for faculty and staff. Over the decades, thousands of employees and their spouses and dependents have been able to attend college tuition-free. As of June 30, 2019, 439 colleges and universities (roughly two-thirds of all CIC members) from 48 states and five countries were participating in the program; nine colleges and universities joined the program in 2018–2019. During the past year, more than 1,700 students were able to fulfill their educational goals thanks to CIC-TEP. In an effort to make the program even easier for institutions to administer, CIC launched a new online portal for the program that allows CIC-TEP liaisons to send and receive all student applications, simplifying program administration.
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. 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. And through special initiatives, such as interactive workshops, CIC helps member institutions mobilize campus colleagues to educate the public about private colleges and refute false myths.
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 revenues and financial aid, and institutional resources 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 15th annual KIT reports to Institutional Member presidents in April 2019. RNL provides financial support for the KIT through an in-kind donation. A sample report is available at www.cic.edu/KIT.

Latest Key Indicators Tool Shows Many CIC Colleges Are Less Dependent on Tuition

CIC released the 2018 Key Indicators Tool (KIT) benchmarking report to Institutional Member presidents in April 2019. One of the KIT performance indicators is tuition dependency, which represents the percentage of total expenditures covered by an institution’s total net tuition revenue. Independent institutions that are overly dependent on tuition revenue may risk financial difficulties—particularly if their enrollments decline over a period of years. Data show that the national median tuition dependency percentage dropped from 61.6 percent in 2012–2013 to 57.9 percent in 2016–2017—a decrease of 3.7 percentage points. The pattern holds true for all the regions analyzed in the KIT. The KIT is supported by RNL.

Tuition Dependency at Baccalaureate and Master’s-Level Independent Colleges and Universities by Region, 2012–2013 to 2016–2017

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<tbody>
<tr>
<td>National Median</td>
<td>73%</td>
<td>68%</td>
<td>63%</td>
<td>58%</td>
<td>53%</td>
</tr>
<tr>
<td>Far West (59)</td>
<td>72%</td>
<td>69%</td>
<td>65%</td>
<td>61%</td>
<td>57%</td>
</tr>
<tr>
<td>Mid East (137)</td>
<td>70%</td>
<td>67%</td>
<td>63%</td>
<td>59%</td>
<td>55%</td>
</tr>
<tr>
<td>Midwest (184)</td>
<td>71%</td>
<td>68%</td>
<td>64%</td>
<td>60%</td>
<td>56%</td>
</tr>
<tr>
<td>New England (66)</td>
<td>70%</td>
<td>67%</td>
<td>64%</td>
<td>60%</td>
<td>56%</td>
</tr>
<tr>
<td>South East (171)</td>
<td>72%</td>
<td>69%</td>
<td>65%</td>
<td>61%</td>
<td>57%</td>
</tr>
<tr>
<td>West (77)</td>
<td>71%</td>
<td>68%</td>
<td>64%</td>
<td>60%</td>
<td>56%</td>
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NOTE: Data in figure are presented as medians; n=694. SOURCE: 2018 Key Indicators Tool. Council of Independent Colleges. 2019.
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 independent colleges and universities, using data from IPEDS and from IRS Form 990s acquired through GuideStar. CIC released the 12th annual FIT reports to Institutional Member presidents in October 2018 and the 13th iteration in July 2019. RNL 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 2019, 77 CIC member institutions have requested 223 of these services: 100 comparison group KITs, 89 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 collect and analyze data for timely responses to requests from news media or other organizations for data about independent colleges and universities.

Research Reports

In addition to reports analyzing CIC’s Consortium for Online Humanities Instruction and faculty development seminars (see pages 14 and 18), CIC released three research reports in 2018–2019. The reports are available at www.cic.edu/CICreports. Additional research reports and initiatives are scheduled for publication in late 2019.

Underrepresented Students in the STEM Pipeline

The importance of STEM degrees both to individual graduates’ earning power and to advancing technological and scientific progress for America has been emphasized for years in the public mind by stakeholders ranging from politicians to pundits to parents. Given CIC member institutions’ focus on the liberal arts and their smaller size compared with public and private research universities, they tend to be overlooked in favor of larger and wealthier institutions in discussions of STEM degree production. Therefore, CIC commissioned NORC at the University of Chicago to conduct a follow-up study to CIC’s 2014 Strengthening the STEM Pipeline report, paying particular attention to outcomes for underrepresented students.

This follow-up study, Strengthening the STEM Pipeline Part II: The Contributions of Small and Mid-Sized Independent Colleges in Preparing Underrepresented Students in STEM, extended the research to explore the role of small and mid-sized private institutions in preparing graduates who have been historically underrepresented in STEM fields—specifically women, blacks or African Americans, and Latinos/Latinas—for future study and research in STEM. The study compares undergraduate students in STEM fields from public nondoctoral, public doctoral, private nonprofit nondoctoral, and private nonprofit doctoral institutions, using national datasets from the National Center for Education Statistics and the National Science Foundation on several outcome indicators. These were persistence in undergraduate STEM programs, time-to-degree, post baccalaureate employment and education outcomes, and earning a doctorate in a STEM field. The most notable finding of the new report is the success of women students in STEM at independent colleges and universities, compared with other institutions.
Athletics at CIC
Member Institutions
The October 2018 report Taking the Field: Intercollegiate Athletics on CIC Campuses, focuses on how member institutions’ athletic profiles have changed over recent decades. Written by James C. Hearn, David Welch Suggs Jr., and Jennifer May-Trifiletti—all of the University of Georgia—the report illuminates the centrality of athletics at many CIC institutions, the diversity of approaches that are employed, and the benefits that athletics can offer to students who participate. The study uses historical data on CIC member institutions’ intercollegiate sports offerings and student participation from the National Collegiate Athletics Association from 1991–1992 to 2014–2015 and additional data from the U.S. Department of Education on sports and institutional characteristics.

In addition to providing data on the types of sports and rates of participation at CIC institutions, the report authors draw strategic implications from their findings. For example, they suggest that institutional leaders evaluating their athletics programs should be cautious when extrapolating enrollment trends, understand differences in outlooks and key issues for specific sports, and be mindful that not every sport is appropriate for every campus.

Characteristics of Independent College Presidents
For more than a decade, research into the CIC presidency has been a primary source of information used to help both current presidents and those who aspire to be among the next generation of independent college and university presidents. A CIC report, The Independent College Presidency: 1986–2016, provides the latest insights into the characteristics of these presidents. Published in August 2018, this is the third CIC report based on data from the American Council on Education’s (ACE) American College President Study (ACPS). The principal author is Barbara Hetrick, CIC senior advisor, evaluator of CIC’s Securing America’s Future workshops, and former CIC senior vice president.

To gain further insight into independent college presidents, the study examines their demographic characteristics, career paths and future plans, the satisfactions and frustrations of their role, how well they believe they were prepared for various responsibilities of their office, and how they envision the future of independent higher education and the presidency. The study identifies how CIC presidents resemble or differ from presidents in other sectors: private or public doctoral research institutions, public two-year institutions, and public nondoctoral institutions. The report also compares the 2016 responses with those from earlier surveys to examine trends dating back to 1986.

Fact Sheets
To help campus leaders and the broader public better understand news regarding college affordability and student debt levels, in November 2018, CIC released updated analyses on student debt and college costs. The update includes two CIC documents: The popular “Student Debt: Myths and Facts,” an analysis of the components of undergraduate student debt broken out by sector that is designed for campus leaders to share with their senior officers, trustees, alumni, and others; and “Reframing Student Debt Totals,” which explains the role of graduate education in the student debt conversation. CIC staff will update and disseminate the fact sheets again in fall 2019.

Research Digest
CIC began publishing a Digest of Recent Research in fall 2016. The Digest highlights 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 2018–2019 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 first three editions. Matthew J. Mayhew, William Ray and Marie Adamson Fletcher Professor of Educational Administration at Ohio State University, edited the fourth, fifth, and sixth editions, which were released in June and October 2018 and June 2019. Two additional issues are planned.
DOCUMENTING THE INDEPENDENT SECTOR OF HIGHER EDUCATION

Charts and Data Website
Since 2005, CIC has developed and maintained a section on its website to provide empirical evidence of the superior performance of CIC colleges and universities as “making the case” resources. Staff members update figures, tables, and other comparative tools with the most recent information available from a variety of data sources. Data from the website are used by CIC in presentations about the independent sector and assist presidents and other institutional leaders in preparing articles and speeches and in compiling comparative data for institutional purposes. In October 2018, CIC redesigned the Charts and Data section of its website with improved organization and updated content. The redesign focused on providing a simplified interface, interactive charts, improved accessibility, links to related resources, and links for sharing on social media. All resources are accessible for download and are updated and expanded as new data become available.

Independent Newsletter
CIC’s Independent newsletter, published since 1956, includes information on CIC’s latest programs and services as well as a column on higher education issues, news briefs on higher education research, and highlights from member institutions. The newsletter is published four times a year. The fall and spring issues are released in both print and online format; two additional issues—which include special coverage of CIC’s Presidents Institute and Institute for Chief Academic Officers—are online exclusives.

MAKING THE CASE FOR INDEPENDENT COLLEGES THROUGH SPECIAL INITIATIVES

Talking about Private Colleges: Busting the Myths Workshops

Independent higher education has a public perception problem. Even the staunchest supporters of private colleges find it hard to respond to challenging comments and questions, especially when they arise in social situations or at a gas station or grocery store. As a result, these informal encounters often represent lost opportunities to shape public opinion, one neighborly conversation at a time.

Guided by Board of Directors discussions in 2018 and 2019, CIC has developed a new workshop series called Talking about Private Colleges: Busting the Myths. The series of seven regional workshops—offered throughout the country beginning in September 2019—is designed to share key data about the impact and value of independent colleges and give participants practice in shaping community attitudes about private higher education through informal conversations. This innovative person-to-person approach to making the case for independent higher education will combine information from multiple national data sources with active learning, story-telling strategies, and advice about institution-specific follow-up activities. Workshops will accommodate 15–20 institutional teams consisting of five to seven individuals. Teams will normally consist of the institution’s president and a mix of senior administrators, faculty leaders, and trustees. The workshops will be offered free of charge to CIC Institutional Members, thanks to generous support by the Henry Luce Foundation, EAB, Sage Scholars Inc., and Sodexo.

The Talking about Private Colleges workshop series was preceded by CIC’s 2016–2018 Securing America’s Future initiative, which aimed 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.
INCREASING VISIBILITY IN THE NATIONAL MEDIA

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 2018–2019 were the following:

- Numerous regional newspapers, including: *Business West* in Massachusetts; *Cheekto waga Chronicle*, *Finger Lakes Times*, and *News India Times* in New York; *Caldwells Patch*, *New Jersey Herald*, and *NJBiz* in New Jersey; *Bluffton Icon* and *Chronicle-Telegram* in Ohio; *City-County Observer* in Indiana; *Daily Journal*, *Herald & Review*, and *Pantagraph* in Illinois; *Dickinson County News* and *Oskaloosa News* in Iowa; *WKTV Journal* in Michigan; *Kenosha News* in Wisconsin; *Business North* in Minnesota; *Johnson City Press* in Tennessee; *Anson Record* and *Laurinburg Exchange* in North Carolina; *Carolina Panorama*, *GoLaurens.com*, *Greenville Business Magazine*, and *Times and Democrat* in South Carolina; *Rome News-Tribune* in Georgia; *Hometown News* in Florida; *Longview News-Journal* in Texas; and *Los Angeles Sentinel* in California.

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

Selected News Articles

During 2018–2019, 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:

Several news articles included CIC commentary about college business models, enrollment trends, and financial issues in recent months. The *U.S. News & World Report* story “The Cost of Private vs. Public Colleges” (June 25, 2019) quoted CIC President Richard Ekman about the accessibility and affordability of small private colleges, including for low-income, first-generation, and other underrepresented student groups. The *Chronicle of Higher Education* article “The Enrollment Picture for Private Colleges Isn’t Pretty, But Some Say There’s Hope” (May 21) quoted Ekman about the financial strength and entrepreneurial spirit of many small private colleges. And the *Education Dive* story “What Happened When a Small Liberal Arts College Stopped Raising Tuition” (May 30)—about St. John’s College (MD) reducing its sticker price by 33 percent and launching a $300 million campaign—quoted Ekman on private colleges shifting their fundraising focus toward institutional grants and scholarships. The *Wall Street Journal* opinion piece “America’s Disappearing Private Colleges,” quoted Ekman about the resilience of small private colleges (February 22). The *Hechinger Report* article, “The Other Victims When Colleges Decline or Close: Their Hometowns,” quoted CIC Senior Vice President Harold V. Hartley III on how small private colleges drive economic activity in their neighboring towns (February 12). PBS *Newshour* also publicized the article.

CIC’s new Online Course Sharing Consortium has received significant press coverage since its announcement in November 2018. In January 2019, the Consortium was explored in the *Forbes* article “A New Initiative Looks to Save Failing Students—and Their Colleges” (January 22) and the *EdSurge* story “Small Liberal Arts Colleges Are Sharing Online Courses” (January 25). The Consortium was discussed in the *University Business* articles “Online Course Sharing Spurs Student Success” (February 21) and “Higher Ed Association News Roundup” (March 1); the *Pantagraph* (IL) article “Online Courses Give Struggling Eureka College Students ‘One More Chance’” (February 24); the *eCampusNews* story “Here’s a New Way to Increase Online Course Access for College Students” (March 5); and the *Inside Higher Ed* article “Sharing Courses Far and Wide” (March 6, 2019). In the spring, the Consortium was cited in a June 12 *Inside Higher Ed* story about online college collaborations as well as in a May 7 *EdSurge* piece “To Scale Online and Save Small Schools, Higher Ed Takes a Page from K-12” (May 7).

CIC’s Network for Vocation in Undergraduate Education (NetVUE) received significant media coverage in early 2019. After CIC received a $9.9 million grant from Lilly Endowment Inc. to support NetVUE at independent colleges and universities, two publications covered the news: the *Philanthropy News Digest*, “Lilly Endowment Awards $10 Million to Council of Independent Colleges” (January 11) and *Diverse: Issues in Higher Education*, “Lilly Endowment Inc. Donates $9.9M Grant to Support NetVUE Programs” (January 8). On January 7, *Inside Higher Ed* featured a column by CIC NetVUE Director David S. Cunningham on the importance of vocational education: “What College Students Need Most.” The column provides a strong case for integrating the concepts of vocation and calling into independent higher education. And NetVUE was explored in a *New York Times* opinion piece by Tom Perrin, an English professor at Huntington College, “One Way to Make College Meaningful: Don’t Find Yourself; Find a Vocation” (February 2).
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: 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 from college, to participate in a course of study at St. John’s College at the University of Cambridge in England.
STATE COUNCIL GRANT PROGRAMS

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, these grants are awarded to State Councils to enhance their capacity to raise funds on behalf of their member institutions. In 2018–2019, CIC provided $95,350 to eight State Councils through the competitive Capacity-Building Grant program: the Associated Colleges of Illinois, Independent College Fund of New Jersey, Independent Colleges and Universities of Texas Foundation, Independent Colleges of Washington, Iowa College Foundation, Louisiana Independent College Fund, Oregon Alliance of Independent Colleges and Universities, and West Virginia Independent Colleges and Universities. These grants address operational needs and help State Councils succeed by offsetting the costs of consultants, new staff, or marketing materials that will improve fundraising. The 2018–2019 recipients expanded capacity in the areas of development, branding, and strategic planning.

First Opportunity Partners Grants
Supported by an annual gift to CIC from the UPS Foundation’s Diversity Program, these competitive grants to State Councils are intended to expand college access and success for first-generation, low-income, minority, and new American students at independent colleges and universities. The grants fund multi-college projects, with project leadership and matching funds provided by State Councils. During 2018–2019, CIC supported project proposals from three State Councils: the Associated Colleges of Illinois, Minnesota Private College Fund, and North Carolina Independent Colleges and Universities (see Box on page 30). The grants are distributed to each State Council after it raises matching funds for its projects. Since the inception of the First Opportunity Partners program in 2005, more than $1.5 million has been awarded to fund 48 grant programs. With the anticipated matching funds that grant recipients will raise through 2018–2019, the total economic impact of the First Opportunity Partners grant program will likely surpass $3.3 million.

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: generating student scholarships; expanding corporate connections and career opportunities for students; developing collaborative programs and grants; and making the case. In 2018–2019, CIC awarded a total of $128,710 in grants to support initiatives proposed by six State Councils: the Associated Colleges of Illinois, Iowa College Foundation, Independent College Fund of Maryland, Michigan Colleges Alliance, North Carolina Independent Colleges and Universities, and Virginia Foundation for Independent Colleges. The grants 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 $257,420 in new support of independent higher education.

Scholarship Challenge Grants
This competitive program allows CIC State Councils to apply for grants to match scholarship funds raised for students enrolled at State Council member institutions. CIC awarded four State Councils challenge grants for the 2018–2019 academic year: Council of Independent Nebraska Colleges Foundation, Missouri Colleges Fund, Oregon Alliance of Independent Colleges and Universities, and Virginia Foundation for Independent Colleges. The grants are funded through an annual drawdown from the CIC/UPS Educational Endowment. Designed to help State Councils attract new donors or increase gifts, the matching grants are projected to raise $325,000 for students at 57 institutions during the 2019–2020 academic year. Since its inception in 2011, the Scholarship Challenge Grant program has helped CIC State Councils secure more than $2.9 million in scholarship support for their member colleges and universities and has expanded their donor bases.

Minnesota Private College Fund (MPCF) received a CIC State Councils First Opportunity Partners Program grant to increase the capacity of Minnesota private colleges to retain and graduate African American men. The grant allowed MPCF to increase the number of students who receive the Ciresi Walburn Scholarship and to provide mentoring and other support services that have proven effective in significantly improving the graduation rates among students. The first cohort of students in the program had a 100 percent four-year graduation rate.
Diversity Grant Supports State Council Initiatives

CIC received a $100,000 grant from the UPS Foundation in July 2018 to support collaborative, state-based programs that enhance access to and success in college by first-generation, low-income, and minority students at CIC State Council member institutions. The funding will support First Opportunity Partners projects by the State Councils in Illinois, Minnesota, and North Carolina. The State Councils have six months to raise matching funds for the CIC grants and an additional 12 months to complete their proposed projects.

Eduardo Martinez, president of the UPS Foundation and chief diversity and inclusion officer at UPS, said “The UPS Foundation is honored to continue to support CIC’s efforts to fund diversity programs at private colleges and universities. Our goal is to fund powerful programs that make a lasting difference to the global community.”

The 2018–2019 First Opportunity Partners grants will support three projects:

- **Associated Colleges of Illinois** will launch a “Skills for Work, Skills for Life” boot camp that will provide intensive training to underserved students to help with their campus-to-career transition. The camp will include workshops on résumé writing, interviewing, financial literacy, and technology.
- **Minnesota Private College Fund** (MPCF) will expand a program to retain and graduate black men. Following a proven model that includes intensive mentoring, same-race peers, civic and campus engagement opportunities, and employment training, the program’s first cohort resulted in a 100 percent four-year graduation rate. The CIC grant will allow MPCF to double the size of the program to serve 60–70 students.
- **North Carolina Independent Colleges and Universities** (NCICU) will increase the number of community college students who complete a bachelor’s degree at North Carolina independent colleges and universities through a reverse transfer initiative that will assess past coursework and award associate degrees to qualified students who transferred before completion of their two-year degree. The project will result in an online portal that will verify data from NCICU, North Carolina Community College System, and National Student Clearinghouse.

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 $26 million in support of NetVUE programs and services—including over $9 million as part of CIC’s largest grant ever in November 2018. Two-thirds of the Lilly Endowment funds to CIC are designated to support vocational exploration activities on NetVUE member campuses through a range of NetVUE grant programs.

**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. In fall 2018, CIC awarded NetVUE Program Development Grants of up to $50,000 each to 25 NetVUE member institutions to develop a wide variety of new initiatives. (For the list of recipients, see page 68.) To date, six rounds of these grants have awarded a total of $7 million to more than 150 NetVUE member institutions. The November 2018 grant from Lilly Endowment Inc. provides funding for two additional rounds of awards.

**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. In June 2019, CIC granted Professional Development Awards to 28 NetVUE member institutions. (For the list of recipients, see page 69.) Over the past six years, CIC has awarded nearly $1 million to more than 100 NetVUE member institutions for this program. The most recent grant from Lilly Endowment Inc. provides funding for three additional rounds of awards.
Vocation across the Academy Grants

In April 2017, CIC announced a new NetVUE grant program designed to help colleges and universities strengthen the link between career preparation and their students’ exploration of meaning, purpose, and identity. Specifically, the three-year grants support campus-wide initiatives at NetVUE member institutions 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 are awarded an additional $10,000, for a total of up to $60,000 in new funding from all sources. In June 2018, CIC awarded 21 grants for projects that began that summer. For the second round of Vocation across the Academy awards, CIC received 16 proposals and awarded grants to 12 institutions for projects beginning July 1, 2019. (For the list of recipients, see page 69.) The most recent grant from Lilly Endowment Inc. will provide funding for two more rounds of awards and expand the program to include funding for projects that develop community partnerships for vocational exploration.

SCHOLARSHIP PROGRAMS

CIC/UPS Scholarships

During 2018–2019, CIC provided $1,632,000 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’ 544 member colleges and universities received a $3,000 CIC/UPS Scholarship. Up from $2,750 the previous year, the $3,000 scholarship provided per student in 2018–2019 is the highest level since 2002. From the program’s inception in 1985 through June 2019, CIC has given $57,623,785 to State Councils to distribute as scholarship support for their member colleges, benefiting 20,714 students.

CIC/SAGE Scholarships

In March 2019, CIC distributed, with support from SAGE Scholars, Inc., $50,000 to 16 State Councils that lead the network in scholarship fundraising. The funds are to be used as $1,000 “gap” scholarships to help first-year and sophomore students cover expenses other than tuition; State Councils received either $2,000 or $5,000 grants for the awards. Each State Council selected the institutions to receive the scholarships among their members that also are members of CIC and SAGE Scholars Tuition Rewards. The State Councils selected for the new scholarship program included those from Illinois, Indiana, Iowa, Kentucky, Maryland, Michigan, Minnesota, Missouri, New Jersey, North Carolina, Ohio, Oregon, South Carolina, Virginia, Washington, and Wisconsin.

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 2019, Alejandro Lemus-Gomez, a recent graduate of Young Harris College, was awarded the scholarship to continue his studies in modern and medieval languages with a focus in Spanish at St. John’s College. With this new awardee, 30 students have received a Davies-Jackson Scholarship to date.
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.

PHOTO: During the second U.S.-Mexico Higher Education Summit, North Central College President Troy Hammond and Executive Assistant to the President Kimberly Salzbrunn presented FIMPES Secretary General Rodrigo Guerra Botello with a welcoming gift.
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. (now Academic Search). 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 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, is president of AALI and director of the Executive and Senior Leadership Academies.

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 2019, 201 CIC member institutions belong to the Partnership. (For the list of participating institutions, see page 69.)

The 15th annual CIC/New York Times Partnership in Education Presidents Council meeting—only such meeting of college and university presidents hosted by the New York Times—took place in New York City on October 16, 2018. CIC refreshed the format for this meeting to encourage frank dialogue. As a result, Presidents Council Chair John C. Knapp, president of Washington & Jefferson College, moderated a 90-minute conversation among the 21 presidents, Times National Editor Marc Lacey, and Washington Bureau Correspondent Erica L. Green. Topics included diversity and inclusion, U.S. Department of Education policies and actions, media literacy, and public perceptions of higher education. Hollins University President Pareena Lawrence was elected 2019 chair of the Presidents Council.

Forty-three student newspaper editors from 23 CIC member colleges and universities participated in the April 5, 2019, Student News Editors Workshop at the New York Times office in New York City. The annual workshop enables participants to explore the role of a newspaper in society, meet with Times correspondents and editors, develop their journalistic skills, and network. Pulitzer Prize-winning journalist and op-ed columnist for the Times, Nicholas Kristof, made a surprise visit and delivered remarks during the luncheon with students. In addition, five New York Times editors engaged with the students over the course of the workshop on issues such as innovation in journalism, the work of the National Desk, digital design in the newsroom, the subscription business, and how the Times views younger audiences.
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 2019, approximately 616 CIC colleges and universities (94 percent of CIC’s institutional members) have used NSSE to assess student engagement in the first and senior years.

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 2018, the partnership sponsored its third Taiwan Intensive Summer Language Program (TISLP), 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 (TMT) Program, which is taught in English. Two students from two CIC member institutions—Lewis & Clark College and Roanoke College—participated in the program in summer 2018. In summer 2019, the partnership sponsored its fourth TISLP, which included five students from four CIC member institutions: DePauw University, Kenyon College (two students), McDaniel College, and Swarthmore College. Six students from six CIC member institutions participated in the summer 2019 TMT Program: Albion College, DePauw University, Hope College, McDaniel College, Pepperdine University, and Tuskegee University.

For the 11th 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 2018–2019, 15 CIC member institutions hosted a total of 40 UGRAD students. The institutions included Augustana University, Carroll College, Chatham University, Endicott College, Iowa Wesleyan University, Juniata College, Keuka College, Maryville College, Mercyhurst University, North Central College, Presbyterian College, St. Ambrose University, St. Catherine University, University of the Incarnate Word, and University of the Ozarks (AR).

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
70 Higher Education Leaders from the United States and Mexico Discuss Importance of Partnerships

“Building bridges, not walls” was the emphasis of the second U.S.-Mexico Higher Education Summit. Hosted by CIC and the Mexican Federation of Private Higher Education Institutions (FIMPES), the Summit took place April 24–27, 2019, in Chicago, Illinois. Seventy CIC presidents, rectors of private universities in Mexico, and campus leaders from both sides of the U.S.-Mexico border discussed the critical importance of developing sustainable binational higher education partnerships. (For the list of participating institutions, see page 71.)

The leaders of U.S. and Mexico higher education institutions discussed four key goals during the 2019 Summit. Through discussion sessions and visits, participants explored how to facilitate partnerships between individual institutions in the United States and Mexico; develop consortia for student and faculty exchanges, internships, and other partnerships; launch nontraditional partnership opportunities, including short-term student and faculty exchanges, project-based collaboration, and online course-sharing; and create association-to-association (CIC-FIMPES) collaborative programs to facilitate bilateral partnerships.

The Summit included campus visits to five CIC institutions in the Chicago area: DePaul University, Dominican University, North Central College, North Park University, and Rockford University. Augustana College also made a presentation during the Summit. During each campus visit, Summit participants engaged in robust conversations about each institution’s defining features as well as unique opportunities for collaboration, including two-two degree programs, field placements, one-semester course collaborations, service-learning projects, and executive education programs.

The 2019 U.S.-Mexico Higher Education Summit was made possible by the generous support of the campus hosts, CIC, and additional sponsors: Associated Colleges of Illinois; Baker & McKenzie LLP; Consulate General of Mexico, Chicago; DePaul University; Dominican University; FIMPES; Hunter Global Education, LLC; Illinois Hispanic Chamber of Commerce; North Central College, North Park University, Rockford University; Santander Universidades and Universia; and U.S.-Mexico Foundation.

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.
2018–2019 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: The 2018 Award for Philanthropy (Individual) was presented to Robert O. Carr, founder and chair of Give Something Back. Pictured are MaryAnn Baenninger, chair of the CIC Board of Directors and president of Drew University, and Carr.
2019 ALLEN P. SPLETE AWARD FOR OUTSTANDING SERVICE

CIC presented the 2019 Allen P. Splete Award for Outstanding Service to Johnnetta Betch Cole. A higher education leader for decades, Cole has built a career on helping women and African American students in particular to excel in college. Cole has served as a senior consulting fellow at the Andrew W. Mellon Foundation and is principal consultant for Cook Ross, Inc. She previously served as director of the Smithsonian Institution’s National Museum of African Art, where she led the effort through groundbreaking exhibitions and education programs to raise the museum’s profile. She also established the first chief diversity officer position at a Smithsonian museum. Before joining the Smithsonian, Cole twice served as a college president. In 1987, she became the first African American woman to serve as president of Spelman College, a position in which she served for nearly a decade. While at Spelman she was responsible for the construction of several new buildings; for securing multi-million-dollar gifts; and for creating the Spelman College Mentorship Program and the International Affairs Center. In 2002, she came out of retirement to become president of Bennett College—becoming the only person to have served as president of two HBCUs that are dedicated exclusively to educating women. At Bennett, she was responsible for the creation of an art gallery as well as academic programs in women’s and global studies. Cole began her career as a professor of anthropology, teaching courses at Washington State University, the University of Massachusetts at Amherst, Hunter College, and Emory University (where she is professor emerita). Cole has been awarded nearly 70 honorary degrees and many other awards, and she is the author or coauthor of several books, including Gender Talk: The Struggle for Women’s Equality in African American Communities (2003).

2019 AWARD FOR PHILANTHROPY (ORGANIZATION)

CIC presented the 2019 Award for Philanthropy (Organization) to the Bernard Osher Foundation. Headquartered in San Francisco, the Bernard Osher Foundation seeks to improve quality of life through support of higher education and the arts. It gives generously to colleges and universities across the country, especially in California and Maine, with a special emphasis on adult learners and returning or “reentry” students. The Osher Reentry Scholarship Program supports undergraduate students who have experienced a gap in their education of at least five years. Grants for the Osher Reentry Scholarship Program, a concept developed in conjunction with Dominican University of California and Mills College, totaled nearly $5 million in 2014 and 2015. In the last few years, seven additional CIC member institutions received Reentry Scholarship Grants: Claffin University, Eckerd College, Husson University, Unity College, University of Richmond, University of the Pacific, and Widener University. In addition, through the Osher Lifelong Learning Institute (OLLI), the foundation strives to “meet the needs of older learners who want to learn simply for the joy of learning and personal fulfillment.” Overall, OLI grants to colleges and universities totaled $7.3 million in 2015 and $6.1 million in 2014. Seven CIC members have received OLLI grants: Aquinas College (MI), Dominican University of California, Eckerd College, Furman University, University of Richmond, University of the Pacific, and Widener University.

2019 AWARD FOR PHILANTHROPY (INDIVIDUAL)

Robert O. Carr received CIC’s 2019 Award for Philanthropy (Individual). Carr is an entrepreneur, philanthropist, and the founder and chair of Give Something Back (Give Back). He is committed to supporting first-generation, academically-oriented students who lack the financial resources to attend college. Carr himself was a first-generation college student and was inspired by his own receipt of a merit scholarship that enabled him to attend college. He is passionate about providing the same opportunity to determined, low-income students, with the hope that scholarship recipients also will give back to the community one day. Give Back’s model to meet college costs includes a three-way partnership with state and federal government grant programs, private college grants, and the foundation’s scholarship support to cover a student’s remaining educational expenses for four years. Give Back already has invested more than $36 million in scholarship support across the country. Since its inception, Give Back has partnered with more than a dozen CIC member institutions in the Midwest—Baker University, Blackburn College, Chapman University, Culver-Stockton College, DePaul University, DePauw University, Elizabethtown College, Elmhurst College, Illinois Wesleyan University, Lakeland University, Lewis University, Mercy College (NY), North Central College, Saint Mary’s College (IN), University of LaVerne, University of St. Francis (IL), and Wartburg College. Three of these institutions have been designated to receive $1 million gifts to support scholarships—Blackburn College, Lewis University, and University of St. Francis. Carr began his career as an entrepreneur and traveled a long road to success. In 1997, he founded Heartland Payment Systems, which became a Fortune 1000 financial transactions company. Recently, he founded and is the CEO of Beyond, a company that strives to help owners of small and mid-size businesses reduce costs by simplifying office operations.
2018 CHIEF ACADEMIC OFFICER AWARD

John D. Kolander, provost of Wisconsin Lutheran College, received CIC’s 2018 Chief Academic Officer Award in recognition of his significant support of colleagues at independent colleges and universities. He has participated as a presenter at nearly every CIC Institute for CAOs since 2004 and as a mentor to many of his colleagues as they began their tenure as CAOs. Since 2013, Kolander also has shared his knowledge and advice as a presenter for the CIC Workshops for Department and Division Chairs on developing leadership potential in oneself and others, advising new chairs to “never forget the importance of mission and vision,” and that “leading from the middle is not a curse, it’s an opportunity to have tremendous impact on your institutional culture.” In addition to his participation in many other CIC programs, he served on the CIC CAO Task Force from 2013 to 2015. Kolander has been CAO at Wisconsin Lutheran College since 2004. During his tenure, the college has added nursing, initiated master’s and adult education degrees, and forged formal academic program partnerships with medical and graduate schools in the Midwest. He also is president of the Edgar H. and Meta A. Hoenecke Vulnerable Children’s Foundation, Inc., which serves over 500 students in Lusaka, Zambia. Kolander’s research interests include campus and organizational culture, curriculum development, and leadership development.

2018 ACADEMIC LEADERSHIP AWARD

The Johns Hopkins University Press (JHUP) received the 2018 Academic Leadership Award, which recognizes outstanding contributions to American higher education. The oldest university press and one of the largest publishers in the United States, JHUP combines units that publish traditional books and journals with cutting-edge service divisions that sustain diversity and independence among nonprofit, scholarly publishers, societies, and associations. The mission of the Press is to excel in the selection, preparation, and innovative dissemination of works that advance teaching and research and enlighten a diverse audience of readers. With critically acclaimed titles in history, science, higher education, health and wellness, humanities, classics, and public health, the Books Division publishes 150 new books each year and maintains a backlist in excess of 3,000 titles. The JHUP also is home to the largest journal publication program of any U.S.-based university press. In recent years, the meteoric increase in the number of books published in the field of higher education at JHUP has been a boon to independent colleges. The Press continues to highlight the importance of solid research to facilitate good practice and policy in this field. JHUP received the CIC award in recognition of its many contributions to the work of small and mid-sized nonprofit, independent colleges and universities. Gregory Britton, editorial director of JHUP, accepted the award on behalf of the press.
Gonser Gerber LLP understands that each institution and its needs are unique. The firm takes time to get to know the president and other institutional leaders to understand each institution’s particular opportunities and challenges. Gonser Gerber refers to this customized approach as forming individually crafted relationships. Gonser Gerber, founded in 1950, is the nation’s first advancement consulting firm serving higher education institutions and a broad range of other organizations and agencies. The firm’s innovative services have provided more than 750 clients with creative, customized, results-oriented advancement counsel and helped clients raise billions of dollars.

The Lawlor Group, Inc. is a full-service, award-winning higher education marketing firm that has served over 250 educational institutions, consortia, and associations since its founding in 1987. The firm’s core areas of expertise are enrollment management, institutional marketing, and, increasingly, alumni engagement and fundraising. The firm also publishes Lawlor Perspective, a series of white papers for senior management and trustees; and Lawlor Focus, a monthly e-newsletter. In addition, Lawlor sponsors a series of professional development seminars and symposia for higher education leaders during the course of the year, including the popular annual summer seminar.

Dynamic Campus partners with leaders of colleges and universities who want to ensure that their institution’s technical capabilities are optimized for the rapidly changing needs and goals of students, faculty members, and stakeholders alike. Dynamic Campus provides a proven blend of managed IT services, on-demand technical capabilities, and an objective approach to help colleges and universities maximize the performance of their existing technology investments and IT support teams. Universities and colleges trust Dynamic Campus to improve student success outcomes and deliver better strategic alignment, improved organizational visibility and accountability, lower institutional risk, and a campus IT environment that is “future ready.”

SAGE Scholars, Inc.’s Private College and University Enrollment Marketing Consortium provides its nearly 400 colleges and universities, including several CIC member institutions, with free access to a unique database of students who have expressed interest in attending private college. The families are either saving for college or employed by companies that provide superior benefits, including free Tuition Rewards. Consortium membership is free to colleges. The SAGE database of actively participating students includes more high school seniors than the combined seniors planning to attend four-year colleges in the cities of Houston, Philadelphia, Phoenix, and San Diego.
ABOUT CIC

With an expanding 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, 2018, and June 30, 2019, from the following donors and sponsors:

AARP Foundation
Academic Keys
Acadeum
ACT | NRCCUA
AE7 Architects & Planners
AGB Search LLC
Academic Search
American Academic Leadership Institute
American Council of Learned Societies
Aramark
Ardeo Education Solutions
Art & Science Group
Asset Strategy Consultants
Associated Colleges of Illinois
Association of College and University Educators (ACUE)
AVI Food Systems, Inc.
BCWH
BKD CPAs & Advisors
Bon Appétit Management Company
Buchart Horn Architects
Campus Labs
Capital Education
Capture Higher Ed
Casagrande Consulting, LLC
Charles Koch Foundation
Collegis Education
Creative Communication Associates
Credo
Derck & Edson, LLC
Dominican University (IL)
Dynamic Campus
EAB
EIIA
Ellucian
Farrell Day
GMB Architecture + Engineering
Goff Public
Gonser Gerber LLP
GreenFig
Haley Associates Executive Search
Hanover Research
Hastings+Chivetta Architects, Inc.
Higher Learning Partners of Regis University
HigherEdJobs
Hopelab
Hunter Global Education, LLC
Huron
Hyatt-Fennell, Executive Search
IDEA
Institute for Humane Studies at George Mason University
Jenzabar
Johnson, Grossnickle and Associates
Lilly Endowment Inc.
McAllister & Quinn
Metz Culinary Management
mStoner, Inc.
National Center for Faculty Development & Diversity
National Management Resources Corporation
National Science Foundation
Nelson Mullins Riley & Scarborough LLP
North Central College
North Park University
Orbis Education
Parkhurst Dining
Partners Development
PeopleAdmin
Pioneer College Caterers
RH Perry & Associates
RHB
Rockford University
RNL
SAGE Scholars Inc.
Santander Universidades and Universia
Samuel H. Kress Foundation
SightLine
SimpsonScarborough
Sodexo
Spelman Johnson
St. John’s College, University of Cambridge
Stamats
Steptoe & Johnson PLLC
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Strategic Higher Ed (SHE)
Synergis Education
The Andrew W. Mellon Foundation
The Collaborative
The Dysart Group
The Henry Luce Foundation, Inc.
The Lawlor Group
The Learning House, Inc.
The Registry
The Spencer Foundation
The Teagle Foundation
The UPS Foundation, Inc.
TIAA
U.S.-Mexico Foundation
VitaNavis
W. M. Keck Foundation
Yaffe & Company, Inc.
Ziegler
Financial Statement

Statement of revenues, expenses, and change in assets without donor restrictions for the year ended June 30, 2019.

**Revenues**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>4,425,482</td>
</tr>
<tr>
<td>Participant Registration Fees</td>
<td>1,542,673</td>
</tr>
<tr>
<td>Foundation Grants and Corporate Support</td>
<td>5,848,039</td>
</tr>
<tr>
<td>Endowment Assets Released</td>
<td>2,139,528</td>
</tr>
<tr>
<td>Interest, Dividends, and Other Income</td>
<td>624,839</td>
</tr>
</tbody>
</table>

**Revenues**

$14,580,561

Net Realized and Unrealized Gains/Losses on Investments

$752,812

**Total Revenues**

$15,333,373

**Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs, Projects, and Services</td>
<td>8,496,185</td>
</tr>
<tr>
<td>Grants/Scholarships to Colleges, Universities, and State Council Members</td>
<td>3,852,912</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>1,667,457</td>
</tr>
</tbody>
</table>

**Expenses**

$14,016,554

**Net Assets**

Change in Net Assets without Donor Restrictions

$1,316,819

*A copy of the audited financial statements will be provided upon request.*
Board of Directors (October 2019)

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President, Drew University

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Katherine Bergeron
President, Connecticut College

Secretary and Vice Chair for Membership
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Assistant Secretary, Board of Directors and Executive Assistant to the President
Advisory Committees and Task Forces

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Christine Burns-DiBiasio
Presidential Spouse, Ohio Northern University

Cayce McCormick
Presidential Spouse, Schreiner University

Christy Colson
Presidential Spouse, Wartburg College
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**Marc Roy**
Provost, Albion College

**Aimee Sapp**
Vice President for Academic Affairs and Dean of the Undergraduate College, William Woods University

**Glenn R. Sharfman**
Provost, Oglethorpe University

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**Charlie T. McCormick**
President, Schreiner University

**Tracy Wenger Sadd**
Chaplain and Executive Director, Purposeful Life Work and Ethical Leadership, Elizabethtown College

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Professor of Religious Studies, St. Norbert College

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

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(Presiding Officer, Ex Officio)
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President, Michigan Colleges Alliance

**Paul Cerkvenik**
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**Jack Jones**
President, Iowa College Foundation

**Mike Backer**
President, Missouri Colleges Fund

**Paul C. Pribbenow**
President, Augsburg University

**Edward M. Shannon III**
Executive Vice President, South Carolina Independent Colleges and Universities
2018–2019 CIC Institutional Members Profile

Institution Size by FTE Enrollment

Carnegie Classification

Admissions Selectivity

Undergraduate Enrollment by Age Group

Total Enrollment by Race and Ethnicity

CIC Institutions

Public Four-Year Institutions

- Asian
- Black or African American
- Hispanic

- White
- Other
### Core Revenues Per Student FTE

**CIC Institutions**
- 53%
- 19%
- 16%
- 9%
- 2%

**Public Four-Year Institutions**
- 39%
- 22%
- 16%
- 3%
- 2%

- Tuition and fees
- State and Local Appropriations
- Government Grants and Contracts
- Private Gifts
- Investment Return
- Other

**Core Expenses**

**CIC Institutions**
- 37%
- 16%
- 19%
- 17%
- 9%

**Public Four-Year Institutions**
- 33%
- 29%
- 12%
- 8%
- 5%

- Instruction
- Research
- Public Service
- Academic Support
- Student Services
- Institutional Support
- Other

CIC continues its steady membership growth and now serves 686 independent colleges and universities, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 83 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
- Brandman University
- California Baptist University
- California Lutheran University*
- Concordia University Irvine
- Dominican University of California
- Fresno Pacific University
- Golden Gate University
- Holy Names University
- La Sierra 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
- AdventHealth University*
- Ave Maria University
- Beacon College
- Bethune-Cookman University
- Eckerd College*
- Edward Waters 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
- Piedmont College*
- Reinhardt University*
- Spelman College*
- Thomas University
- Wesleyan College*
- Young Harris College

#### HAWAII
- Chaminade University of Honolulu
- Hawaii Pacific University

#### 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
St. Augustine College
Trinity Christian College*
University of St. Francis
Wheaton College*

INDIANA
Anderson University*
Bethel University
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 Institute of Technology
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*

KANSAS
Baker University
Beneficent 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
Bellarmine University*
Berea College
Brescia University
Campbellsville University
Centre College
Georgetown College*
Kentucky Wesleyan College*
Lindsey Wilson College*
Midway University
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 University 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
Cambridge College
Curry College
Dean College
Elms College
Emmanuel College
Endicott College
Fisher College
Gordon College*
Hampshire College
Lasell University
Lesley University
Merrimack College*
Newbury College
Nichols College
Pine Manor College
Regis College
Simmons University
Springfield College
Stonehill College*
Western New England University
Wheaton College
Wheelock College

MICHIGAN
Adrian College
Albion College*
Alma College*
Andrews University*
Aquinas College*
Calvin University*
Cornerstone University*
Finlandia University*
Hillsdale College
Hope College*
Kalamazoo College
Madonna University
Olivet College
Siena Heights University
Spring Arbor University

MINNESOTA
Augsburg University*
Bethany Lutheran College
Bethel University*
College of Saint Benedict
Concordia College*
Concordia University, St. Paul*
Gustavus Adolphus College*
Hamline University
North Central University
Saint John's University
Saint Mary's University of Minnesota*
St. Catherine University
St. Olaf College*
The College of St. Scholastica*
University of Northwestern-St. Paul

MISSISSIPPI
Millsaps College*
Rust College
Tougaloo College*

MISSOURI
Avila University*
Central Methodist University*
College of the Ozarks*
Columbia College
Cottey College
Culver-Stockton College
Drury University*
Fontbonne University*
Kansas City Art Institute
Lindenwood University
Logan University
Maryville University of Saint Louis
Missouri Baptist University
Missouri Valley College
Park University
Rockhurst University*
St. Louis College of Pharmacy*
Stephens College
Webster University
Westminster College
William Jewell College
William Woods University

MONTANA
Carroll College
Rocky Mountain College
University of Providence*

NEBRASKA
Bellevue University
Bryan College of Health Sciences
College of Saint Mary
Doane University
Hastings College*
Midland University  
Nebraska Methodist College*  
Nebraska Wesleyan University*  
Union College  

**NEVADA**  
Sierra Nevada College  

**NEW HAMPSHIRE**  
Colby-Sawyer College*  
Franklin Pierce University  
New England College  
Rivier University*  
Saint Anselm College  
Southern New Hampshire University  

**NEW JERSEY**  
Bloomfield College  
Caldwell University  
Centenary University  
College of Saint Elizabeth  
Drew University*  
Felician University*  
Georgian Court University*  
Monmouth University  
Rider University  
Saint Peter’s University  

**NEW MEXICO**  
St. John’s College  
University of the Southwest*  

**NEW YORK**  
Cazenovia College  
College of Mount Saint Vincent  
Concordia College  
Daemen College  
Dominican College  
D’Youville College*  
Elmira College  
Hartwick College  
Hilbert College  
Hofstra University  
Houghton College*  
Ithaca College  
Keuka College  
Le Moyne College*  
Manhattanville College  
Marist College  
Marymount Manhattan College  
Medaille College  
Mercy College  
Molloy College  
Mount Saint Mary College  
New York Institute of Technology  
Nyack College  
Pace University  
Paul Smith’s College  
Roberts Wesleyan College*  
Siena College  
St. Bonaventure University  
St. John Fisher College  
St. Joseph’s 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  
Bennett 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  
Meridian 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**  
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  
Ursuline College*  
Walsh University  
Wilberforce University  
Wilmington College  
Wittenberg University*  

**OKLAHOMA**  
Oklahoma City University  
Oklahoma City University  
Oklahoma City University  

**OREGON**  
Corban University  
George Fox University  
Lewis & Clark College  
Linfield College*  
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
Chesnut 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 University
La Salle University
Lafayette College
Lebanon Valley College
Lancaster College
Manor 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*
Ursinus College*
Washington & Jefferson College
Waynesburg University*
Westminster College*
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

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

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

TENNESSEE
Bethel University*
Carson-Newman University
Christian Brothers University
Fisk University
Freed-Hardeman University
King University*
Lane College*
Lee University*
Lincoln Memorial University
Lipscomb University*
Martin Methodist College*
Maryville College*
Milligan College
Rhodes College*
Sewanee: The University of the South*
Southern Adventist University
Tennessee Wesleyan University
Trevecca Nazarene University
Tusculum University
Union University

TEXAS
Austin College*
Baylor University*
Concordia University Texas*
Dallas Baptist University
East Texas Baptist University
Hardin-Simmons University
Huston-Tillotson University
Jarvis Christian College*

PUERTO RICO
Universidad del Sagrado Corazón

RHODE ISLAND
Roger Williams University
Salve Regina University*
LeTourneau University
McMurry University
Our Lady of the Lake University*
Parker University
Schreiner University*
Southwestern Adventist University
Southwestern University*
St. Edward's University*
St. Mary's University*
Texas Christian University
Texas College
Texas Lutheran University*
Texas Wesleyan University
Trinity University*
University of Dallas
University of St. Thomas
University of the Incarnate Word
Wayland Baptist University
Wiley College

UTAH
Westminster College

VERMONT
Bennington College
Champlain College
Goddard College
Landmark College
Marlboro College
Middlebury College
Norwich University
Saint Michael's College
Southern Vermont College

VIRGINIA
Averett University
Bluefield College*
Bridgewater College*
Eastern Mennonite University*
Emory & Henry College
Ferrum College*
Hampden-Sydney College*
Hollins University
Mary Baldwin University
Marymount 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 University

WISCONSIN
Alverno College
Cardinal Stritch University*
Carroll University*
Carthage College*
Concordia University Wisconsin*
Edgewood College*
Holy Family College
Lakeland University
Marian University
Mount Mary University*
Northland College
Ripon College
St. Norbert College*
Viterbo University*
Wisconsin Lutheran College*

* = 2019 NetVUE members that also are CIC members
ASSOCIATE MEMBERS
Ancilla College
Cox College
Hesston College
Jacksonville College
Louisburg College
Maria College
Spartanburg Methodist College
Trocaire College

INTERNATIONAL MEMBERS
Al Akhawayn University, Morocco
American College of Greece
American College of Thessaloniki, Greece
American University in Bulgaria
American University of Beirut
American University of Kuwait
American University of Nigeria
American University of Sharjah, United Arab Emirates
Booth University College, Canada
Canadian Mennonite University, 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
The American University of Paris, France
Universidad de Monterrey, Mexico
Universidad Latina de América, Mexico

AFFILIATE MEMBERS
Accreditation Council for Business Schools and Programs, KS
American Academy of Religion, GA
American Council of Learned Societies, NY
American Councils for International Education, DC
American Historical Association, DC
Appalachian College Association, KY
Associated Colleges of the Midwest, IL
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Catholic Colleges and Universities, DC*
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*
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
Institute for Study Abroad, IN
Iowa Association of Independent Colleges and Universities
LeaderShape, Inc., IL
Lutheran Educational Conference of North America, SD
Marygrove College, MI
Mennonite Education Agency, IN
Modern Language Association, NY
National Association of Independent Colleges and Universities, DC
National Association of Intercollegiate Athletics, MO
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, OH
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
STATE COUNCIL MEMBERS
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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, Inc.
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
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
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and Universities

NEW MEMBERS IN 2018–2019

Institutional Members
Brandman University, CA
Bryan College of Health Sciences, NE
Edward Waters College, FL
Hawaii Pacific University
La Salle University, PA
Manor College, PA
Marymount University, VA
St. Augustine College, IL

Affiliate Members
Institute for Study Abroad, IN
LeaderShape, Inc., IL
Marygrove College, MI
National Association of Intercollegiate Athletics, MO

International Member
Canadian Mennonite University, Canada

Associate Member
Louisburg College

NEW MEMBERS IN 2019–2020 (as of October 2019)

Institutional Members
Farleigh Dickinson University, NJ
Manhattan School of Music, NY
Maria College, NY
Miles College, AL
Oakland City University, IN
Spartanburg Methodist College, SC
University of New Haven, CT
Voorhees College, SC

Affiliate Members
Associated Colleges of the South, GA
Millennium Campus Network, MA

International Members
Redeemer University College, Canada
Universidad Politecnica International, Costa Rica
CIC Staff and Senior Advisors (October 2019)

**CIC STAFF**

Sherita C. Ashmon  
Conference Manager

Allison Blackburn  
Executive Director of Conferences

David G. Brailow  
Vice President for Development

Alana K. Cassidy  
Development Manager

Sheila Cooper  
Office Manager

Heather M. Cox  
Publications Manager/Designer

Christopher Dodds  
Director of Digital Communications and Strategy

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

Vanessa N. Long  
Manager of State Council Programs

Lesley McBain  
Director of Research Projects

Paula M. Miller  
Editorial and Communications Director

Cynthia Page  
Director of Finance

Kerry Pannell  
Vice President for Academic Programs

Jo Ellen Parker  
Vice President for Communications

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  
Executive Assistant to the President and Assistant Secretary, Board of Directors

Kathleen Smith  
Projects Manager

Tabitha Truscott  
Conference and Program Coordinator

Keith A. Wallace  
Director of Administration

Kate Webber  
Director of Membership Services

**CIC ADVISORS**

Daniel O. Aleshire  
Program Evaluator, NetVUE

Roger Bowen  
Senior Advisor and Director, Woodrow Wilson Visiting Fellows Program

Edward J. Clark  
Senior Advisor and Director, Tuition Exchange Program

David S. Cunningham  
Director, NetVUE

Tom Falkner  
Evaluator, Faculty Development Programs

Marylouise Fennell, RSM  
Senior Counsel

Michael Gilligan  
Senior Advisor

Jonnie G. Guerra  
Senior Advisor, Annual Programs

Edward J. Hall  
Senior Advisor and Director, New Currents in Teaching Philosophy Institutes

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

S. Georgia Nugent  
Senior Fellow

Frederik Ohles  
Senior Advisor and Director, Presidential Vocation and Institutional Mission Program

C. Hannah Schell  
NetVUE Online Community Coordinator

Mary Pat Seurkamp  
Senior Advisor and Director, New Presidents Program

Lynne M. Spoelhof  
Program Coordinator, NetVUE

Beverly Daniel Tatum  
Senior Advisor and Director, Diversity, Civility, and the Liberal Arts Institute

Anne M. Valk  
Senior Advisor, Humanities Research for the Public Good

Katherine M. Whatley  
Senior Advisor, Academic Programs

Susan Barnes Whyte  
Senior Advisor and Director, Consortium on Digital Resources for Teaching and Research

Laura Wilcox  
Senior Advisor, Communications
Participants in 2018–2019 Programs

Presidential Vocation and Institutional Mission 2018–2019 Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandra Affenito</td>
<td>Provost and Dean of the Faculty, Norwich University</td>
</tr>
<tr>
<td>Mark L. Biermann</td>
<td>Provost and Executive Vice President for Academic Affairs, Valparaiso University</td>
</tr>
<tr>
<td>Janet L. Bland</td>
<td>Provost and Dean of the Faculty, Marietta College</td>
</tr>
<tr>
<td>Roberto Curci</td>
<td>Dean, Brennan School of Business, Dominican University (IL)</td>
</tr>
<tr>
<td>Suzanne Allison Davis</td>
<td>Executive Vice President and Chief Legal Officer, Greenville University</td>
</tr>
<tr>
<td>Tracy Espy</td>
<td>Provost and Vice President for Academic Affairs, Pfeiffer University</td>
</tr>
<tr>
<td>Jeffrey A. Frick</td>
<td>Dean of the College and Academic Vice President, St. Norbert College</td>
</tr>
<tr>
<td>Karen C. Goff</td>
<td>Vice President for Student Affairs and Dean of Students, Agnes Scott College</td>
</tr>
<tr>
<td>Heather Hadlock</td>
<td>Vice President for Student Affairs, East Texas Baptist University</td>
</tr>
<tr>
<td>Amanda Lammers</td>
<td>Vice President for Student Services, Brenau University</td>
</tr>
<tr>
<td>Kenneth L. Newbold, Jr.</td>
<td>Provost and Executive Vice President, Goshen College</td>
</tr>
<tr>
<td>Rod Reed</td>
<td>Dean of Christian Formation, John Brown University</td>
</tr>
<tr>
<td>Eric M. Shor</td>
<td>Vice President for Enrollment Management, Alderson Broaddus University</td>
</tr>
<tr>
<td>Kimberly Sluis</td>
<td>Vice President for Student Affairs and Strategic Initiatives, North Central College</td>
</tr>
<tr>
<td>Tracy M. Stewart</td>
<td>Vice President for Academic Affairs, Viterbo University</td>
</tr>
<tr>
<td>Mary E. M. Strey</td>
<td>Vice President for Academic Affairs and Dean of the Faculty, Central College</td>
</tr>
<tr>
<td>Michael K. Wanous</td>
<td>Vice President for Academic Affairs, Huntington University</td>
</tr>
<tr>
<td>Matthew Ward</td>
<td>Vice President for Enrollment Management and Marketing, California Lutheran University</td>
</tr>
<tr>
<td>Michael White</td>
<td>Vice President for Enrollment Management and Student Development, Bluefield College</td>
</tr>
<tr>
<td>Scott C. Zeman</td>
<td>Vice President for Academic Affairs, Alverno College</td>
</tr>
</tbody>
</table>

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

The following 63 participants have been appointed as a college or university president since completing one of eight Presidential Vocation and Institutional Mission programs for prospective presidents.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robin E. Baker</td>
<td>Provost, George Fox University, to president of that university</td>
</tr>
<tr>
<td>J. Blair Blackburn</td>
<td>Executive vice president, Dallas Baptist University, to president, East Texas Baptist University</td>
</tr>
<tr>
<td>Irma Becerra</td>
<td>Provost and chief academic officer, St. Thomas University, to president, Marymount University</td>
</tr>
<tr>
<td>Nancy H. Blattner</td>
<td>Vice president and dean for academic affairs, Fontbonne University, to president, Caldwell University</td>
</tr>
<tr>
<td>Brian Brues</td>
<td>Executive vice president and chief operating officer, St. Catherine University, to president, St. Norbert College</td>
</tr>
<tr>
<td>Grant H. Cornwell</td>
<td>Vice president of the university and dean of academic affairs, St. Lawrence University, to president, The College of Wooster</td>
</tr>
<tr>
<td>Debbie Lynn Cottrell</td>
<td>Vice president for academic affairs, Texas Lutheran University, to president of that university</td>
</tr>
<tr>
<td>Delmas S. Crisp, Jr.</td>
<td>Executive vice president and academic dean, Methodist University, to interim president of that university</td>
</tr>
<tr>
<td>Christine De Vinne</td>
<td>Vice president for academic affairs, Notre Dame of Maryland University, to president, Ursuline College</td>
</tr>
<tr>
<td>James S. Dlugos</td>
<td>Vice president and dean for academic affairs, College of Saint Elizabeth, to president, Saint Joseph's College of Maine</td>
</tr>
<tr>
<td>Bethami Dobkin</td>
<td>Provost and vice president of academic affairs, Saint Mary's College of California, to president, Westminster College (UT)</td>
</tr>
<tr>
<td>Susan M. Donovan</td>
<td>Executive vice president, Loyola University Maryland, to president, Bellarmine University</td>
</tr>
<tr>
<td>Sandra Doran</td>
<td>Chief of staff, vice president and general counsel, Lesley University, to president, Salem College</td>
</tr>
<tr>
<td>Roger Drake</td>
<td>Vice president for administration and finance, Lindsey Wilson College, to president, Central Methodist University</td>
</tr>
<tr>
<td>Patricia Draves</td>
<td>Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University</td>
</tr>
</tbody>
</table>
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, Huntington University

David R. Evans  
Vice president for academic affairs and dean of the faculty, Buena Vista University, to president, Southern Vermont College

Stephanie Fabritius  
Vice president for academic affairs and dean, Centre College, to president, Associated Colleges of the South

Barbara A. Farley  
Vice president for academic affairs and dean of the college, Augsburg University, to president, Illinois College

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

Tracy Fitzsimmons  
Vice president for academic affairs, Shenandoah University, to president of that university

Scott Flanagan  
Vice president for enrollment and planning, Edgewood College, to president of that college

John Anthony “Tony” Floyd  
Executive vice president, Coker University, to president, Mars Hill University

Vivia L. Fowler  
Provost and vice president for academic affairs, Wesleyan College (GA), to president of that college

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

Byron 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

Joel W. Martin  
Provost and dean of the faculty, Franklin & Marshall College, to president, Wagner College

Stacy McAfee  
Associate vice president for external relations, strategic partnerships, and presidential initiatives, University of the Pacific, to president, University College of the Cayman Islands

Charlie 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

Laurie Quinn  
Provost and senior vice president for academic affairs, Champlain College, to interim president of that university

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

Rodney Reed  
Dean of Christian formation, John Brown University, to chancellor, Indiana Wesleyan University-Marion

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 Stefanco  
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, Benedictine University, to president, Cabrini 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  

Kelly M. Thompson  
Vice president for external relations and interim provost, Barton College, to president, Culver-Stockton College  

Susan Traverso  
Provost and senior vice president, Elizabethtown College, to president, Thiel College  

Burton Webb  
Vice president for academic affairs, Northwestern Nazarene University, to president, University of Pikeville  

Jann Rudd Weitzel  
Provost and vice president for academic affairs, Lindenwood University, to president, Cottey College  

Cynthia Zane  
Chief academic officer and dean of the faculty, Mount St. Joseph University, to president, Hilbert College  

Carlos Basurto Meza  
Provost, Universidad de Monterrey  

Mark L. Biermann  
Provost and Executive Vice President for Academic Affairs, Valparaiso University  

R. Justin Carswell  
Vice President for Christian Ministries and Dean of the Chapel, College of the Ozarks (MO)  

Sharon Dudley  
General Counsel, Bethune-Cookman University  

DonnaJean Anderson Fredeen  
Provost and Vice President for Academic Affairs, Rider University  

Monique Guillory  
Vice President for Academic Affairs, College of Saint Elizabeth  

Steve Herendeen  
Vice President for Enrollment Management, Indiana Institute of Technology  

Mark A. Husbands  
Vice President for Academic Affairs, Northwestern College (IA)  

Walter Ivanenko  
Vice President for Academic Affairs, Gannon University  

Kevin Jackson  
Vice President for Student Life, Baylor University  

John J. King  
Vice President for Student Life, Roger Williams University  

Terry Logan Papillon  
Vice President for Academic Affairs and Dean of the College, Sewanee: The University of the South  

Tracy S. Parkinson  
Vice President for Strategic Partnerships and Special Assistant to the President, Coker University  

Mark Phillips  
Director of Alumni Engagement, Bethany College (WV)  

P. Joan Poor  
Provost, Upper Iowa University  

Lori V. Quigley  
Vice President for Academic Affairs, Medaille College  

Beth Reissenweber  
Vice President for Finance and Administration and Chief Financial Officer, Augsburg University  

Karl Ivan Solibakke  
Vice President for Finance and Interim Vice President for Advancement, Ripon College  

Alumni of Executive Leadership Academy Who Have Become Presidents  
Since 2009, 85 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 46 CIC participants who advanced to presidencies.  

Makola M. Abdullah  
Provost and vice president for academic affairs, Florida Memorial University, to president, Virginia State University  

Jeffrey Abernathy  
Vice president for academic affairs and dean of the college, Augustana College, to president, Alma College  

Charlotte Borst  
Vice president for academic affairs and dean of faculty, Whittier College, to president, College of Idaho  

Brett Bradfield  
Provost and vice president for academic affairs, University of Sioux Falls, to president of that university  

Marc Camille  
Vice president for enrollment management and communications, Loyola University Maryland, to president, Albertus Magnus College  

Seamus Carey  
Dean of the College of Arts and Sciences, Sacred Heart University, to president, Transylvania University
Deborah Carlson  
Vice president of organizational development, Nebraska Methodist College, to president of that college

Andrea Chapelaíne  
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 University (IN)

Ronald Chesborough  
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

Marcheta Evans  
Vice president for academic affairs, Our Lady of the Lake University (TX), to president, Bloomfield College

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 University, to president of that university

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

Matthew Giordano  
Vice president for academic affairs, Villa Maria College, to president of that college

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

Bryan 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, to president, Muskingum University

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

Mark Husbands  
Vice president for academic affairs, Northwestern College (IA), to president, Trinity Western University

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

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

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

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

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

Christine Plunkett  
Vice president for administration and finance, Burlington College, to president of Iowa Wesleyan University

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. Reynolds 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 2018–2019 CIC Participants

Adrian Aldrich  
Executive Director of Development and Alumni Affairs, North Central College

J. Alan Alewine  
Associate Dean of Curriculum, McKendree University

Aimee Badeaux  
Director, Doctor of Nursing Practice, Nurse Anesthesia Program, Franciscan Missionaries of Our Lady University

Paul James Ballard  
Associate Dean of Student Success and Retention, St. Norbert College

Lauren Bergey  
Chair, Science Department; and Director of the Honors Program, Centenary University

Natalia F. Blank  
Associate Provost for Academic Affairs and Assessment, Norwich University

Gregory LaMont Bosworth  
Dean of Arts and Sciences, Jarvis Christian College

Robin Bowlus  
Senior Director of Advancement Operations and Public Relations, Bluffton University

Duane Coltharp  
Associate Vice President for Curriculum and Faculty Development, Trinity University (TX)

Jerusha Detweiler-Bedell  
Director of the Teaching Excellence Program, Lewis & Clark College

John Joseph Dilustro  
Associate Provost for Academic Affairs, Chowan University

Tracy Dinesen  
Associate Dean of Academic Affairs and Retention, Simpson College

Derek John Driedger  
Dean of the College of Adult and Professional Studies, Dakota Wesleyan University

Cheryl Denise Edelson  
Interim Dean of Humanities and Fine Arts, Chaminade University of Honolulu

Lorna Laney Fink  
University Compliance Officer and Title IX Coordinator, Lynn University

James Godo  
Assistant Vice President for External Affairs and Special Assistant to the President, North Central College

Deborah Hokien  
Director, PhD Program, Marywood University

Joseph Michael Incandela  
Associate Dean, Saint Mary’s College (IN)

Steven Paul Jacobson  
Senior Associate Vice President for Student Life, University of the Pacific

Andrew B. Jones  
Dean of Student Success, Illinois College

Daniel Keling  
Executive Director of Adirondack Watershed Institute, Paul Smith’s College

Deborah Kisatsky  
Director of Peace and Conflict Studies, Assumption College

Kristi Kneas  
Dean of Academic Affairs and Faculty Development, Elizabethtown College

Jeremy Kolwinka  
Dean of the College of Arts and Humanities, University of Northwestern-St. Paul

Marcela Kostihova  
Dean of the College of Liberal Arts, Hamline University

Deborah Lawrence  
Dean of Russell Sage College, The Sage Colleges

Michael Marshall  
Associate Vice President for Enrollment Services and Interim Dean of Student Services and Campus Life, Clark Atlanta University

Tracey Dexter Matthews  
Dean, School of Health, Physical Education, and Recreation, Springfield College

Steven Michels  
Assistant Provost for Teaching and Learning, Sacred Heart University

Mildred A. Mihlon  
Associate Vice President for Academic Affairs and Assessment, Saint Peter’s University

Jonathan Millen  
Dean of the College of Liberal Arts and Sciences, Rider University

Jennifer Miller  
Associate Dean of Academic Affairs for Professional and Graduate Studies, Hiram College

Roman Ortega  
Director of Veterans Affairs and Recruitment, Lewis University

Heather Pieper-Olson  
Interim Co-Vice President for Institutional Advancement, College of Saint Benedict

Rosa Rivera-Hainaj  
Assistant Vice President for Academic Affairs, Our Lady of the Lake University (TX)

Juan Armando Rojas  
Assistant Dean for Diversity and Inclusion, Ohio Wesleyan University

Maynard Schaus  
Associate Provost, Virginia Wesleyan University

Ashley Schofield  
Controller, Claflin University

Brian William Smith  
Associate Dean of the School of Behavioral and Social Sciences, St. Edward’s University

Gabrielle St. Leger  
Dean of Students, New York Institute of Technology

Michele Starkey  
Associate Provost, Mount Saint Mary’s University (CA)

Jamie Thompson  
Director of Student Involvement, Trinity University (TX)

Mary Alice Trent  
Chair, Division of Modern Language and Literature, Indiana Wesleyan University

Scott Wilson  
Associate Dean for Global Education, Sewanee: The University of the South

Mark Darrell Wood  
Director of Pre-Health Science Programs, Drury University
CIC Online Course Sharing
Consortium Member Institutions
(October 2019)

Albertus Magnus College
Alderson Broaddus University
Anderson University (SC)
Aquinas College (MI)
Barton College
Bay Path University
Benedict College
Benedictine College
Bethany Lutheran College
Bethel College
Bethel University
Blackburn College
Bloomfield College
Bluefield College
Brandman University
Brevard College
Buena Vista University
Calvin University
Catawba College
Charleston Southern University
Clarke University
Coker University
College of Saint Mary (NE)
Columbia College Chicago
Concordia University-St. Paul
Concordia University Texas
Cottey College
Covenant College
Dean College
Defiance College
Dillard University
Dominican College (NY)
Dordt University
Edgewood College
Elmhurst College
Emory & Henry College
Eureka College
Ferrum College
Fisher College
Franklin University
Gannon University
Gardner-Webb University
Geneva College
George Fox University
Gordon College
Goshen College
Graceland University
Grove City College
Hastings College
Heidelberg University
Hood College
Houghton College
Jarvis Christian College
John Brown University
King University
Lasell University
Lee University
Lenoir-Rhyne University
Lourdes University
Malone University
Marymount College
McKendree University
McMurry University
Medaille College
Midland University
Mount Saint Joseph University
Mount Saint Mary's College (NY)
Mount Saint Mary's University (CA)
Nebraska Methodist College
Nebraska Wesleyan University
Notre Dame College
Notre Dame de Namur University
Ohio Northern University
Ottawa University
Otterbein University
Palm Beach Atlantic University
Quincy University
Reinhardt University
Saint Mary's College (IN)
Saint Xavier University
Salem College
Schenectady University
Siena College
Siena Heights University
Spalding University
Springfield College
St. Edward's University
St. Mary's University (TX)
Stonehill College
Tabor College
Stillman College
Texas Lutheran University
Texas Wesleyan University
The College of Saint Rose
Tiffin University
Trine University
University of Bridgeport
University of Mount Union
University of Northwestern-St. Paul
University of Pikeville
University of Providence
University of Saint Mary
University of St. Francis (IL)
University of the Incarnate Word
University of the Ozarks
Virginia Wesleyan University
Walsh University
Warren Wilson College
Wayland Baptist University
Wesleyan College
Wheeling University
William Peace University
Wilson College
Wingate University
Wittenberg University
Mercy College, NY
### Consortium for Instructional Excellence and Career Guidance Participating Institutions

<table>
<thead>
<tr>
<th>Consortium for Instructional Excellence and Career Guidance</th>
<th>Albertus Magnus College</th>
<th>Goshen College</th>
<th>Regis College</th>
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<tbody>
<tr>
<td>Participating Institutions</td>
<td>Albion College</td>
<td>Husson University</td>
<td>Roanoke College</td>
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<td>Alderson Broaddus University</td>
<td>Lebanon Valley College</td>
<td>Sacred Heart University</td>
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<td>Bloomfield College</td>
<td>Lourdes University</td>
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<td>Briar Cliff University</td>
<td>Lynn University</td>
<td>Talladega College</td>
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<td>Butler University</td>
<td>Maryville College</td>
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<td>Concordia University Texas</td>
<td>Mills College</td>
<td>University of La Verne</td>
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<td>Dillard University</td>
<td>Mount Saint Mary's University (CA)</td>
<td>Wesleyan College (GA)</td>
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<td>Elmhurst College</td>
<td>Nebraska Methodist College</td>
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### Intergenerational Connections 2018–2019 Participating Institutions

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<th>Institution Name</th>
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<tr>
<td>Barton College</td>
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<td>Bennington College</td>
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<td>Calvin University</td>
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<td>Centenary University (NJ)</td>
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<td>Chatham University</td>
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<td>Christian Brothers University</td>
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<tr>
<td>Coe College</td>
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<tr>
<td>Colby-Sawyer College</td>
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<tr>
<td>College of Saint Mary (NE)</td>
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<tr>
<td>Concordia University Wisconsin</td>
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<tr>
<td>Converse College</td>
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<tr>
<td>Dominican University (IL)</td>
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<tr>
<td>Elizabethtown College</td>
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<tr>
<td>Franciscan Missionaries of Our Lady University</td>
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<tr>
<td>Gwynedd Mercy University</td>
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<tr>
<td>Hilbert College</td>
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<td>Jarvis Christian College</td>
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<td>Mercy College (NY)</td>
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<td>Meredith College</td>
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<td>Shenandoah University</td>
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<td>Spelman College</td>
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<td>St. John Fisher College</td>
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<tr>
<td>The College of Saint Rose</td>
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<tr>
<td>Universidad del Sagrado Corazón</td>
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<tr>
<td>University of Saint Francis (IN)</td>
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<td>Virginia Wesleyan University</td>
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<td>Wheeling University</td>
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<tr>
<td>Whitman College</td>
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<td>Wofford College</td>
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</table>

### Diversity, Civility, and the Liberal Arts Institute 2019 Participating Institutions

<table>
<thead>
<tr>
<th>Institution Name</th>
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<tbody>
<tr>
<td>Augsburg University</td>
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<tr>
<td>Berea College</td>
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<tr>
<td>Bridgewater College</td>
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<tr>
<td>Buena Vista University</td>
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<tr>
<td>California Lutheran University</td>
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<tr>
<td>College of Saint Mary (NE)</td>
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<td>Curry College</td>
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<tr>
<td>Eckerd College</td>
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<td>Elmhurst College</td>
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<td>Gettysburg College</td>
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<tr>
<td>Graceland University</td>
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<td>Illinois College</td>
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<td>Lewis University</td>
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<td>Luther College</td>
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<td>Mars Hill University</td>
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<td>Muskingum University</td>
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<tr>
<td>North Park University</td>
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<tr>
<td>Pacific Lutheran University</td>
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<tr>
<td>Springfield College</td>
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<tr>
<td>St. John Fisher College</td>
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<tr>
<td>St. Lawrence University</td>
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<tr>
<td>Trinity University</td>
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<tr>
<td>University of Evansville</td>
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<tr>
<td>Viterbo University</td>
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<tr>
<td>Wheaton College (MA)</td>
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</tbody>
</table>

### Teaching Interfaith Understanding Seminar 2019 Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
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<tbody>
<tr>
<td>Jay Akkerman</td>
<td>Professor of Theology, Northwest Nazarene University</td>
</tr>
<tr>
<td>John Cha</td>
<td>Associate Professor of Religion, Gustavus Adolphus College</td>
</tr>
<tr>
<td>Christy Cobb</td>
<td>Assistant Professor of Religion, Wingate University</td>
</tr>
<tr>
<td>Darren Duersken</td>
<td>Associate Professor of Intercultural and Religious Studies, Fresno Pacific University</td>
</tr>
<tr>
<td>Matthew Eaton</td>
<td>Assistant Professor of Theology, King's College</td>
</tr>
<tr>
<td>Alan English</td>
<td>Assistant Professor of Education, Bethany College (KS)</td>
</tr>
<tr>
<td>Ronda Gentry</td>
<td>Assistant Professor of Religious Studies, Tusculum University</td>
</tr>
<tr>
<td>Badiah Hafejee</td>
<td>Assistant Professor of Social Work, Elizabethtown College</td>
</tr>
<tr>
<td>Brent Hege</td>
<td>Instructor in Philosophy, Religion, and Classics, Butler University</td>
</tr>
<tr>
<td>Matthew Hoffman</td>
<td>Instructor in Religious Studies, Warren Wilson College</td>
</tr>
<tr>
<td>Carl Hughes</td>
<td>Assistant Professor of Theology, Philosophy, and Classical Languages, Texas Lutheran University</td>
</tr>
<tr>
<td>Mona Ibrahim</td>
<td>Professor of Psychology, Concordia College (MN)</td>
</tr>
<tr>
<td>Matthew Maruggi</td>
<td>Associate Professor of Religion, Augsburg University</td>
</tr>
<tr>
<td>Jennifer Mealey</td>
<td>Associate Professor of Social Work, Keuka College</td>
</tr>
<tr>
<td>Karreem Mebane</td>
<td>Lecturer in Religious Studies, Albertus Magnus College</td>
</tr>
<tr>
<td>Guy Nave</td>
<td>Professor of Religion, Luther College</td>
</tr>
<tr>
<td>Sarah Pessin</td>
<td>Professor of Philosophy and Judaic Studies, University of Denver</td>
</tr>
<tr>
<td>Marc Pugliese</td>
<td>Associate Professor of Philosophy, Theology, and Religion, Saint Leo University</td>
</tr>
<tr>
<td>Frank Spidale</td>
<td>Assistant Professor of Art, Dominican University (IL)</td>
</tr>
<tr>
<td>Sana Tayyen</td>
<td>Visiting Assistant Professor of Religious Studies, University of Redlands</td>
</tr>
<tr>
<td>Lisa Untescher</td>
<td>Professor of Religious Studies, Alaska Pacific University</td>
</tr>
<tr>
<td>Kirk VanGilder</td>
<td>Associate Professor of History, Philosophy, Religion, and Sociology, Gallaudet University</td>
</tr>
<tr>
<td>Emma Woelk</td>
<td>Assistant Professor of Languages, Literatures, and Cultures, St. Edward's University</td>
</tr>
<tr>
<td>Alice Wood</td>
<td>Associate Professor of Religion and Philosophy, Bethune-Cookman University</td>
</tr>
<tr>
<td>Elaine Yuen</td>
<td>Associate Professor of Wisdom Traditions, Naropa University</td>
</tr>
</tbody>
</table>
### Seminars on Science Pedagogy 2019 Participating Institutions

- Augsburg University
- Berea College
- Biola University
- Concordia University Texas
- Holy Names University
- Linfield College
- Marymount California University
- Rollins College
- William Jessup University
- York College of Pennsylvania

### American History Seminar 2019 Participants

- **Andrew Bledsoe**  
  Assistant Professor of History, Political Science, and Humanities, Lee University
- **Megan Boccardi**  
  Associate Professor of History, Quincy University
- **Brad Born**  
  Professor of English, Bethel College
- **Deborah Breen**  
  Assistant Professor of Digital Humanities, Regis College
- **Rebecca Czuchry**  
  Professor of History, Texas Lutheran University
- **Denise Damico**  
  Associate Professor of History and Political Science, Saint Francis University
- **Jon Davidann**  
  Professor of History and International Studies, Hawaii Pacific University
- **Jonathan Den Hartog**  
  Professor of History, University of Northwestern-St. Paul
- **Christopher DeRosa**  
  Associate Professor of History and Anthropology, Monmouth University (NJ)
- **Ellen Eisenberg**  
  Dwight and Margaret Lear Professor of American History, Willamette University
- **Jennifer Erdman**  
  Assistant Professor of History, Notre Dame of Maryland University
- **David Gilbert**  
  Assistant Professor of History, Mars Hill University
- **Samuel Graber**  
  Assistant Professor of Humanities and Literature, Valparaiso University
- **Nicole Greer Golda**  
  Assistant Professor of History, Ferrum College
- **Randall Hanson**  
  Professor of History and Political Studies, Colby-Sawyer College
- **Felix Harcourt**  
  Assistant Professor of History, Austin College
- **Antwain Hunter**  
  Assistant Professor of History and Anthropology, Butler University
- **Katie Kornacki**  
  Assistant Professor of English, Caldwell University
- **Megan Monahan**  
  Assistant Professor of History, Cedar Crest College
- **Ken Nivison**  
  Professor of History, Southern New Hampshire University
- **Ngozi Onuora**  
  Associate Professor of Education, Millikin University
- **Jeffrey Perry**  
  Assistant Professor of History, Tusculum University
- **Alyssa Ribeiro**  
  Assistant Professor of History and Black Studies, Allegheny College
- **Shannon Smith**  
  Assistant Professor of History, College of St. Benedict/Saint John's University
- **Lauren Thompson**  
  Assistant Professor of History, McKendree University
Ancient Greece in the Modern College Classroom 2019 Participants

Sarah Blackwell
Instructor of English, Thomas More University (KY)

Dan Clanton
Associate Professor of Philosophy and Religious Studies, Doane University

Morgan Dancy
Instructor of English, Methodist University

Ellen Dugan-Barrette
Professor of English, Brescia University

Chris Flynn
Associate Professor of English, St. Edward’s University

Erich Freiberger
Professor of Philosophy, Jacksonville University

Guadalupe Garcia McCall
Assistant Professor of English, George Fox University

Jeffrey Glodzik
Associate Professor of History, D’Youville College

Brian Harries
Associate Professor of English, Concordia University Wisconsin

Pamela Johnston
Associate Professor of History, Fresno Pacific University

Sigrid King
Professor of English and Theatre, Carlow University

Sean Lewis
Associate Professor of English, Mount St. Mary’s University (MD)

Paula Makris
Associate Professor of English, Wheeling University

Gretchen McKay
Professor of Art History, McDaniel College

James Pollock
Professor of English, Loras College

Irina Rodimtseva
Assistant Professor of English and Literature Humanities, Alderson Broaddus University

Rosa Mirna Sanchez
Associate Professor of Spanish Language, Literature, and Culture, Caldwell University

James Snyder
Associate Professor of Philosophy, Mercyhurst University

Kerri Tom
Professor of English, Concordia University Irvine (CA)

Kristen Waha
Assistant Professor of English, Grove City College

Professors Kenny Morrell (second row far left) and Greg Nagy (front row far right) and participants in the 2019 seminar “The Ancient Greek Hero” at Harvard University’s Center for Hellenic Studies in Washington, DC.
Teaching European Art in Context Seminar 2019 Participants

Lucienne Auz  
Assistant Professor of Art History,  
Nebraska Wesleyan University

Cynthia Bandish  
Professor of English, Bluffton University

Dustyn Bork  
Associate Professor of Art, Lyon College

Anne Cassidy  
Professor of Art, Carthage College

Patricia Clark  
Associate Professor of History,  
Westminster College (PA)

Richard Curtis  
Assistant Professor of Art,  
Thomas University (GA)

Jasmin Cyril  
Professor of Art History, Benedict College

Nicole De Armendi  
Assistant Professor of Art  
History, Converse College

Robert Dewey  
Professor of History, DePauw University

Cameron Dodworth  
Associate Professor of English,  
Methodist University

Ashley Elston  
Assistant Professor of Art  
History, Berea College

Jessica L. Fripp  
Assistant Professor of Art History,  
Texas Christian University

Sandra Krohnert  
Assistant Professor of Art,  
Concordia University Chicago

Sherri Lisota  
Professor of Art, Viterbo University

Rebecca McMillen  
Assistant Professor of Art,  
Fresno Pacific University

Adela Ramos  
Associate Professor of English,  
Pacific Lutheran University

Susan Schaper  
Professor of English, The College of Idaho

Mary Slavkin  
Assistant Professor of Art History,  
Young Harris College

Karen Sonnelitter  
Assistant Professor of History, Siena College

Mary Beth Tegan  
Associate Professor of English,  
Saint Xavier University

Amy Weldon  
Professor of English, Luther College

Christopher Wille  
Assistant Professor of Art, Eureka College

The Independent Pathways: Community College Transfer in the Liberal Arts

CIC/NCICU Participating Institutions

Barton College  
Brevard College  
Campbell University  
Catawba College  
Chowan University  
Guilford College  
Johnson C. Smith University  
Mars Hill University  
Meredith College  
Pfeiffer University

Salem College  
Shaw University  
William Peace University  
Wingate University  
Louisburg College (Two-Year)

Community College Partners

Asheville-Buncombe Technical Community College  
Blue Ridge Community College  
Central Carolina Community College

Central Piedmont Community College  
Durham Technical Community College  
Forsyth Technical Community College  
Guilford Technical Community College  
Roanoke-Chowan Community College  
Rowan-Cabarrus Community College  
South Piedmont Community College  
Stanly Community College  
Wake Technical Community College  
Wilson Community College
Woodrow Wilson Visiting Fellows 2018–2019 Host Institutions

- Agnes Scott College
- Albion College
- Allegheny College
- Augustana College
- California Baptist University
- Campbell University
- Carlow University
- Carthage College
- Central College
- Concordia University Texas
- Davenport University
- Delaware Valley College
- Elizabethtown College
- Gannon University
- Hampden-Sydney College
- Marietta College
- Methodist University
- Misericordia University
- Muhlenberg College
- Saint Leo University
- Saint Michael’s College
- Samford University
- Simmons University
- Southern New Hampshire University
- Southwestern Adventist University
- St. Joseph’s College (NY)
- The College of Wooster
- The University of Findlay
- Thiel College
- Thomas University (GA)
- University of Mount Union
- University of the Pacific
- Voorhees College
- Wabash College
- Washington & Jefferson College
- Wheaton College (MA)
- York College of Pennsylvania

NetVUE Teaching Vocational Exploration Seminar 2019 Participants

- Jaqueline Babb
  Assistant Professor of Digital Marketing, Aurora University
- Christine Beech
  Director of the Kabara Institute for Entrepreneurial Studies, Saint Mary’s University of Minnesota
- Paul R. Burmeister
  Assistant Dean of Advising and Associate Professor of Art, Wisconsin Lutheran College
- Cynthia A. Curtis
  Assistant Professor of Practical Theology and Spiritual Formation, Belmont University
- Martin H. Dotterweich
  Associate Professor of History and Director of the King Institute for Faith and Culture, King University
- Matthew Duperon
  Associate Professor of Religious Studies and Director of the Center for Teaching and Learning, Susquehanna University
- Mari Elise Ewing
  Assistant Professor of Environmental Studies, Austin College
- Karen A. Frank
  Associate Professor of History, University of the Ozarks (AR)
- Lisette Gibson
  Assistant Professor of English, Capital University
- Kristina “Kiki” Kosnick
  Assistant Professor of World Languages, Literatures, and Cultures, Augustana College
- Rachael Lancor
  Associate Professor of Physics and Chair, Chemistry, Geosciences, and Physics Department, Edgewood College
- Nan Metzger
  Instructor and Director of International Studies, Mount Mary University
- Sara Peters
  Associate Professor of Psychology, Newberry College
- Amy J. Santas
  Associate Professor and Chair, Biology Department, Muskingum University
- D. Michelle Satterlee
  Assistant Professor of Psychology, John Brown University
- Richard Sévère
  Associate Professor of English, Valparaiso University
- Austin Y. Shull
  Assistant Professor of Biology, Presbyterian College
- Eugene T. Torigoe
  Associate Professor of Physics, Thiel College
- Benjamin D. Utter
  Visiting Assistant Professor of Language and Literature, Ouachita Baptist University
- Michael T. Wentzel
  Associate Professor of Chemistry, Augsburg University

NetVUE Program Development Grant 2019 Recipients

- Augsburg University
- Augustana College
- Bay Path University
- Bethany College (KS)
- Bethel University (MN)
- Bluefield College
- Concordia University Wisconsin
- Concordia University, St. Paul
- Eckerd College
- Elmhurst College
- Furman University
- Gordon College
- Lee University
- Martin Methodist College
- Maryville College
- Muskingum University
- Ottawa University
- Samford University
- Southwestern University (TX)
- Susquehanna University
- The College of St. Scholastica
- University of Mary Hardin-Baylor
- University of Mount Union
- University of Saint Francis (IN)
- Ursinus College
NetVUE Professional Development Awards 2019 Recipients

Andrews University
Blackburn College
Bryn Athyn College
Central Methodist University
Coe College
College of the Ozarks (MO)
D’Youville College
Eastern Mennonite University
Friends University
Harding University
Kentucky Wesleyan College
Illinois Wesleyan University
Loras College
Loyola Marymount University
 Messiah College
Morningside College
Mount Vernon Nazarene University
North Park University
Ohio Dominican University
Pepperdine University
Roanoke College
Rochester University
Saint Vincent College
Salve Regina University
Spring Hill College
Tabor College
University of Dubuque
University of San Diego

Vocation across the Academy Grants 2019 Recipients

AdventHealth University
Albion College
Azusa Pacific University
Bellarmine University
Finlandia University
Georgian Court University
Gustavus Adolphus College
Hope College
Mount St. Mary’s University (MD)
Point Loma Nazarene University
Presbyterian College
Ursuline College

CIC/New York Times Partnership in Education 2019 Participating Institutions

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Albion College
Allegheny College
Alma College
Alverno College
Aquinas College (MI)
Augustana University
Aurora University
Ave Maria University
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
Bridgewater College
Bucknell University
Buena Vista University
Butler University
Cabrini University
Caldwell University
Capital University
Carroll College
Central College
Centre College
Charleston Southern University
Clarke University
Coker University
College of the Atlantic
Colorado College
Columbia College (SC)
Connecticut College
Cornell College
Cortney College
Culver-Stockton College
Dallas Baptist University
Denison University
DePauw University
Doane University
Dominican University of California
Drake University
Drew University
Drury University
Duquesne University
Earlham College
Eastern Mennonite University
Eastern University
Eckerd College
Emmanuel College (MA)
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
Hampshire College
Hanover College
Hastings College
Haverford College
Heidelberg University
Hillsdale College
Hiram College
Hofstra University
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
Lebanon Valley College
Lenoir-Rhyne University
Lewis & Clark College
Luther College
Lynn University
Manhattanville College
Marian University (IN)
Mary Baldwin University
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
Pace University
Pacific Union College
Pepperdine University
Pine Manor 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 (MN)
Saint Mary's College (IN)
Saint Mary's College of California
Saint Michael's College
Samford University
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. Lawrence 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  
Trinity University  
Trocaire College  
Union College (NE)  
University of Dallas  
University of Denver  
University of Evansville  
University of Hartford  
University of La Verne  
University of Mount Union  
University of New Haven  
University of Puget Sound  
University of Redlands  
University of Scranton  
University of the Sciences  
Wabash College  
Wagner College  
Walsh University  
Wane Wariner Pacific University  
Warren Wilson College  

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<tr>
<th>Wartburg College</th>
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<th>Whittier College</th>
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- Albright Stonebridge Group  
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- Associated Colleges of Illinois  
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- Culver-Stockton College  
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- Drew University  
- Hunter Global Education, LLC  
- Instituto de Estudios Superiores del Bajo  
- Jarvis Christian College  
- Lewis University  
- Mexican Federation of Private Institutions of Higher Education  
- Mount St. Joseph University  
- North Central College  
- North Park University  
- Olivet College  
- Rockford University  
- Saint Mary-of-the-Woods College  
- Santander Universidades and Universia  
- Stillman College  
- Universidad Anáhuac Querétaro  
- Universidad Cristóbal Colón  
- Universidad de Monterrey  
- Universidad de Monterrey, Mexico  
- Universidad de la Salle Noroeste  
- Universidad Latina de América  
- Universidad Panamericana Guadalajara  
- Universidad Panamericana Bonaterra Campus  
- Universidad Riviera  
- Universidad Vasco de Quiroga  
- U.S. Department of State  
- U.S.-Mexico Leaders Network  
- Valparaiso University  
- Virginia Wesleyan 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

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University of Denver, CO ................................................................. BACK COVER