ANNUAL REPORT
2007–2008

The Strength of the Independent Sector

The Council of Independent Colleges
The Strength of the Independent Sector

Founded in 1956, the Council of Independent Colleges (CIC) is an association of independent colleges and universities working together to:

• support college and university leadership;
• advance institutional excellence; and
• enhance private higher education’s contributions to society.

CIC is the major national service organization for all small and mid-sized, independent liberal arts colleges and universities in the U.S. CIC is not a lobbying organization but rather focuses on providing services to campus leaders as well as seminars, workshops, and programs that assist institutions in improving educational programs, administrative and financial performance, and institutional visibility.
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Last year, CIC’s Annual Report surveyed the state of the independent sector. This year, we report on aspects of its overall strength. As the new Chair of the CIC Board of Directors, I am pleased to report that the independent sector of higher education is strong indeed—even in the midst of an economy in turmoil. Fluctuating financial markets are producing lower returns on endowments; the credit crisis has led to tighter student loan markets; and price increases are effecting higher operating costs. Yet many small and mid-sized private colleges and universities across the country are thriving—setting new enrollment records, educating an ever-more-diverse student body, attracting record-breaking donations, and creating new partnerships, services, and ideas to secure the future of private higher education.

The Council of Independent Colleges itself is flourishing, with record numbers of members and the launch of numerous new programs and services in the past year. Among the new programs described in this report are the following:

- Wal-Mart College Success Awards, which help CIC institutions extend, deepen, or strengthen their efforts to recruit, retain, and graduate first-generation college students and serve as examples from which other institutions can draw useful lessons;
- Woodrow Wilson Visiting Fellows Program, which CIC began administering in January 2008;
- CIC/Aspen/Wye Seminars on Leadership for presidents and chief academic officers;
- Network for Vocation in Undergraduate Education to expand and extend the Lilly Endowment’s Programs for Theological Exploration of Vocation and develop a national campus-supported network that will broaden conversations about vocational exploration; and
- “How Colleges Can Obtain National and Regional Publicity,” an annual media conference for campus public relations and communications officers as well as representatives of higher education media.

CIC continued other programs such as the American Graduate Fellowships (now in its third year), Collegiate Learning Assessment Consortium (recently expanded in its fifth year), Network for Effective Language Learning, Institutional Diagnostic Service for New Presidents, seminars for faculty members in American history and for all faculty on the uses of classical texts in general education, Transformation of the College Library Workshops, and Learning Spaces and Technology Workshops to help colleges and universities plan for effective technology-enhanced learning spaces. In addition, CIC continues to strengthen and update many existing services such as the Key Indicators and Financial Indicators Tools that help improve institutional decision-making, the Making the Case website that provides up-to-date data on the effectiveness of our institutions, and the Historic Campus Architecture Project website that documents the wealth of important historic buildings and landscapes on our campuses.

As a CIC Board member since January 2005, I have also witnessed the steady increase in the Council’s role in advocating for the strength and autonomy of our sector, as well as CIC’s emergence as a major voice for the independent sector. By reaching out strategically to the media, the public, and other higher education constituencies through its own publications and through opinion pieces, guest columns, and letters to the editor in national newspapers and higher education trade publications, CIC has indeed helped to strengthen itself and all private colleges and universities.

I look forward to working with my fellow Board members, President Richard Ekman, and CIC’s superb staff over the next two years as we continue to strengthen both the Council and the nation’s private colleges and universities in our mutual commitment to provide students with the knowledge, skills, and preparation necessary to become leaders in the global economy.

Sincerely,

John Strassburger
President, Ursinus College
Chair, CIC Board of Directors
In a follow-up to last year’s Annual Report on “The State of Our Sector,” CIC this year can report that the independent sector of higher education is healthy. The 594 college and university members that CIC serves (four-year, two-year, and international) are continuing to make college attendance affordable and accessible for all students.

Full-time equivalent student enrollment at CIC four-year member institutions was a record 1,239,381 students in 2006–2007. Endowment asset value was $44 billion at the end of 2006–2007, up from $36 billion (or 18 percent) from the previous year. An increase in CIC membership along with prudent financial investing at CIC colleges and universities contributed to this significant growth. In addition, average faculty salaries rose 3 percent, with the salary for full-time full professors averaging $69,490.

These colleges are meeting the national need to enroll greater numbers of low-income and first-generation students. Indeed, at one-third of all CIC colleges and universities, at least 30 percent or more students are Pell Grant recipients.

The leaders of these institutions rely upon CIC to provide high-quality programs and services that assist them in improving educational programs, administrative and financial performance, and institutional visibility. Most CIC conferences, workshops, and seminars reached capacity. For example, the 2008 Presidents Institute attracted the largest number of academic leaders in the event’s 34-year history, with 334 presidents and 192 presidential spouses, continuing its run as the largest annual conference of college and university presidents. CIC also received record numbers of applications this year for the summer faculty seminars in American history and Ancient Greece in the Modern College Classroom.

We owe the record of achievement during 2007–2008 to many members and friends of CIC. Thanks are due to CIC’s Board of Directors for thoughtful guidance; our sponsors for both grant support and specialized expertise; the speakers who add distinction to our meetings; and members of the CIC staff for dedication to advancing CIC’s goals and enthusiastic commitment to the cause of independent higher education.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges
CIC provides opportunities for campus leaders—through conferences, meetings, confidential consultations, and listservs—to share ideas and learn from one another. Among these programs and services are the following.

PROGRAMS FOR PRESIDENTS

**Presidents Institute**—CIC’s 2008 Institute provided presidents with new ideas, leadership enhancement strategies, and networking opportunities. The Institute, held January 4–7 in Marco Island, FL, under the theme of “Revaluing Higher Education,” attracted record-level participation—334 presidents and 192 spouses—and garnered another record level of financial support from sponsors.

Plenary speakers included Howard Gardner of Harvard University who discussed “Five Minds for the Future: Intellectual and Ethical Dimensions”; Ray Anderson, founder and chairman of Interface, and Anthony Cortese, president of Second Nature and co-director of the American College and University Presidents Climate Commitment, who together explored “Higher Education Leadership to Create a Healthy, Just, and Sustainable Society”; and Ann Austin of Michigan State University, who coauthored *Rethinking Faculty Work* (2007) and addressed that topic. Closing speakers Robert Berdahl, president of the Association of American Universities, and Stephen Trachtenberg, president emeritus and university professor of public service at George Washington University, explored aspects of the future of higher education that may need to be “revalued” (see box).

**Presidential Vocation and Institutional Mission**—CIC entered the final cycle of its Presidential Vocation and Institutional Mission program, a distinctive series of seminars for presidents as well as prospective presidents that centers on the concept of vocation, the mission of educational institutions, and the relationship between the two. This year’s program led with the seminar for prospective presidents. Nineteen prospective presidents and 17 spouses participated in a July 15–18, 2007, seminar near Bradford, PA, with a follow-up meeting held on February 25–26, 2008, in Atlanta, GA. Participants examined the role of institutional mission in framing their potential work as president.

2008 Presidents Institute Address—“Issues for the Future of Higher Education”

Two long-serving presidents with unusually broad vision—representing both the private and public sectors—closed the Presidents Institute with a spirited discussion of key issues in higher education. Robert Berdahl, president of the Association of American Universities, and Stephen Trachtenberg, president emeritus and university professor of public service at George Washington University, emphasized the need to revalue aspects of higher education that recently have come under fire.

Berdahl maintained that the current status of higher education today encompasses two extreme views. On the one hand, “there is greater recognition than ever before of the importance of higher education and the need to get a good education.” Countering this view, however, are widespread criticisms about “accountability, access, college costs and the failure to control costs, large endowments at wealthy elite universities, the commodification of higher education, and the loss of regard for the liberal arts core.” Berdahl emphasized the need to “remake the case for liberal education as preparation for global citizenship” and to “get back to more need-based aid and give more thought to diversity.”

Trachtenberg said questions about accountability in higher education are legitimate and resources are not used effectively enough. “Look at the university calendar—it’s only 28 weeks—there’s a big disparity between that and the 52-week calendar. If we used more of those weeks, we could have an entire other semester and get more use out of our very expensive facilities. This would allow us to take in more students and educate more people.... If we used all 12 months of the year, we could move students along more quickly and many more would graduate in three years. This could have a huge impact,” he said.

Participants during the question and answer period asked how U.S. institutions should respond to the goal of the European Union to grant degrees within three years. Another concern expressed was the proliferation of universities around the world that are focusing intensely on business, engineering, and science to the exclusion of the liberal arts. Both speakers urged presidents to get the word out to the international community that “higher education is not simply about conducting research or training scientific or technical experts—it’s about creating global citizens, cultivated minds, and disciplined thinking,” and that students around the world need the kind of comprehensive educational experience provided by CIC institutions.
and presidential spouse and contemplated the possibility of articulating an institutional saga—something more than just the mission—anchored in the distinctive legacy of the institution.

A program for presidents successfully kicked off on July 13–16, 2008, attended by 16 presidents and 15 spouses. A follow-up meeting will take place on January 7–8, 2009 (coinciding with CIC’s Presidents Institute).

Facilitators for the two programs included Joel Cunningham, vice chancellor and president, and Trudy Cunningham, senior consultant for admission and advising, and presidential spouse, Sewanee: The University of the South (TN); Mary Ann Dillon, president, Mount Aloysius College (PA); William Frame, CIC senior advisor and president emeritus, and Anne Frame, CIC facilitator and former presidential spouse, Augsburg College (MN); Jake Schrum, president, Southwestern University (TX); and Richard Hughes, senior Boyer fellow and distinguished professor of religion, Messiah College (PA).

Participants in the current presidents program included Thomas and Helen Flynn, Alvernia College (PA); Holly and Frederick Finks, Ashland University (OH); Francesco and Filomena Cesareo, Assumption College (MA); Steven and Jane Bahls, Augustana College (IL); Ronald and Suzanne Slepitza, Avila University (MO); Edward and Sheila Leonard, Bethany College (KS); Dan and Kathy Bruss, Bethany Lutheran College (MN); Charles L. Flynn, College of Mount Saint Vincent (NY); Janet and Frank Philipp, Dana College (NE); Jonathan Brand and Rachelle LaBarge, Doane College (NE); James Noseworthy and Karla Kincannon, Hiwassee College (TN); Sandra and Dave Harper, Our Lady of the Lake College (LA); John Mills and Margaret Balassone, Paul Smith’s College (NY); Dan and Denise Boone, Trevecca Nazarene University (TN); David and Cherie Smith, Union College (NE); and Frank and Carol Lazarus, University of Dallas (TX).

To date nearly 50 presidents, most with spouses, have participated in the presidents program. An additional 60 senior administrators, many with their spouses, have participated in the parallel program for prospective presidents. Thus far, ten of them have been selected for college presidencies.

The program is funded by a grant of $799,984 from Lilly Endowment Inc.

**Conversation Between Foundation Officers and College and University Presidents**—CIC’s Foundation Conversation, which took place in New York City on October 9, 2007, focused on the shifting landscape in the foundation world and what college and university presidents need to understand to obtain foundation grants. Held at TIAA-CREF headquarters, the 2007 Conversation—19th in an annual series—drew 96 participants.

“Foundations Debate Their Own Futures: The Impact on Higher Education of Changing Assumptions about How Philanthropy Works” was the theme. Gene Tempel, executive director of the Center on Philanthropy at Indiana University, gave the keynote address. Other experts participating in the program included Edward Jones, vice president of the JPMorgan Chase Bank and Booth Ferris Foundation; Ryan LaHurd, president and executive director of the James S. Kemper Foundation; and James E. Collins, treasurer of the George I. Alden Trust.

Serving as facilitators of small breakout discussion groups was a seasoned group of foundation officers: Daniel Fallon, program chair, higher education, Carnegie Corporation of New York; Ileene Mack, program director, grants, William Randolph Hearst Foundations; Donna Heiland, vice president for programs, Teagle Foundation; and Eugene M. Tobin, program officer, Andrew W. Mellon Foundation.

**President-Trustee Dialogues**—In spring 2008 CIC and the American Academic Leadership Institute (AALI) launched a new series of President-Trustee Dialogues. Meetings were hosted by Kenyon College (OH) on May 28, University of the Incarnate Word (TX) on June 4, Utica College (NY) on September 10, and Augsburg College (MN) on October 30.

These regional meetings brought together small groups of five or six presidents and one or two trustee leaders from each institution to examine topics such as board governance, president-board relations, and institutional strategy. In preparation for the discussions, participants received copies of William G. Bowen’s recently published *The Board Book* and read sections in advance. Ann Die Hasselmo, former president of Hendrix College (AR) and now president of AALI, moderated the dialogues.
Institutional Diagnostic Service for New Presidents—Since it was launched in September 2007, new college and university presidents from nine institutions, including Brescia University (KY), Eureka College (IL), Goshen College (IN), Mount Mercy College (IA), Saint Peter’s College (NJ), Salem College (NC), Texas Lutheran University, University of New England (ME), and Westminster College (MO), have used CIC’s Institutional Diagnostic Service (IDS). The service helps recently appointed college and university presidents identify serious problems that should be addressed immediately as well as promising opportunities for strategic attention. The IDS engages a team of former presidents and experienced consultants, who review institutional documents and conduct interviews with key individuals during a campus visit. The purpose is to enable new presidents to make the most effective use of their early months as president. This service, provided in cooperation with The Presidential Practice (TPP), is funded in part by the Andrew W. Mellon Foundation.

PROGRAM FOR CHIEF ACADEMIC OFFICERS

Institute for Chief Academic Officers—For the second time in its 35-year history, chief financial officers were invited to participate in CIC’s annual Institute for Chief Academic Officers. Held November 3–6, 2007, in Philadelphia, PA, the meeting included 318 CAOs and other academic officers and 106 CFOs. The National Association of College and University Business Officers cosponsored the meeting.

With a theme of “Vital Investments: Programs, Personnel, and the Purse,” most sessions addressed issues needing the attention of both CAOs and CFOs, including investments in academic and co-curricular programs; investing in personnel; and the prudent investment and use of the financial resources of the institution. One of the most popular features of the conference was the Strategic Budgeting Workshop led by Kent Chabotar, president of Guilford College (NC). Also, to provide additional professional development for newer CAOs, the Workshop for CAOs in Their Third or Fourth Year was held for the second year, becoming an annual program offering.

Plenary speakers included Herbert M. Allison, Jr., chairman, president, and chief executive officer of TIAA-CREF, who delivered the keynote address on the economic, financial, and competitive forces driving institutional change, the implications for independent colleges and their operating models, and how institutional leaders might respond most effectively to ensure the vitality of their institutions in the 21st century; Peter T. Ewell, vice president of the National Center for Higher Education Management Systems (NCHEMS), who addressed recent political developments and the forces influencing the accreditation process from the Department of Education and Congress; Blenda J. Wilson, the first president and chief executive officer of the Nellie Mae Education Foundation, who spoke about ways of supporting campus diversity (see box); and a closing session with Carol A. Twigg, president and chief executive officer of the National Center for Academic Transformation, who discussed how information technology can help address higher education’s challenges of access, quality, and cost.

In addition, 36 CAO spouses attended special sessions on issues ranging from working with today’s college students to entertaining campus constituents.

OTHER PROGRAMS FOR CAMPUS LEADERS AND FACULTY MEMBERS

CIC/Aspen/Wye Seminars on Leadership—CIC and the Aspen Institute in 2008 entered into a partnership to offer leadership development programs for CIC members. As a result, CIC will, for the first time, offer two Seminars on Leadership in collaboration with the Aspen Institute. One seminar for chief academic officers will take place during the afternoon immediately following the CIC Institute for Chief Academic Officers in Seattle (WA) on November 4, 2008. A second seminar for presidents will take place during the afternoon following the CIC Presidents Institute in Bonita Springs (FL) on January 7, 2009. The seminars will be guided by the most experienced of Aspen’s moderators, David Townsend, who is director of Wye seminar programs for Aspen and has served as tutor at St. John’s College (MD) in Annapolis for over 30 years.
2007 CAO Institute Address—“Sustaining Diversity: The Essential Partnership”

Blenda J. Wilson, president of BJW Consulting, acting president of Cedar Crest College (PA), former president and chief executive officer of the Nellie Mae Education Foundation, and former president of California State University at Northridge, focused her remarks on ways of supporting campus diversity. Excerpts from her address follow.

“[D]iversity, as an academic concept, has long been an intentional way for our institutions to include a wide range of abilities, experiences, perspectives, and ideas that the more exclusive systems of higher education in other countries do not.... The fastest growing segment of our school-age population is made up of minority students, students of color, and students from low-income families—groups that have been historically underserved in our schools. If America’s competitive economic standing and quality of life are to be maintained, we must find ways for this traditionally underserved population to replace the Baby Boom Generation as they leave the workforce.

Independent colleges have been the models of excellence with diversity and they’ve been disproportionately represented among the institutions that change students’ lives.... Because institutions of higher learning model the values they purport to teach, no discussion of campus diversity would be complete without considering the dismal progress we have made in diversifying faculty and staff, particularly faculty. This may be the area in which we have made the least progress and have been the least creative (and ought to be most ashamed of ourselves).

The issues surrounding the hiring of faculty members of color reflect the cumulative impact of unequal access to education, from high school through college and graduate school. Because the numbers of minority college graduates have been historically low, even with considerable progress in PhD attainment in the last 25 years, the pool remains small.... We, therefore, need not only to increase the pipeline of persons of color who aspire and attain academic credentials, but we need to understand better the barriers they may face in securing academic positions....

In these times of increased global competition and permanently altered demographics, our colleges and universities must lead the nation in assuring that our more diverse citizenry will have the skills, knowledge, and attributes necessary for success in the 21st century. Your institutions have a major role to play in achieving that goal.


Department/Division Chair Workshops—More than 260 department and division chairs, representing nearly 100 colleges and universities, participated in the seventh annual series of regional workshops in spring 2008. The focus this year was on “Advancing the Department.” The workshops were held in Portland, OR (April 4–5); Atlanta, GA (May 20–22); Chicago, IL (May 28–30); and Albany, NY (June 3–5). The workshops offered opportunities to explore marketing the department, using data to make decisions, and conducting negotiations as well as current legal issues for campuses. The workshops are supported by Academic Search, Inc. and RPA Inc.

Speakers included Kris Bartanan, academic vice president and dean of the university, University of Puget Sound (WA); Connie Bauer, provost and vice president for academic affairs, University of Saint Francis (IL); Claudia Beversluis, provost, Calvin College (MI); Andrea Chapdelaine, provost and vice president for academic affairs, Albright College (PA); Catherine Cook, CEO of Miller/Cook & Associates, Inc.; Virginia Coombs, provost and vice president for academic affairs, Keuka College (NY); Thomas D’Antonio, founding partner, Ward Norris Heller & Reidy LLP; Melinda Grier, general counsel, University of Oregon; E. Gail Gunnells, CEO, E. Gail Gunnells, PC; Robert Hoyer, provost, Presbyterian College (SC); Jane Jakoubek, vice president for academic affairs and dean of the faculty, Monmouth College (IL); John Lawlor, founder and principal, The Lawlor Group; David Mee, senior consultant and director of enrollment solutions, Perfora Higher Education; Christopher Qualls, dean of faculty, Emory & Henry College (VA); Kathleen Rinehart, partner, Whyte Hirschboeck Dudek, S.C.; Robert Sevier, senior vice president, strategy, Stamats, Inc.; Richard Sherry, dean of faculty growth and assessment, Bethel University (MN); and Michael Williams, president, The Austen Group.

Helping Spouses of Presidents and Chief Academic Officers—CIC provides special programming for spouses of presidents and chief academic officers at its two annual meetings. A record number of presidential spouses (192) participated in CIC’s 2008 Presidents Institute, featuring sessions on the personal and professional interests of presidential spouses. Session topics included research on the spouse’s role on campus, working with today’s college students, and planning for retirement. In addition, 36 spouses participated in the 2007 Institute for Chief Academic Officers.
PROMOTING HIGH-QUALITY EDUCATION

The Council of Independent Colleges supports practical, sustainable, and cost-effective ways to raise the quality of education. CIC’s variety of initiatives and programs help foster campus programs for first-generation college and university students; bring distinguished visiting fellows to campuses; explore vocation in undergraduate education; assist in language learning; support graduate studies; strengthen libraries and learning spaces; improve teaching and research in critical fields of study; serve campus leaders in addressing student learning; provide professional development opportunities; and connect campuses with communities.

FOSTERING CAMPUS PROGRAMS FOR FIRST-GENERATION COLLEGE AND UNIVERSITY STUDENTS

Wal-Mart College Success Awards—Launched in 2008 with a $2.266 million grant from the Wal-Mart Foundation—the largest single grant in CIC’s history—the Wal-Mart College Success Awards program is designed to help CIC institutions extend, deepen, or strengthen their efforts to recruit, retain, and graduate first-generation college students. The new program provides $100,000 grants to 20 small and mid-sized independent colleges and universities, selected competitively, that are already deeply committed to the education of first-generation students. Winning institutions were selected from 217 applicants and announced in June 2008 (see box).

The awards are helping the selected institutions to build on demonstrated successes and further improve the access and success of first-generation college students. The grant will also support the preparation of a printed volume that is a compendium of “best practices” in recruiting and successfully educating first-generation students.

More than one-third of CIC’s members applied for a College success award. Selection criteria for the awards included demonstrated commitment to first-generation students, creativity and innovation of the proposed program, and probability of significant and successful results from the program.

The winning colleges and universities began their programs in August 2008. In summer 2009, CIC will hold a conference for teams of faculty and staff members from participating institutions to share their successes and challenges and learn from experts as well as one another. Institutions will continue to develop their programs during the 2009–2010 academic year.

BRINGING DISTINGUISHED VISITING FELLOWS TO CAMPUSES

Woodrow Wilson Visiting Fellows Program—The Woodrow Wilson Visiting Fellows program, under the Council’s administration since January 2008, has been rapidly expanding. The Visiting Fellows program brings distinguished nonacademic professionals to liberal arts colleges and universities for week-long residencies. Created by the Woodrow Wilson National Fellowship Foundation in 1973, the program has offered students and faculty members at hundreds of colleges and universities—particularly those with limited access to guest speakers and visiting...
faculty—opportunities to learn from business and nonprofit executives, diplomats, public officials, and prize-winning journalists, writers, and artists. Over the years, countless CIC institutions have taken advantage of the opportunity to host visiting fellows through this program.

In the first nine months of administering the program, CIC arranged for 119 campus visits at 83 colleges and universities, considerably more than the number of visits scheduled in recent years. CIC also has designated a number of prominent professionals as new Woodrow Wilson Visiting Fellows with plans to expand further the roster of Fellows, particularly by adding experts in science, studio arts, Asian and Middle Eastern affairs, writing, the environment, and contemporary American politics. Currently, the list of Fellows includes more than 120 renowned professionals, 27 of those newly added by CIC (see box).

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<th>New Woodrow Wilson Visiting Fellows (between January 1 and June 30, 2008)</th>
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<tr>
<td>• Karen W. Arenson, journalist, former <em>New York Times</em> writer and editor</td>
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<td>• Andris Barblan, recently retired secretary general of the Magna Charta Observatory of Fundamental University Values and Rights in Bologna, Italy, and former secretary general of the Association of European Universities</td>
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<td>• Dede Bartlett, former officer of two Fortune 25 companies, and now a domestic violence prevention advocate</td>
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<td>• Joan Bertin, executive director of the National Coalition Against Censorship</td>
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<td>• Carroll Bogert, associate director of Human Rights Watch and journalist</td>
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<td>• Shannon Brownlee, Schwartz senior fellow of the New America Foundation, journalist, and author</td>
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<td>• Julius E. Coles, retired foreign service minister and president of Africare</td>
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<td>• Lee Feigon, sinologist, seafood company executive, author, and film-maker</td>
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<td>• Lee Fritschler, former assistant secretary of education in the Clinton administration</td>
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<td>• South African jurist Richard Goldstone, also known for his prosecution of war crimes trials occurring in Rwanda and the former Yugoslavia</td>
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<td>• David N. Greenlee, retired U.S. Ambassador, most recently to Bolivia and Paraguay</td>
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<td>• Charles Hauss, peace activist and foreign policy analyst</td>
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<td>• Jameel Jaffer, national security director for the ACLU</td>
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<td>• Richard B. Katskee, litigator for the Americans United for Separation of Church and State</td>
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<td>• Jay B. Labov, senior advisor for the National Academy of Sciences and National Research Council</td>
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<td>• Dale McCormick, the first woman in America to complete a carpentry apprenticeship with the carpenters’ union, currently director of the Maine State Housing Authority, and founder of Women Unlimited</td>
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<td>• Harold Piper, award-winning former <em>Baltimore Sun</em> foreign correspondent and editor</td>
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<td>• Kevin Powers, division counsel for the Drug Enforcement Agency</td>
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<td>• Robert Quinn, executive director of Scholars at Risk</td>
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<td>• Janisse Ray, poet, memoirist, and environmentalist</td>
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<td>• Gretchen Sandles, a retired analyst for the CIA who also edited the <em>President’s Daily Brief</em> and for 27 years reported on intelligence gathered about the former Soviet Union</td>
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<td>• Gary Smith, record producer for such musical stars as the Pixies, 10,000 Maniacs, and Natalie Merchant</td>
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<td>• Mary Tabor, author and former public affairs director of the American Petroleum Institute</td>
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<td>• Nancy Tate, executive director of the League of Women Voters</td>
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<td>• Joseph Treaster, <em>New York Times</em> journalist and author</td>
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<td>• David Wagener, poet, novelist, playwright, former editor of <em>Poetry Northwest</em>, winner of the Ruth Lilly Prize, and nominee for the Pulitzer Prize in poetry</td>
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<td>• Samin Zia-Zarifi, deputy director of Human Rights Watch</td>
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EXPLORING VOCATION IN UNDERGRADUATE EDUCATION

Network for Vocation in Undergraduate Education—Lilly Endowment Inc. has awarded CIC a grant of $441,961 to support a national conference that will launch efforts to establish the Network for Vocation in Undergraduate Education (NetVUE). The conference will be held March 12–14, 2009, at the Indianapolis Marriott Downtown Hotel in Indianapolis, IN.

This initiative will expand and extend the Programs for the Theological Exploration of Vocation (PTEV), which were funded by Lilly Endowment Inc. and established over the past decade at 88 colleges and universities, most of which are CIC members. Lilly’s direct support of the PTEV effort recently ended, including its coordinating role in hosting a series of national conferences for participating institutions. At that point, a number of college and university presidents who were very pleased with the positive results of these programs on their campuses asked CIC to help them develop a national campus-supported network that would continue and broaden the conversation about vocational exploration.

A planning team met on April 5–6, 2008. Team members envisioned an ongoing network, featuring annual national conferences, regional gatherings and networking, lectureships, and other programmatic features. The intent is that over a five-year period participating institutions will gradually assume full financial support of the Network for Vocation in Undergraduate Education. Lilly awarded CIC an initial grant of $34,500 to help plan and organize such activities.

The Vocation in Undergraduate Education (VUE) conference will have five major purposes: (1) deepening the understanding of the intellectual and theological substance of vocational exploration; (2) examining the role of theological reflection and vocational exploration in a variety of institutional contexts; (3) sharing knowledge, best practices, and reflection on experiences among previously involved campuses and others; (4) facilitating the incorporation of additional colleges and universities into this enterprise; and (5) developing a network for sustaining an extended program in the theological exploration of vocation.

In early fall, an invitation to join the new network, including registration information for the March 2009 conference, was sent to presidents and chief academic officers of all CIC member institutions as well as the relatively small number of PTEV institutions that are not CIC members. Three- to five-person teams from as many as 100 colleges and universities—half from current PTEV institutions and the rest from other CIC member institutions—are expected to attend the conference.

NetVUE planning team members include Timothy Beach-Verhey, director, Programs for the Theological Exploration of Vocation, Davidson College (NC); Bradley Bateman, provost, Denison University (OH); David S. Cunningham, (VUE project director), director, The CrossRoads Project, Hope College (MI); Joel L. Cunningham, vice chancellor and president, Sewanee: The University of the South (TN); Susan Van Zanten Gallagher, director, Spiritual and Educational Resources for Vocational Exploration, Seattle Pacific University (WA); David S. Guthrie, academic dean, Geneva College (PA); Carol Ann Mooney, president, Saint Mary’s College (IN); Melanie Morey, senior director for research and consulting, NarrowGate Consulting; Frederik Ohles, president, Nebraska Wesleyan University; Russell K. Ogood, president, Grinnell College (IA); William C. Placher, professor of philosophy and religion, LaFollette Distinguished Professor in the Humanities, Wabash College (IN); and CIC staff members Richard Ekman, president; Harold V. Hartley III, senior vice president; and Barbara Hetrick, senior vice president.

ASSISTING IN LANGUAGE LEARNING

Network for Effective Language Learning—CIC has begun the second year of its Network for Effective Language Learning (NELL), which assists small and mid-sized private colleges and universities in improving language learning and offering more languages, especially in critical languages such as Chinese, Japanese, and Arabic, to meet the needs of the 21st century student. The program’s core purpose is to help institutions to investigate a variety of ways to enhance their current...
language offerings. Teams participate in a week-long meeting and join with other Network participants in an ongoing community dedicated to language learning.

Ten institutions are participating in the 2008–2009 Network. Participants include Augustana College (IL), Brenau University (GA), Cedarville University (OH), Ferrum College (VA), Georgian Court University (NJ), Russell Sage College (NY), The College of Saint Rose (NY), St. Norbert College (WI), Whittier College (CA), and Wiley College (TX).

The 2008–2009 Network began with a meeting at Pacific Lutheran University (WA) on July 7–11, 2008, where institutional teams explored ideas about how they could invigorate their institutions’ current offerings, add additional languages to the curriculum, and generate student interest in foreign language study. Since the meeting, participants have been working with each other through a variety of online activities and will host NELL consultants on their campuses during the academic year.

NELL is made possible by the generous support of the W.M. Keck Foundation.

SUPPORTING GRADUATE STUDIES IN THE HUMANITIES

American Graduate Fellowships—Now in its third year, this initiative promotes and supports doctoral study in the humanities by accomplished graduates of small and mid-sized private liberal arts colleges. Two fellowships, worth up to $50,000 each and renewable for a second year, will be awarded annually through 2011. The second two fellowships were awarded in 2008 to Jennifer Tate of Hendrix College (AR) and Jacob Swenson of Willamette University (OR) (see box). The fellowships are available to students from eligible institutions who enroll in doctoral programs at any of 23 leading independent research universities in the United States, Great Britain, and Ireland. Eligible fields of study include history, philosophy, literature and languages, and fine arts. The fellowships directly support a few stellar graduates of small colleges but also foster two larger purposes: encouraging the best students at (Cont’d)

2008 American Graduate Fellowship Recipients

In 2008, CIC announced the second recipients of the American Graduate Fellowships. They are Jennifer Tate of Hendrix College (AR) and Jacob Swenson of Willamette University (OR). Each Fellow will receive an award of $50,000 for a year of graduate study, renewable for a second year.

Jennifer Tate graduated from Hendrix College with an English major in 2008 and is studying English literature at Washington University in St. Louis. Her primary interests are in Victorian fiction and literary depictions of urban life. She was recently awarded the Hendrix College President’s Medal—the highest award given to a graduating senior at the college. Over the past summer and during a spring semester internship, Jennifer tutored and served as a student teacher for junior high school and high school students in Memphis (her home town), Little Rock, and Conway. Tate is an accomplished singer and has been singing in choirs since age ten. Provost Robert Entzminger of Hendrix College says of Tate, “Jennifer is among the very best students of English literature I have taught in 31 years at three different institutions.”

Jacob Swenson received his BA from Willamette University in 2007 with a major in philosophy and a minor in chemistry. He began work on his PhD in philosophy at the University of Chicago this fall. According to Randall Havas, professor of philosophy at Willamette, “Jacob is a student from whom one can learn much. Moreover, he is a young man of great intellectual and personal integrity.” Swenson is particularly interested in studying 19th and 20th century philosophy, epistemology, and the philosophy of religion. He grew up in the Pacific Northwest and enjoys numerous outdoor activities, including hiking, skiing, and backpacking. Before beginning his studies at Willamette, he spent a year living and working in Senegal, West Africa.
CIC colleges to apply for PhD work in the humanities at top-tier private research institutions and raising awareness at leading graduate schools that small colleges are a rich source of future doctoral students.

The American Graduate Fellowships are funded by a generous grant from the Wichita Falls Area Community Foundation of Wichita Falls (TX). The 23 research universities available for study include: (in the United States) Brown University, Columbia University, Cornell University, Duke University, Emory University, Georgetown University, Harvard University, Johns Hopkins University, New York University, Northwestern University, Princeton University, Rice University, Stanford University, University of Chicago, University of Pennsylvania, Washington University in St. Louis, and Yale University; and (in Great Britain and Ireland) University of Cambridge, University of Oxford, King's College London, University College London, University of Edinburgh, and Trinity College Dublin.

A panel of distinguished humanities scholars reviewed the 2008 applications. They included Suzanne Preston Blier, Allen Whitehill Clowes Chair of Fine Arts and African and African American Studies, Harvard University; Rebecca L. Copeland, professor of Japanese language and literature and director of the East Asian Studies Program, Washington University in St. Louis; Andrew Delbanco, Julian Clarence Levi Professor in the Humanities, Columbia University; William C. Jordan, professor of history and director of the program in medieval studies, Princeton University; and Richard Kraut, Charles and Emma Morrison Professor in the Humanities, Northwestern University.

Davies Jackson Scholarship—CIC administers a scholarship program for students who are among the first in their families to graduate from college. Recipients receive a full, two-year scholarship to St. John’s College at Cambridge University in England. Brian Biggs of Bradley University (IL) is the 2008 scholarship recipient. He began studying English at Cambridge in fall 2008. Up to two scholarships may be awarded annually.

STRENGTHENING LIBRARIES

Transformation of the College Library Workshops—CIC completed the last year of the Transformation of the College Library Workshops, a series of workshops that has served more than 250 institutions since 2002. Funded by the Andrew W. Mellon Foundation, the workshops over the last six years have explored the dramatic changes occurring in college libraries and addressed such critical issues as advancing information literacy as an element of liberal education, the role of the library in teaching and learning through collaboration between librarians and faculty members, the changing use and conception of the physical space of the library, the challenges of using technology in improving student learning, setting institutional priorities for rapidly escalating library-related costs, implementing institutional change, and assessing the institution-wide impact of changes in library services.

The final workshop in 2008 was held on March 27–29 in Baltimore, MD. Participating institutions included Al Akhawayn University (Morocco), Albertus Magnus College (CT), Allegheny College (PA), Coe College (IA), Davidson College (NC), Defiance College (OH), Dominican University (IL), Drew University (NJ), Grinnell College (IA), Huron University (United Kingdom), Illinois College, Lewis University (IL), Livingstone College (NC), Lyon College (AR), Monmouth University (NJ), Peace College (NC), Sewanee: The University of the South (TN), Southern Virginia University, Spring Hill College (AL), Sweet Briar College (VA), and Wells College (NY). As in previous years, campus teams from this workshop developed detailed campus plans for improvement of library services.

The workshops have been offered by CIC in partnership with the National Institute for Technology and Liberal Education (NITLE), a group of colleges that collaboratively strengthen teaching and learning through instructional technologies (at present, more than half of NITLE’s affiliated colleges are also CIC members). In addition, the Council on Library and Information Resources and the Association of College and Research Libraries have cosponsored the workshops, and the Appalachian College Association and the United Negro College Fund have endorsed the program.
Learning Spaces and Technology Workshop—Teams from 23 institutions attended the third Learning Spaces and Technology Workshop held at Agnes Scott College (GA) on April 4–6, 2008. Cosponsored by CIC and the National Institute for Technology and Liberal Education (NITLE) in collaboration with Project Kaleidoscope (PKAL), and with financial support provided by the Andrew W. Mellon Foundation, the workshop brought teams of up to five faculty and staff members from colleges and universities together with architects, technology consultants, and space designers. Each of the campus teams planned to renovate or create a new learning facility.

Among the topics explored were the future of information and instructional technologies; enhancing campus aesthetics; connecting pedagogical approaches, technology, and learning; working with design professionals; coordinating campus-wide planning; identifying and engaging key players; and transforming the library into an integrated learning space.

During the meeting, teams had the opportunity to meet with participating architects and consultants privately as well as in cluster groups based on common interests. Both forms of consultation allowed the teams to begin in-depth exploration of their own institutional challenges and opportunities in the context of lessons learned at other institutions.

Participating institutions in the workshop included Berry College (GA); Birmingham-Southern College (AL); Bloomfield College (NJ); California Lutheran University; Cardinal Stritch University (WI); Central Methodist University (MO); Clearwater Christian College (FL); Concordia College (MN); Earlham College (IN); Madonna University (MI); Marylhurst University (OR); Marymount University (VA); Mercy College (NY); Millikin University (IL); Monmouth College (IL); Mount Vernon Nazarene University (OH); Nebraska Wesleyan University; St. Norbert College (WI); Stephens College (MO); Stevenson University (MD); Sweet Briar College (VA); University of Saint Francis (IL); and University of St. Thomas (TX).

STRENGTHENING TEACHING IN CRITICAL FIELDS OF STUDY

Ancient Greece in the Modern College Classroom Seminar—CIC and the Center for Hellenic Studies cosponsored the third in a series of seminars on Ancient Greece in the Modern College Classroom in Washington, DC, on July 14–18, 2008. It was open to faculty members in all fields. Gregory Nagy, director of the Center, Francis Jones Professor of Classical Greek Literature, and professor of comparative literature at Harvard University, and Kenneth Scott Morrell, associate professor of Greek and Roman studies at Rhodes College (TN), directed the 2008 seminar on “Homer and Hesiod.” The seminar, made possible with support from the Gladys Krieble Delmas Foundation, offered faculty members an opportunity to examine the Homeric Hymns and poetry of Hesiod—ancient texts that are less well known than the Iliad and Odyssey but equally important to the Western poetic tradition—and to explore use of the texts in general education.

Faculty members from 22 institutions were selected by competitive nomination; participants came from Lynchburg College (VA); Bluffton College (OH); Hillsdale College (MI); Adrian College (MI); Converse College (SC); Muskingum College (OH); Simpson College (IA); Regent University (VA); St. Ambrose University (IA); Bennington College (VT); Mount Holyoke College (MA); Culver-Stockton College (MO); Roanoke College (VA); Millsaps College (MS); Judson University (IL); Norwich University (VT); McKendree University (IL); Davis & Elkins College (WV); Westminster College (PA); Eckerd College (FL); Montreat College (NC); and University of Redlands (CA).

This year, for the first time, a “continuing group” of participants from previous seminars was invited to participate in the seminar by remote access. This group of 12 online participants included two from Gwynedd-Mercy College (PA); and one each from Jamestown College (ND); Warren Wilson College (NC); Maryville College (TN); Walsh University (OH); Guilford College (NC); Ripon College (WI); Tusculum College (TN); Lindsey Wilson College (KY); Sacred Heart University (CT); and Utica College (NY).
American History Seminar for Faculty Members—CIC, the Gilder Lehrman Institute of American History, and the United Negro College Fund cosponsored a seventh annual seminar for CIC faculty members in American history and related fields. The 2008 seminar, held at Yale University in New Haven, CT on June 15–18, 2008, focused on “Slave Narratives.” The seminar director was David W. Blight, Class of 1954 Professor of American History at Yale, who is author of *A Slave No More: Two Men Who Escaped to Freedom, Including their Narratives of Emancipation* (2007) and also co-led the 2006 CIC/Gilder Lehrman American history seminar.

During the intensive four-day seminar, participants considered the place of slavery and abolition in American history and culture, framing that discussion in the genre of slave narratives and a number of exemplary texts. Participants examined both antebellum and postbellum narratives in considerable depth. The seminar covered the most famous pre-war and post-war narratives—those of Frederick Douglass and Booker T. Washington, respectively, as well as other recently discovered narratives included in Blight’s book.

Thirty-four CIC history and English faculty members were selected from more than 150 highly competitive nominations. Participants came from Saint Augustine’s College (NC); North Central College (IL); Our Lady of the Holy Cross College (LA); Elizabethtown College (PA); Hanover College (IN); Georgetown College (KY); College of the Ozarks (MO); Fisk University (TN); Clark Atlanta University (GA); The College of St. Catherine (MN); Virginia Union University; Swarthmore College (PA); Oberlin College (OH); Albright College (PA); Trinity College (CT); Huston-Tillotson University (TX); Hendrix College (AR); University of Dallas (TX); University of St. Thomas (MN); Assumption College (MA); Kenyon College (OH); Berea College (KY); Seattle Pacific University (WA); John Brown University (AR); Johnson C. Smith University (NC); Scripps College (CA); Newberry College (SC); Ursinus College (PA); Upper Iowa University; Greenville University (IL); Franklin College (IN); Lynchburg College (VA); Alma College (MI); and Nebraska Wesleyan University.

Engaging Communities and Campuses—CIC operates a web-based Effective Practices Exchange that includes descriptions of 54 institutional community-campus partnerships. The Exchange can be accessed at www.cic.edu/projects_services/epe/index.asp and was created by CIC in 2004 as the culminating project in a multi-year initiative to improve student learning and to meet community needs. In its fifth year of operation, the Exchange continues to receive large and steady web traffic.
CIC serves as a national voice for independent higher education and promotes the distinctive features of education offered by small and mid-sized, teaching-oriented, private liberal arts colleges and universities. Ongoing initiatives and activities include the following.

INCREASED ACTIVITY IN THE NATIONAL MEDIA

Annual Media Conference for College PR Directors—In 2008 CIC acquired programmatic, financial, and operational responsibilities of the annual media conference “How Colleges Can Obtain National and Regional Publicity.” The conference is a national meeting for campus public relations and communications officers as well as representatives of higher education media. CIC has been a cosponsor of the preconference portion of the meeting, aimed at publicizing faculty members, for the past 11 years. Under CIC’s leadership, the June 22–24, 2009, conference will be co-hosted by the American Association of State Colleges and Universities (AASCU).

Major Articles, Op-eds, and Media Meetings—CIC continues to increase its presence as a national voice for independent higher education through a growing number of interviews, opinion pieces, and articles. Media activity in 2007–2008 was extremely robust, with a record number of opinion pieces and stories published in media outlets nationwide that put the perspective of smaller private colleges and universities in the forefront of higher education reporting.

The large increase in media activity is a result of CIC’s concerted efforts. These media activities result not only in more exposure for CIC and coverage of CIC conferences, programs, and services, but CIC member institutions are also being highlighted in stories by national reporters who otherwise might not have focused on small or mid-sized private colleges or universities.


In addition, a collaboration between CIC and University Business has provided an excellent opportunity to shine the spotlight on issues of importance to independent higher education in the magazine. Over the course of 2007–2008 CIC President Richard Ekman and CIC member presidents authored a series of columns for University Business that were published under the section heading of Independent Outlook. Topics included: “Teaching and Guiding Today’s Scientists” (February) by CIC Board Chair John Strassburger, president of Ursinus College (PA); “Free Ride to College?” (April) by Ekman; “The Road to Excellence Passes through Assessment” (June) by CIC Board Member Ed Welch, president of University of Charleston (WV); and “Higher Ed Journalism: New Realities” (August) by Ekman.

Ekman also published “Small Colleges as Partners with School Systems” in the Spring edition of On Common Ground, the publication of the Yale-New Haven Teachers Institute and “Reevaluating Learning Assessment” in the July/August edition of Change magazine. And at CIC’s request in response to a USA Today editorial on the work of the Spelling Commission, “Debate — Our View on Helping Students Compete: Higher Education Slumps,” John Strassburger provided the “Opposing View: One Approach Can’t Fit All” opinion piece that ran August 1.

Several CIC programs and services received coverage this year by the national and trade press:

- The announcement of CIC’s Wal-Mart College Success Awards was widely covered by a variety of print and online publications, including the Wall Street Journal, Forbes.com, Chicago Tribune, InsideHigherEd.com, and Arkansas Democrat-Gazette, as well as dozens more regional media outlets focusing on the college in the region that was selected for the award. The press release was also posted on a number of newswires, most notably the Associated Press and PR Newswire, as well as several business, health, and Hispanic-oriented newswires.

- The Chronicle of Higher Education. Extensive coverage of CIC activities or quotations by CIC officials included “Text Touted as 2 Studies Question Its Value” (June 6); “In Turbulent Times, 2 Small Colleges Brace for the Worst” (May 9); “Snacks in the Stacks: Libraries Welcome Food Amid the Books” (April 18) which stemmed from a reporter’s attendance at the 2008 Transformation of the College Library Workshop in Baltimore;
“Scholars See Need to Redefine and Protect Academic Freedom” (April 7) which described CIC Senior Advisor Roger W. Bowen’s keynote address at the “Academic Freedom in an Age of Permanent Warfare” conference at New York University; “Leaders of Small Colleges are Increasingly Dissatisfied with Trustees, Report Finds” (April 2) about the CASE/CIC report, Advancing Small Colleges: A Benchmarking Survey Update; and several stories from CIC’s 2008 Presidents Institute in Florida: “Small Colleges Worry About Cost of Sustainability” (January 18), “Foundation Will Help Colleges Find Trustees” (January 18), “A New Generation of College Presidents” (January 15), “Presidents of Liberal-Arts Colleges Discuss Dealing with Disasters and Other Topics at Annual Meeting” (January 7), and “Presidents Hear Tips on Choosing Trustees and an Offer on Recruiting Them” (January 8).

- **New York Times.** The Education Life section of the January 6 Times, which came out on the day of CIC’s Annual Awards Banquet at the Presidents Institute, included a two-page spread with several photos of CIC’s Historic Campus Architecture Project website.

- **InsideHigherEd.com.** Editor Doug Lederman attended CIC’s Collegiate Learning Assessment Consortium meeting on August 4 and wrote an extensive story on the work of the Consortium. The publication also ran a short item on the CASE/CIC report, Advancing Small Colleges: A Benchmarking Survey Update (April 3), “Business by Any Other Name” (February 1), on CIC’s Business and Liberal Arts Symposia and report, which generated additional orders for the report, and articles on CIC’s Presidents Institute: “The Harvard Trickle-Down Effect” (January 7) and “Counterpoint to Presidential Careerism” (January 8).

- In addition, The Chicago Tribune quoted Ekman in a story about Elmhurst College (IL), “Colleges Take the Business Course” (January 21), and CASE Currents (February) included a column by Wesley Willmer about the CASE/CIC report, Advancing Small Colleges.

**DOCUMENTATION OF THE INDEPENDENT SECTOR OF HIGHER EDUCATION**

**Making the Case Website**—CIC’s Making the Case website (www.cic.edu/makingthecase) is the central source for evidence on the effectiveness of private higher education. CIC continues to add new resources, links, and comparative data to each section of the website, and the charts are updated as new national data on higher education become available.

The site consists of five sections: Key Messages and Data, Media Activity, Speeches and Addresses, Books and Reports, and Making the Case Resources. Key Messages and Data is the site’s main section and includes research findings from alumni and student surveys and a consolidation of data from a variety of sources.

CIC periodically disseminates compelling information and statistics from the Making the Case website to all member presidents, chief academic officers, and public relations and institutional research directors. In addition, Making the Case Resources packets—a compilation of news articles, op-ed pieces, and other materials—are mailed to presidents and emailed to PR directors to help them tell the institution’s story and make the case for independent higher education.

The Making the Case website received thousands of visitors and more than 200,000 pageviews during 2008. Recently, CIC increased its capacity to conduct research and add new data to the site by hiring a manager of research projects.

**DOCUMENTATION OF CAMPUS ARCHITECTURAL HERITAGE**

**Historic Campus Architecture Project**—In 2008, HCAP content made its debut in ARTstor, a nonprofit organization that offers (through a subscription service) a vast digital library of scholarly images to 950 educational and other nonprofit institutions worldwide. The HCAP website (www.cic.edu/hcap), which continues to receive thousands of visitors, features approximately 5,000 images of 2,100 buildings and heritage sites from 389 participating colleges and universities. Support for this program was provided through two generous grants from the Getty Foundation.
Advancing Institutional Effectiveness

The Council of Independent Colleges works to advance the institutional effectiveness of its member colleges and universities through a variety of programs, services, and activities. CIC has focused much of this effort in recent years on increasing the capacity for assessment among independent colleges and universities, as well as maintaining a series of data initiatives.

Increasing Capacity for Assessment

Collegiate Learning Assessment Consortium—The Teagle Foundation has awarded to CIC grants totaling $665,714 to expand the work of the CIC/Collegiate Learning Assessment (CLA) Consortium. The grants extend the Consortium’s work for another three years from the summer of 2008 through the summer of 2011 and support an increase of the Consortium’s size from 33 to 47 institutions.

Over the past six years, CIC has collaborated with the Council for Aid to Education (CAE) to perfect the use of the Collegiate Learning Assessment, one of the first instruments to directly measure student learning. Recently, with increased calls for student assessment by the U.S. Department of Education and others in the higher education sector, the Consortium has garnered media attention for its work on assessment, with feature articles in InsideHigherEd.com, Chronicle of Higher Education, and Change magazine. The CLA captures the “value-added” contribution of the institution to student learning in higher-order skills such as critical thinking, analytic reasoning, problem solving, and written communication. Consortium members have used the CLA instrument and have gathered at annual meetings to evaluate CLA results and their applications and to discuss key issues with the project, such as interpreting their CLA institutional score reports and developing campus goals and strategies in light of the reports.

The fourth annual Consortium meeting was held on August 3–5, 2008, in Washington, DC. An address was delivered by Sara Martinez Tucker, Undersecretary of Education in the United States Department of Education. Other speakers included nationally known assessment experts Peter T. Ewell, vice president of the National Center for Higher Education Management Systems, and Alexander C. McCormick, director of the National Survey of Student Engagement. Remarks were also offered by W. Robert Connor, president of The Teagle Foundation.

Members of the 2008-2011 Consortium include Alaska Pacific University; Allegheny College (PA); Aurora University (IL); Averett University (VA); Barton College (NC); Bethel University (MN); Cabrini College (PA); Carlow University (PA); Charleston Southern University (SC); College of Notre Dame of Maryland; College of Saint Benedict/Saint John’s University (MN); Dominican University (IL); Drake University (IA); Franklin Pierce University (NH); Hastings College (NE); Hilbert College (NY); Illinois College; Indiana Wesleyan University; (Cont’d)

CIC/CLA Consortium Report: Evidence of Learning

CIC released a report on the work of the CIC/CLA Consortium, describing a voluntary way to measure student learning outcomes that is not overly burdensome to colleges. Evidence of Learning: Applying the Collegiate Learning Assessment to Improve Teaching and Learning in the Liberal Arts College Experience highlights the efforts of Consortium members to make use of the CLA and describes the challenges faced and “best practices” learned to date in administering the CLA.

W. Robert Connor, president of The Teagle Foundation, said, “We are delighted to support CIC’s Consortium, which is raising a new level of awareness of and engagement with evidence-based efforts to improve student learning and faculty instruction.” According to the report, important lessons have already emerged from the consortial experience, including:

- Voluntary approaches to assessment of student learning can work (a government mandate is both undesirable and unnecessary);
- Engagement of faculty members in assessment is essential in efforts to improve and assess student learning;
- CLA results are best interpreted when used in conjunction with other assessment measures, such as the National Survey of Student Engagement and portfolio analyses; and
- Campus-wide commitment to assessment of student learning enhances the usefulness and frank consideration of CLA results.

The report was distributed to all CIC member institutions in May 2008 and is available in electronic form on CIC’s website (www.cic.edu/clia).
ADVANCING INSTITUTIONAL EFFECTIVENESS (CONT’D)

Jamestown College (ND); John Carroll University (OH); Juniata College (PA); LaGrange College (GA); Loyola University New Orleans (LA); Lynchburg College (VA); Marian University (WI); Morningside College (IA); Nebraska Wesleyan University; Seton Hill University (PA); Southwestern University (TX); Springfield College (MA); Stephens College (MO); Stonehill College (MA); Texas Lutheran University; The College of St. Scholastica (MN); The University of Findlay (OH); Trinity Christian College (IL); University of Charleston (WV); University of Evansville (IN); University of Great Falls (MT); Upper Iowa University; Ursinus College (PA); Ursuline College (OH); Wagner College (NY); Westminster College (MO); Westminster College (UT); Willamette University (OR); and William Woods University (MO).

DATA INITIATIVES, USING DATA TO INFORM DECISION-MAKING

Through its own initiatives and partnerships with other organizations, CIC helps to strengthen the capacity of member colleges and universities to use data for improved institutional effectiveness and decision-making.

Key Indicators Tool (KIT)—A fifth edition of the Key Indicators Tool, providing comparative benchmarking data on 20 measures of institutional performance and customized for each institution, was made available to all member presidents in October 2008. The KIT is updated each year with the latest data available from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). The KIT tracks data on students and faculty, tuition revenues and financial aid, and financial resources and expenditures over the most recent five-year period for which data are available. Each indicator provides comparisons nationally and by region, size, financial resources, and Carnegie classification. The national comparison group includes more than 800 non-doctoral independent colleges and universities in the U.S., the profile of 94 percent of CIC’s membership. Developed for CIC by The Austen Group with support from The William Randolph Hearst Foundations, preparation and distribution of the 2008 report were supported by TIAA-CREF.

Financial Indicators Tool (FIT)—CIC’s second annual Financial Indicators Tool (FIT) was released in April 2008. The FIT is a confidential benchmarking report prepared individually for each CIC member president. Designed to complement CIC’s Key Indicators Tool (KIT), the FIT provides customized comparisons with more than 700 baccalaureate and master’s-level private colleges and universities. Developed by The Austen Group for CIC with support from The William Randolph Hearst Foundations, the preparation and distribution of the 2008 report were sponsored by TIAA-CREF.

The FIT report uses a set of financial performance measures that rely on the Composite Financial Index (CFI), developed for NACUBO by KPMG and Prager, McCarthy and Sealy. Four core ratios of financial health—measuring resource sufficiency, debt management, asset performance, and operating results—along with the fifth composite indicator (the CFI), are presented in a unique comparative format covering the most recent six years. The FIT is the first benchmarking report to apply the CFI methodology to a national group of colleges and universities.

CIC’s benchmarking reports are made available to CIC member presidents without charge as a benefit of membership.

Other Benchmarking Services—In partnership with The Austen Group, CIC continues to provide other benchmarking services to augment the KIT and FIT. These expanded services include customized Comparison Group reports, permitting a CIC member institution to select two sets of comparison institutions for more refined benchmarking analysis, and assistance in selecting comparison groups. A further expanded benchmarking service is the option to schedule Online Consultations with Michael Williams, president of The Austen Group. Each of these expanded KIT and FIT services is available to CIC member institutions for a modest fee. As of June 2008, 24 CIC member institutions had requested 39 of these services: 14 for Comparison Group KITs, 13 for Comparison Group FITs, six for Comparison Group Selection Services, and six for Online Consultations.
**Data and Decisions Workshops**—CIC and the Association for Institutional Research (AIR) are cosponsors of a series of workshops on the use of comparative data in institutional planning and decision-making. Workshop topics include performance indicators, comparison groups, strategic planning, operational issues, assessment, action plans, and publicly available national data sources. Participants receive hands-on training on the use of the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS) as well as CIC’s benchmarking tools, the KIT and FIT, and the Making the Case website.

An eighth workshop in this series was held October 2–4, 2008, in Farmington, CT. As of October 2008, 200 CIC member institutions have taken advantage of this special training opportunity. The CIC/AIR Data and Decisions™ Workshops are funded by a grant from the U.S. Department of Education’s National Center for Education Statistics. Institutions that participated in the October 2008 workshop included Anna Maria College (MA); Arcadia University (PA); Ashland University (OH); Bay Path College (MA); Bluefield College (VA); Concordia College (MN); Cox College (MO); Franklin University (OH); Gardner-Webb University (NC); Hampshire College (MA); Lincoln Memorial University (TN); Morris College (SC); Mount Mercy College (IA); Northwestern College (IA); Northwestern College (MN); Our Lady of the Lake University (TX); Paine College (GA); Spalding University (KY); St. Thomas Aquinas College (NY); Sweet Briar College (VA); Thomas College (ME); Thomas More College (KY); Union College (NE); and Utica College (NY).

**Institutional Advancement Study**—In cooperation with the Council for Advancement and Support of Education (CASE), CIC cosponsored a study of institutional advancement practices in small and mid-sized private colleges and universities. More than 260 CIC members participated in the study. Results were compiled into a report, *Advancing Small Colleges: A Benchmarking Services Update*, detailing benchmarking information on the fundraising and public relations activities of non-doctoral independent institutions of higher education. The report was distributed to CIC member presidents in March 2008.

Copies of the report are available for purchase from CASE. CIC and CASE have participated in similar joint projects approximately every seven years since 1976.
Collaborating to Strengthen Programs

Through collaboration among private colleges and universities and by partnering with other organizations, CIC helps member institutions create new programs and services that are both cost-effective and efficient. Among the many CIC-sponsored collaborations are the following programs.

Leadership Development

CIC and the American Academic Leadership Institute—In spring 2007, CIC began a relationship with the American Academic Leadership Institute (AALI), a new organization resulting from a reorganization of the Academic Search Consultation Service. Under the new partnership, CIC and the American Association of State Colleges and Universities (AASCU) have become “supported organizations” (in Internal Revenue Service terms) of the AALI, and the AALI has become a “supporting organization.” Funds from AALI are used to support leadership development activities by CIC. AALI Board members in 2007–2008 included Antoine Garibaldi, president, Gannon University (PA); John Strassburger, president, Ursinus College (PA); Jeanne Neff, president, The Sage Colleges (NY); and Richard Ekman, CIC.

Helping Faculty Members Through Partnerships

Teachers for the 21st Century—CIC’s Teachers for the 21st Century (Teach 21) program entered its second phase this spring, when 52 teams from 47 CIC member colleges and universities joined the original 19 leadership teams. Supported by a grant from Microsoft Corporation’s Partners in Learning initiative, Teach 21 is an exclusively online program that enables college and university faculty members who prepare future teachers to become more familiar with powerful new technologies to teach 21st century skills.

During a March 2008 inaugural webinar for all participating institutions, teams (including faculty members from education departments and from the liberal arts and sciences disciplines in which pre-service teachers major) learned about Teach 21’s three substantive foci—ePortfolios, mathematics, and multimedia collections of effective teaching practices. Each team then selected one or more of those areas to work toward improvements in their institution’s teacher preparation program. Since then national experts have facilitated two online working sessions (webinars) in each focus area during which participants explored effective practices and collaboratively shaped their programs for the 2008–2009 academic year.

In addition to webinars, team members are participating in ongoing online communities of practice developed specifically for Teach 21, gaining access to national experts, proven resources to enhance learning, and to each other. The program facilitates faculty development and institutional improvement without requiring travel from campus.

The 66 institutions participating in Teach 21 include: (original 19 leadership institutions) Alverno College (WI), Benedictine University (IL), Catawba College (NC), Chatham College (PA), Clarke College (IA), College of Mt. St. Joseph (OH), Ferrum College (VA), Gannon University (PA), Lesley University (MA), Manchester College (IN), Marywood University (PA), Mercy College (NY), Mount St. Mary’s College (CA), Ottawa University (KS), Saint Leo University (FL), Spring Hill College (AL), St. Bonaventure University (NY), The Sage Colleges (NY), Wheelock College (MA); (47 expansion institutions) Averett University (VA), Avila University (MO), Bennington College (VT), Bethany College (WV), Brevard College (NC), Briar Cliff University (IA), Cabrini College (PA), Carroll College (MT), Chowan University (NC), College of St. Catherine (MN), Crichton College (TN), Culver-Stockton College (MO), Dana College (NE), Elizabeth College (PA), Elmira College (NY), Eureka College (IL), Fresno Pacific University (CA), Gordon College (MA), Gwynedd-Mercy College (PA), Heritage University (WA), Huston-Tillotson University (TX), Judson University (IL), King College (TN), Lane College (TN), Lincoln Memorial University (TN), Madonna University (MI), Mercyhurst College (PA), Midway College (KY), Mount Mary College (WI), Mount Saint Mary College (NY), Mount St. Mary’s University (MD), Ohio Northern University (OH), Oklahoma City University (OK), Saint Anselm College (NH), Saint Joseph College (CT), Silver Lake College (WI), Southern New Hampshire University (NH), Southern Wesleyan University (SC), Southwestern College (KS), Spalding University (KY), The College of Saint Rose (NY), The College of St. Scholastica (MN), Unity College (ME), University of Saint Francis (IN), University of Saint Mary (KS), Westminster College (UT), and Willamette University (OR).
Harvard University Library’s Open Collections Program—This program of the Harvard University Library makes digital materials available for classroom use in a wide range of colleges and universities. Three “open collections” have been launched since 2004: “Women Working, 1800-1930,” “Immigration to the United States, 1789-1930,” and “Contagion: Historical Views of Diseases and Epidemics” which are available at http://ocp.hul.harvard.edu. Two additional collections are under development now: the “Islamic Heritage Project” and “Organizing Our World: Sponsored Exploration and Scientific Discovery in the Modern Age.” A special partnership with CIC includes a listserv where interested faculty members and librarians at CIC institutions can discuss uses of these materials with each other and with Harvard librarians.

Facilitating Students’ Enrollment

Tuition Exchange Program (CIC-TEP)—A hallmark of CIC membership, the CIC Tuition Exchange Program consists of a network of member colleges and universities willing to accept as students—tuition free—family members of full-time employees at other CIC institutions. Of CIC’s nearly 600 four-year member institutions, 367 are now participating in CIC-TEP, making it one of the largest national tuition exchange programs of private, four-year colleges and universities.

Partnering with the Media

CIC/New York Times Partnership in Education—Nearly 100 student news editors from 43 CIC member campuses traveled to New York City in March 2008 for an all-day workshop at the New York Times. At this annual meeting, which has drawn significant numbers of students from colleges across the country in recent years, participants spent the day exploring the role of a newspaper in society, meeting with Times correspondents and editors, and developing their journalistic skills. Participating institutions included: Allegheny College (PA); Bluefield College (VA); Cabrini College (PA); Campbellsville University (KY); Champlain College (VT); College of St. Catherine (MN); College of Notre Dame of Maryland; Concordia College (NY); Eastern University (PA); Goucher College (MD); Hartwick College (NY); Hastings College (NE); Hiram College (OH); Iona College (NY); Juniata College (PA); Kalamazoo College (MI); King’s College (PA); Lee University (TN); Le Moyne College (NY); Moravian College (PA); Pace University (NY); Paul Smith’s College (NY); Piedmont College (GA); Point Park University (PA); Roanoke College (VA); Rosemont College (PA); The Sage Colleges (NY); Sacred Heart University (CT); Scripps College (CA); Shenandoah University (VA); Siena Heights University (MI); St. Andrews Presbyterian College (NC); St. Bonaventure University (NY); St. Edward’s University (TX); St. John Fisher College (NY); St. Norbert College (WI); Swarthmore College (PA); Texas Lutheran University; The College of New Rochelle (NY); University of Scranton (PA); Wagner College (NY); Wilkes University (PA); and Williams College (MA).

The Partnership includes nearly 50 CIC members and was launched in fall 2003. Members receive discounted subscriptions, advertising rates, and rights and permissions site licenses for the Times archives, as well as programs and events on campus sponsored by the Times and priority privileges for securing reporters and editors for speaking engagements on campus. A Presidents Council for the Partnership meets each fall at the Times headquarters in New York City.

CIC/NYTimes Partner institutions are Allegheny College (PA); Augustana College (IL); Bethany College (WV); Bloomfield College (NJ); California Lutheran University; Cazenovia College (NY); Chaminade University of Honolulu (HI); College of Notre Dame of Maryland; Concordia College (NY); Dillard University (LA); Ferrum College (VA); Fresno Pacific University (CA); George Fox University (OR); Goucher College (MD); Hartwick College (NY); Hendrix College (AR); Heritage College (WA); Juniata College (PA); Millsaps College (MS); Mount Holyoke College (MA); Mount St. Mary’s College (CA); Nebraska Wesleyan University; Otterbein College (OH); Pace University (NY); Pacific Lutheran University (WA); Point Loma Nazarene University (CA); Regis University (CO); Rider University (NJ); Rollins College (FL); Sacred Heart University (CT); The Sage Colleges (NY); Saint Leo University (FL); Scripps College (CA); St. Edward’s University (TX); St. Andrews Presbyterian College (NC); Swarthmore College (PA); University of Charleston (WV); University of Puget Sound (WA); University of St. Thomas (TX); Wagner College (NY); Westminster College (PA); Westmont College (CA); Whitworth College (WA); Whittier College (CA); Willamette University (OR); and Wofford College (SC).
CIC participates in various higher education policy discussions and supports and assesses a range of institutional reforms and programs intended to strengthen institutional operations and improve educational programs, including the following.

**Assessment and Accountability**—CIC continues to be deeply involved in the national discussions of assessment and accountability. As described on previous pages, CIC’s Collegiate Learning Assessment Consortium expanded to include more colleges and universities while garnering increased media attention for its activities. A range of other CIC initiatives that use data for decision-making and public information (KIT, FIT, and the Making the Case materials) have put CIC in a leadership position on many of these issues. CIC President Richard Ekman continues to speak and write about assessment and accountability issues in the national media through opinion pieces and letters to the editor.

**Report on Business and the Liberal Arts**—In fall 2007, CIC published *Business and the Liberal Arts: Integrating Professional and Liberal Education*, a report that showcases a range of innovative programs that successfully blend liberal arts education and professional preparation for business careers. The report is the companion publication for the second in a series of symposia that was made possible through support from the James S. Kemper Foundation. CIC initiated the symposium series out of concern that the proportion of students graduating with degrees in the liberal arts continues to decline, while professional programs grow in popularity. *Business and the Liberal Arts* was distributed to the nearly 600 CIC member institutions, affiliate organizations, and various higher education media. More than 40 of those institutions and other organizations requested additional copies.

**Teacher Education Accreditation Council (TEAC)**—CIC continues to support TEAC, a nonprofit organization founded in 1997 that is dedicated to improving academic degree programs for professional educators. TEAC’s membership represents a broad range of higher education institutions, from liberal arts colleges to research universities, and includes other institutions and professional organizations. TEAC is recognized as a national accreditor by the Council for Higher Education Accreditation and by the U.S. Department of Education.

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**Award for Distinguished Service**

*Russell Garth* was executive vice president of the Council of Independent Colleges from 1987 and was responsible for overall program planning and general administration. Rusty was diagnosed in fall 2007 with amyotrophic lateral sclerosis (ALS, often referred to as “Lou Gehrig’s disease,” a progressive neurodegenerative disorder) and died in May 2008. In January 2008, CIC recognized Rusty for his 20 years of service to independent higher education, for dedicating his career to the higher education community in various capacities for nearly four decades, and for being an outstanding colleague.
AWARDS FOR PHILANTHROPY

During the 2008 Presidents Institute Awards Banquet, CIC presented the Awards for Philanthropy to H.F. (Gerry) and Marguerite Lenfest and the Lettie Pate Whitehead Foundation.

*Gerry and Marguerite Lenfest* are graduates of private liberal arts colleges and also inspiring advocates, enthusiastic supporters, and deeply engaged financial contributors to independent colleges and universities. Through the Lenfest Foundation, they have supported Wilson College (PA) (contributing more than $37 million), Ursinus College (PA) (contributing $5 million), and Washington and Lee University (VA) (contributing $33 million), among others. They have also given tremendous energy, time, and wisdom to these institutions and others in the independent sector.

*The Lettie Pate Whitehead Foundation* is a charity based in Atlanta and dedicated to the support of women’s causes in nine southeastern states. The foundation devotes much of its resources to the Lettie Pate Whitehead scholarship program, which provides scholarship grants to schools and colleges for deserving female students. In 2007 alone, 79 grants were given to CIC members. These grants were among more than 210 separate scholarship grants the foundation made to colleges and universities, medical centers, hospitals, and nursing programs in 2006–2007, totaling $21.6 million.

ALLEN P. SPLLETE AWARD FOR OUTSTANDING SERVICE

*Stephen Joel Trachtenberg*, 15th president of The George Washington University, was named University Professor of Public Service and president emeritus when he retired in 2007. He became president of GWU in 1988 after serving as president of the University of Hartford for 11 years. CIC honored Trachtenberg with the Allen P. Splete Award at the 2008 Presidents Institute Awards Banquet for his exemplary record of accomplishment, for widely sharing his knowledge and wisdom, and particularly for cultivating future leaders in higher education.

CHIEF ACADEMIC OFFICER AWARD

*Ferol Schricker Menzel*, vice president for academic affairs and dean of the faculty at Wartburg College since 1999, received the 2007 CIC Chief Academic Officer Award for contributions to her colleagues at private colleges and universities. Menzel has been instrumental in preparing new chief academic officers for their work at private colleges and universities; she has served as a co-leader of the CIC New Chief Academic Officers Workshop for three years; and she assisted in creating, as well as presenting, the Workshop for CAOs in Their Third or Fourth Year of Service. She has strengthened CIC institutions by presenting at the CIC Department and Division Chair Workshops and the Transformation of the College Library Workshops.

RECOGNITION FOR CONSECUTIVE YEARS OF SPONSORSHIP

One company that has sponsored the Presidents Institute for ten years, *The Lawlor Group, Inc.*, and two organizations that have been sponsors for 15 years, *Miller/Cook & Associates, Inc.* and *New Ventures of Regis University*, were honored for their dedicated support of the institute.
RESOURCE DEVELOPMENT

CIC’s fundraising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs (such as conference sponsorships), and unrestricted grants for general operating support. CIC received financial support between July 1, 2007 and June 30, 2008, from the following donors and sponsors.

American Academic Leadership Institute
Academic Search, Inc.
Andrew W. Mellon Foundation
ARAMARK Higher Education
Association of Theological Schools
Barton College
Blackbaud
Bon Appétit Management Company
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The Charitable Resources Group (TCR Group)
The Collaborative, Inc.
The Dysart Group Inc.
The IDEA Center
The Lawlor Group, Inc.
The New York Times
The Presidential Practice
The Spelman & Johnson Group
The Teagle Foundation
Thompson Scientific
TIAA-CREF
Treanor Architects
Virginia G. Piper Charitable Trust
Wal-Mart Foundation
Wichita Falls Area Community Foundation
Witt/Kieffer
Yaffe & Company, Inc.
## Financial Statement

**Statement of Revenues, Expenses, and Change in Unrestricted Net Assets 7/1/07–6/30/08**

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<thead>
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<th></th>
<th>General Operations</th>
<th>Project Grants</th>
<th>Total</th>
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<tr>
<td><strong>Revenues</strong></td>
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<tr>
<td>Membership Dues</td>
<td>$2,253,585</td>
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<td>$2,253,585</td>
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<tr>
<td>Program Participant Fees</td>
<td>1,019,246</td>
<td></td>
<td>1,019,246</td>
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<td>Gifts and Grants</td>
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<tr>
<td>Unrestricted Grants</td>
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<td>Program Grants</td>
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<td>1,008,716</td>
<td>1,587,216</td>
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<td>Consulting Fees</td>
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<td>46,000</td>
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<tr>
<td>Interest, Investment, and Misc. Income</td>
<td>391,778</td>
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<td>391,778</td>
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<tr>
<td>Unrealized Gain/(Loss) on Investments</td>
<td>(508,696)</td>
<td></td>
<td>(508,696)*</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$3,744,912</strong></td>
<td><strong>$1,054,716</strong></td>
<td><strong>$4,799,628</strong></td>
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<td><strong>Expenses</strong></td>
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<td>Salaries and Benefits</td>
<td>$2,003,815</td>
<td>$267,617</td>
<td>$2,271,432</td>
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<td>Programs and Meetings</td>
<td>813,632</td>
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<td>Grants to Colleges</td>
<td>0</td>
<td>22,500</td>
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<tr>
<td>Other Expenses</td>
<td>844,566</td>
<td>893,990</td>
<td>1,738,556</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$3,662,013</strong></td>
<td><strong>$1,184,107</strong></td>
<td><strong>$4,846,120</strong></td>
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Change in Net Assets: ($46,492)

Unrestricted Net Assets at 07/01/07: $4,259,867

Unrestricted Net Assets at 06/30/08: $4,213,374

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*Investments in debt and equity securities are measured at fair value and are based on quoted market prices as of 6/30/2008.*
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  President, Georgian Court University
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  Clark Atlanta University
- **Connie G. Duffett**  
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  Manchester College
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  Millikin University
ADVISORY COMMITTEES AND TASK FORCES (CONT’D)

2007 CHIEF ACADEMIC OFFICERS INSTITUTE

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(The 2007 CAO Institute included chief financial officers as participants.)

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Dean of the Faculty
Mount Holyoke College

Kristine Bartanen
Academic Vice President and Dean of the University
University of Puget Sound

Randall G. Basinger
Provost
Messiah College

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Vice President for Academic Affairs
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Executive Vice President and Provost
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William Pollard
Vice President and Dean of the College
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Helen Ray
Vice President for Academic Affairs
Brenau University

Mark Sargent
Provost
Gordon College

Julee Sherman
Vice President for Finance and Administration
Central Methodist University

Leroy Staggers
Academic Dean
Morris College

CAO Spouses Task Force

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Hendrix College

Sandy Aper
Blackburn College

Lynn Buck
Sweet Briar College

Sharon Day
Roanoke College

Pamla Hoadley
Morningside College

Anna Kolander
Wisconsin Lutheran College

David McCarthy
William Woods University

Lynne Moore
Chowan University

Ann Taddie
University of the Ozarks

Leonard Turkenkopf
Mount Saint Mary College (NY)
CIC continues its steady membership growth and served 594 independent colleges and universities for the 2007–2008 academic year, including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, 69 national, state, and regional organizations are Affiliate Members.

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### College and University Members of CIC (June 2008, Cont’d)

**Iowa (cont’d)**
- Wartburg College
- William Penn University

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

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

**Louisiana**
- Dillard University
- Loyola University New Orleans
- Our Lady of Holy Cross College
- Our Lady of the Lake College

**Maine**
- Saint Joseph’s College of Maine
- Thomas College

**Maryland**
- Capitol College
- College of Notre Dame of Maryland
- Goucher College
- Loyola College in Maryland
- McDaniel College
- Mount St. Mary’s University
- St. John’s College
- Stevenson University
- Washington College

**Massachusetts**
- American International College
- Anna Maria College
- Assumption College
- Bard College at Simon’s Rock
- Bay Path College
- Curry College
- Eastern Nazarene College
- Elms College
- Emerson College
- Emmanuel College
- Endicott College
- Gordon College
- Hampshire College
- Lesley University
- Merrimack College
- Mount Holyoke College
- Mount Ida College
- Nichols College
- Regis College
- Springfield College
- Stonehill College
- Western New England College
- Wheaton College
- Wheelock College
- Williams College

**Michigan**
- Adrian College
- Albion College
- Alma College
- Aquinas College
- Calvin College

**Minnesota**
- Augsburg College
- Bethany Lutheran College
- Bethel University
- College of Saint Benedict
- College of St. Catherine
- Concordia College
- Gustavus Adolphus College
- Hamline University
- Macalester College
- Northwestern College
- Saint John’s University
- The College of St. Scholastica
- University of St. Thomas

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

**Mississippi**
- Millsaps College
- Rust College
- Tougaloo College

**Montana**
- Carroll College
- Rocky Mountain College
- University of Great Falls

**Nebraska**
- Bellevue University
- College of Saint Mary
- Dana College
- Doane College
- Hastings College
- Midland Lutheran College
- Nebraska Wesleyan University
- Union College

**New Hampshire**
- Colby-Sawyer College
- Daniel Webster College
- Franklin Pierce University
- New England College
- Rivier College
- Saint Anselm College
- Southern New Hampshire University

**New Jersey**
- Bloomfield College
- Caldwell College
- Centenary College
- College of Saint Elizabeth
- Drew University
- Felician College
- Georgian Court University
- Monmouth University
- Rider University
- Saint Peter's College

**New Mexico**
- College of Santa Fe
- University of the Southwest
- St. John’s College

**New York**
- Cazenovia College
- College of Mount Saint Vincent
- College of New Rochelle
- Concordia College
- Daemen College
Dominican College
D’Youville College
Elmira College
Hamilton College
Hartwick College
Hilbert College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Marymount Manhattan College
Medaille College
Mercy College
Molloy College
Mount Saint Mary College
Nazareth College
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 Saint Rose
The Sage Colleges
Utica College
Wagner College
Wells College

North Carolina
Barton College
Belmont Abbey College
Brevard College
 Catawba College
Chowan University
Gardner-Webb University
Greensboro College
Guilford College
Johnson C. Smith University
Lees-McRae College
Lenoir-Rhyne University
Livingstone College
Mars Hill College
Merced College
Montreat College
North Carolina Wesleyan College
Peace College
Pfeiffer University
Saint Augustine’s College
Salem College
Shaw University
St. Andrews Presbyterian College
Warren Wilson College
Wingate University

North Dakota
Jamestown College
University of Mary

Ohio
Antioch College
Ashland University
Bluffton University
Capital University
Cedarville University
College of Mount St. Joseph
Defiance College
Franciscan University of Steubenville
Franklin University
Heidelberg College
Hiram College
John Carroll University
Kenyon College
Lake Erie College
Lourdes College
Malone University
Marietta College
Mount Union College
Mount Vernon Nazarene University
Muskingum College
Notre Dame College
Oberlin College
Ohio Dominican University
Ohio Northern University
Ohio Wesleyan University
Otterbein College
The College of Wooster
The University of Findlay
Tiffin University
Urbana University

Ursuline College
Walsh University
Wilberforce University
Wilmington College
Xavier University

Oklahoma
Oklahoma City University
Oral Roberts University

Oregon
George Fox University
Linfield College
Marylhurst University
Northwest Christian University
Pacific University
Willamette University

Pennsylvania
Albright College
Allegheny College
Alvernia University
Arcadia University
Bryn Athyn College
Cabini College
Carlow University
Cedar Crest College
Chatham University
Cheesnut Hill College
Delaware Valley College
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Gannon University
Geneva College
Gettysburg College
Grove City College
Gwynedd-Mercer College
Holy Family University
Immaculata University
Juniata College
Keystone College
King’s College
La Roche College
Lafayette College
Lebanon Valley College
Lycoming College
Marywood University
Mercyhurst College
Messiah College
Misericordia University
Moravian College
Mount Aloysius College
Neumann College
Philadelphia University
Point Park University
Robert Morris University
Rosemont College
Saint Francis University
Saint Vincent College
Seton Hill University
Susquehanna University
Swarthmore College
Thiel College
University of Scranton
University of the Arts
Ursinus College
Washington & Jefferson College
Waynesburg University
Westminster College
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

Rhode Island
Roger Williams University
Salve Regina University

South Carolina
Anderson University
Charleston Southern University
Clairfin University
Columbia College
Converse College
Erskine College
Furman University
Limestone College
Morris College
Newberry College
Presbyterian College
Southern Wesleyan University
Wofford College

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South Carolina (cont’d)
Voorhees College

South Dakota
Augustana College
Dakota Wesleyan University
Mount Marty College
University of Sioux Falls

Tennessee
Bethel College
Carson-Newman College
Christian Brothers University
Crichton College
Cumberland University
Fisk University
King College
Lambuth University
Lane College
Lee University
Lincoln Memorial University
Maryville College
Milligan College
Rhodes College
Sewanee: The University of the South
Southern Adventist University
Tennessee Wesleyan College
Trevecca Nazarene University
Tusculum College

Utah
Westminster College

Vermont
Bennington College
Burlington College
Champlain College
Goddard College
Green Mountain College
Marlboro College
Norwich University
Southern Vermont College

Virginia
Averett University
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hollins University
Lynchburg College
Mary Baldwin College
Marymount University
Randolph-Macon College
Randolph College
Regent University
Roanoke College
Saint Paul’s College
Shenandoah University
Sweet Briar College
University of Richmond
Virginia Union College
Virginia Wesleyan College
Washington and Lee University

Washington
City University of Seattle
Heritage University
Pacific Lutheran University
Saint Martin’s University
Seattle Pacific University
University of Puget Sound
Whitworth University

West Virginia
Alderson-Broadus College
Bethany College
Davis & Elkins College
Ohio Valley University
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

Wisconsin
Alverno College
Cardinal Stritch University
Carroll University
Concordia University Wisconsin
Edgewood College
Lakeland College
Marian University
Mount Mary College
Northland College
Ripon College
Silver Lake College
St. Norbert College
Viterbo University
Wisconsin Lutheran College

Associate Members
Ancilla College, IN
Cox College, MO
Dean College, MA
Herston College, KS
Hiwassee College, TN
Lincoln College, IL
Louisburg College, NC
Marymount College, CA
St. Augustine College, IL

International Members
American University-Central Asia, Kyrgyzstan
American University in Bulgaria
American University of Paris, France
American University of Sharjah, United Arab Emirates
Effat College, Saudia Arabia
Forman Christian College, Pakistan
Franklin College of Switzerland
John Cabot University, Italy
Philadelpia University, Jordan

Polytechnic of Namibia
Richmond the American International University in London, England
The American College of Greece
University American College Skopje, Macedonia

NEW MEMBERS IN 2007–2008

New Institutional Members
Albion College, MI
Capitol College, MD
Concordia University Texas
Daniel Webster College, NH
Furman University, SC
Holy Cross College, IN
Macalester College, MN
Our Lady of Holy Cross College, LA
Our Lady of the Lake College, LA
Pacific Union College, CA
Shaw University, NC
Union College, NE
University of Redlands, CA

New International Members
Effat College, Saudia Arabia
Polytechnic of Namibia
University American College Skopje, Macedonia

New Affiliate Members
ACT, IA
Associated Colleges of the Midwest, IL
Colleges of the Fenway, Inc., MA
Consortio Interamericano de Educacion Superior, PA
Kansas Independent College Association, KS
Modern Language Association of America, NY

New Associate Members
Cox College, MO
AFFILIATE MEMBERS OF CIC (JUNE 2008)

ACT, IA
Alabama Independent Colleges
American Academy of Religion, GA
American Council of Learned Societies, NY
American Councils for International Education: ACTR/ACCLEES, DC
American Historical Association, DC
Appalachian College Association, KY
Arkansas’ Independent Colleges & Universities
Associated Colleges of Illinois
Associated Colleges of the Midwest, IL
Associated Colleges of the South, GA
Associated New American Colleges, MA
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Collegiate Business Schools and Programs, KS
Association of Independent Colleges and Universities of Nebraska
Association of Independent Colleges and Universities of Ohio
Association of Independent Colleges & Universities of Pennsylvania
Association of Independent Colleges and Universities in New Jersey
Association of Independent Kentucky Colleges and Universities
Association of Presbyterian Colleges and Universities, KY
Christian College Consortium, NH
Nazarene Colleges Council of Education, MO
Collaboration for the Advancement of College Teaching and Learning, MN
Colleges of the Fenway, Inc., MA
Concordia University System, MO
Conference for Mercy Higher Education, NE
Consortio Interamericano de Educacion Superior, PA
Council for Advancement and Support of Education, DC
Council for Christian Colleges & Universities, DC
Council for Higher Education/United Church of Christ, OH
Council for International Exchange of Scholars, DC
Council of American Overseas Research Centers, DC
Council of Independent Colleges in Virginia
EDUCAUSE, CO
Evangelical Lutheran Church in America, IL
Federation of Independent Illinois Colleges & Universities
Foundation for Independent Higher Education, DC
Georgia Foundation for Independent Colleges, Inc.
Gilder Lehrman Institute of American History, NY
Great Lakes Colleges Association, Inc., MI
IDEA Center, Inc., KS
Illinois Institute of Independent Colleges and Universities
Independent Colleges of Indiana, Inc.
Independent Colleges of Washington
Iowa Association of Independent Colleges and Universities
Kansas Independent College Association, KS
LeaderShape, Inc., IL
Lutheran Educational Conference of North America, SD
Maryland Independent College and University Association
Mennonite Education Agency, IN
Minnesota Private College Council
Modern Language Association of America, NY
National Association of Independent Colleges and Universities, DC
National Catholic Education Association, DC
National Humanities Alliance, DC
North Carolina Independent Colleges & Universities
Ohio Foundation of Independent Colleges
Society for Historians of the Early American Republic, PA
Society of Biblical Literature, GA
South Carolina Independent Colleges & Universities, Inc.
Tennessee Independent Colleges and Universities Association
Texas Independent College Fund
Tuition Plan Consortium, MO
United Methodist Church/General Board of Higher Education & Ministry, TN
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and Universities
Wisconsin Foundation for Independent Colleges, Inc.
Women’s College Coalition, Inc., CT
**CIC STAFF AND ADVISORS (AUGUST 2008)**

**CIC STAFF**

**August G. Adams**  
Director of Web Communications

**Allison Blackburn**  
Director of Conferences

**Sheila L. Cooper**  
Assistant to the President

**Richard H. Ekman**  
President

**Michelle Friedman**  
Program Manager

**Stephen Gibson**  
Director of Projects

**Eric E. Godin**  
Manager of Research Projects

**Harold V. Hartley III**  
Senior Vice President

**Barbara Hetrick**  
Senior Vice President

**Christoph M. Kunkel**  
Vice President for Operations

**Lilia LaGesse**  
Publications Manager

**Cynthia Page**  
Business Manager

**Keisha C. Pearson**  
Receptionist/Membership Assistant

**Mary Ann F. Rehnke**  
Vice President for Programs

**Veronica Relph**  
Conference Coordinator

**Leslie A. Rogers**  
Conference Manager

**Sarah Stoycos**  
Director of Programs

**Keith A. Wallace**  
Director of Administration

**Tiwanda Washington-Settlers**  
Development Manager

**Kate Webber**  
Membership Manager

**Laura A. Wilcox**  
Vice President for Communications

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

**Barbara S. Christen**  
Senior Advisor, Historic Campus Architecture Project

**Edward J. Clark**  
Senior Advisor, Tuition Exchange Program

**David S. Cunningham**  
Senior Advisor, NetVUE

**Marylouise Fennell, RSM**  
Senior Counsel

**William Frame**  
Senior Advisor, Presidential Vocation and Institutional Mission Program

**William B. Julian**  
Senior Advisor, Annual Programs

**Jan Marston**  
Senior Advisor, Network for Effective Language Learning (NELL)

**R. Keith Moore**  
Senior Advisor, Public Relations

**David C. Paris**  
Senior Advisor, Assessment

**Allen P. Splete**  
President Emeritus
There are several ways to reach CIC. Let us hear from you.

**Council of Independent Colleges**

One Dupont Circle, NW, Suite 320  
Washington, DC 20036-1142  
Phone: (202) 466-7230  
Fax: (202) 466-7238  
Email: cic@cic.nche.edu

**Website**

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

**Listserv Information**

Through listservs, CIC links a national network of people who lead and staff private colleges and universities. The service is free, and the listservs are reserved exclusively for CIC member institutions. In addition, the listservs for presidents and chief academic officers have been archived and offer a wealth of information on myriad topics, and they are searchable by date, name, subject, and institution. To join the discussion groups, send your request via email to cic@cic.nche.edu. Include your name, title, and institution. If your request is approved, your name will be added to the appropriate listserv. You will receive an email confirmation.

**CIC Listservs**

**CICPRES-LIST**
Open only to current presidents of CIC member institutions.

**CICDEAN-LIST**
Open to chief academic officers, provosts, and those with similar rank at CIC member institutions.

**CICSTUAFF-LIST**
Open to student affairs officers and staff at CIC member institutions.

**CICPR-LIST**
Open to public relations officers and staff at CIC member institutions.

**CICADVANCE-LIST**
Open to development officers and staff at CIC member institutions.

**CICFINANCE-LIST**
Open to business officers of CIC member institutions.

**CICPSPOUSE-LIST**
Open to spouses of current presidents of CIC member institutions.

**CICCHAIR-LIST**
Open to department and division chairs from CIC member institutions.

**CICNET-LIST**
Open to those at CIC campuses interested in discussing issues of information technology.

**CICDATA-LIST**
Open to those at CIC member institutions interested in discussing issues of data and institutional research.
ADVANCING INDEPENDENT HIGHER EDUCATION AND ITS LEADERSHIP