

CIC President's Report

Prepared for the CIC Presidents Institute

Marco Island, Florida, January 4–7, 2020

This President's Report provides an update on CIC programs and activities during summer and fall 2019 and plans for the remaining 2019–2020 membership year. These activities are grouped under two large headings—programmatically capacity and organizational capacity.

- Institutional Membership remains strong and currently is at 656.
- Planning for the 2020 Presidents Institute, which will take place January 4–7 in Marco Island, Florida, is well underway. To date, 383 presidents and 175 of their spouses and partners have registered for the Institute.
- CIC will again offer the Presidents Governance Academy (supported by the Henry Luce Foundation) and the New Presidents Program (sponsored by Ellucian) January 3–4, 2020, immediately preceding the Presidents Institute.
- The 2019 Institute for Chief Academic Officers took place November 2–5 in Baltimore, Maryland, and included chief advancement and public relations officers. The Institute drew 392 participants.
- The State Councils Annual Conference took place September 10–12 in Pittsburgh, Pennsylvania. The Conference, which was hosted in the fall for the first time, drew the participation of 54 individuals, including executives and staff members representing 19 different State Councils. The 2020 iteration will take place April 24–26 in Austin, Texas.
- The first two *Talking about Private Colleges: Busting the Myths* workshops took place September 25 at Bay Path University in Springfield, Massachusetts, and November 19 at Wofford College in Spartanburg, South Carolina. Three workshops are scheduled for early 2020—February 27 at University of Puget Sound, March 24 at Ohio Wesleyan University, and May 1 at Augsburg University, and two more in fall 2020. The seven workshops will equip teams of faculty and staff leaders and trustees to engage, with better preparation, in informal conversations about independent colleges and their own institutions. Two workshop “previews” were held this fall—one at the State Councils Annual Conference and one at the Institute for Chief Academic Officers; a pilot workshop was held at Hood College in January 2019.
- CIC will host in partnership with Apple Education a third Forum on the Apple campus in Cupertino, California. The March 9–10 gathering will provide 25 CIC member presidents an opportunity to engage in focused discussions with Apple executives and among themselves on the practical aspects of deploying or strengthening digital learning initiatives to support student learning, success, retention, and recruitment.
- A series of eight NetVUE regional and topical gatherings are taking place in 2019–2020. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and best practices during years without a national conference. Four gatherings took place during the fall, and four more will take place during the spring. The next gathering will be hosted January 16–18 at Occidental College.
- With support from the Teagle Foundation, CIC and North Carolina Independent Colleges and Universities staff are working on a pilot program to create pathways that encourage community college students to pursue degrees in liberal arts disciplines at independent colleges. The first meeting of the 27 participating institutions took place in late September at Salem College; they will meet again in fall 2020.

- The first of two Seminars on Science Pedagogy, supported by the W. M. Keck Foundation and the National Science Foundation, took place July 15–19 at Holy Names University in Oakland, California. The seminar provided four-member teams from ten institutions with hands-on training in using an active learning model based on research in cognition and neuroscience to teach science courses at all levels.
- The opening workshop for CIC’s new Humanities Research for the Public Good project took place June 26–28, in Washington, DC. Twenty-five institutions and their nonprofit community partners will engage students in research projects and public programs that use a college’s collections to address an issue of importance to the local community or region during the academic year.
- CIC again hosted opening seminars of its leadership development programs during the summer and fall. The 2019–2020 Presidential Vocation and Institutional Mission program, supported by Lilly Endowment Inc. and led by CIC Senior Advisor and Nebraska Wesleyan University President Emeritus Fred Ohles, held its opening session July 14–17 in Woodstock, Vermont; the closing session will take place February 24–25, 2020, in Atlanta, Georgia). The 2019–2020 Executive Leadership Academy, cosponsored by the American Academic Leadership Institute (AALI) and American Association of State Colleges and Universities (AASCU), met for the first time July 15–17 in Washington, DC. The 2019–2020 Senior Leadership Academy, which is offered with AALI, met for the first time November 1–3 in Baltimore, Maryland, in conjunction with the Institute for Chief Academic Officers.
- CIC announced in September a new initiative to strengthen the teaching of philosophy at smaller liberal arts colleges: New Currents in Teaching Philosophy. The initiative will provide faculty members with opportunities in July 2020 to learn from several scholars about the teaching of the discipline in ways that have the potential to revitalize interest in philosophy as a field of undergraduate study.
- In December, CIC announced two summer workshops on Deliberation & Debate: Advancing Civil Discourse through Courses for First-Year Students to take place in 2020 and 2021. The seminars will teach faculty members techniques that include logical argument, use of evidence, and emphatic listening.
- In September, CIC received a grant from the Andrew W. Mellon Foundation to support a four-year initiative to deepen public understanding of the many legacies of slavery and their impact on American life and culture. Working in partnership with the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University, CIC will select six colleges and universities in 2020 to serve as organizing hubs for a national network of CIC member institutions and community-based organizations for the program, Legacies of American Slavery. A call for participation will be issued in January, and institutions will gather for a planning meeting in August.
- In July, CIC distributed \$1,608,000 to its 27 State Councils through the CIC/UPS Scholarships Program. The program funds \$3,000 scholarships for low-income, first-generation, minority, or new American students at each of 536 institutions that are members of a State Council and eligible for membership in CIC.
- CIC released two new research reports since the June Board meeting. *Strengthening the STEM Pipeline Part II: The Contributions of Small and Mid-Sized Independent Colleges in Preparing Underrepresented Students in STEM* was issued in August, and a study of chief academic officers at CIC institutions, which used the American Council on Education’s survey instrument, was released in October.

Programmatic Capacity

CIC’s efforts to assist independent colleges and universities are reported here under four headings: Conferences and Other Events; Projects, Programs, and Services; Communications; and Other Opportunities.

Conferences and Other Events

CIC’s conferences and other events provide senior campus leaders and other administrators opportunities for professional development and personal renewal.

Presidents Institute. CIC’s premier annual event is the largest yearly gathering of college and university presidents in the country. The 2020 Presidents Institute will take place January 4–7 at the newly renovated JW Marriott Marco Island hotel in Marco Island, Florida, with the theme “Healthy Institutions, Strong Leaders.” The Institute will explore such questions as: Under the pressures of changing demographics, dwindling public support,

2020 Participants (as of December 10, 2019)			
	<u>Member</u>	<u>Nonmember</u>	<u>Total</u>
College Presidents	359	24	383
Spouses and Partners	164	11	175
State Council Executives	13		13
TOTAL	536	35	571
New Presidents	41	7	48

overemphasis on employability, reliance on outmoded business models, and thinner operating margins, how do presidents assess institutional health? What strategies can presidents deploy to lead their institutions—and their faculties and boards—with vision and courage? How does strong and healthy leadership lead to strong and healthy institutions? CIC mailed a registration brochure to presidents in early August and the preliminary program in early October; registration for the Institute closed on December 2.

- Theme: “Healthy Institutions, Strong Leaders”
- Dates and Location: January 4–7, 2020, Marco Island, Florida
- Participation Goal: 50 percent of member presidents
- Advisory Groups: Board of Directors Programs Committee; Presidents Institute Spouses and Partners Task Force
- Plenary Speakers: James M. Dennis, president, McKendree University; Nathan Grawe, Ada M. Harrison Distinguished Teaching Professor of the Social Sciences and professor of economics, Carleton College; Marjorie Hass, president, Rhodes College; Mary Dana Hinton, president, College of Saint Benedict; Jonathan McBride, managing director for inclusion and diversity, BlackRock; Lawrence M. Schall, president, Oglethorpe University; Mariët Westermann, vice chancellor and chief executive, New York University Abu Dhabi

Institute for Chief Academic Officers. The 47th Institute for Chief Academic Officers, this year with chief advancement and public relations officers, took place November 2–5, 2019, in Baltimore, Maryland. The theme of the Institute, “Change: Continuity, Connection, and Communication,” provided a framework for discussion of how to integrate adaptation and continuity, ensure institutional success, and sustain robust learning communities. Participants had the opportunity to learn about successful techniques that have enabled college leaders to develop effective partnerships. Institute sessions offered practical advice on such topics as the use of data in managing academic programs and updates on current legal issues in hiring and Title IX compliance.

2019 Participants			
	<u>Member</u>	<u>Nonmember</u>	<u>Total</u>
Chief Academic Officers	236	7	243
Other Academic Officers	99	19	118
Chief Advancement Officers	55	1	56
Public Relations Officers	23		23
TOTAL	413	27	440
Spouses and Partners	10		
Institutions Represented	276		

Theme: “Change: Continuity, Connection, and Communication”
 Dates and Location: November 2–5, 2019, Baltimore, Maryland
 Partners: Council for Advancement and Support of Education
 Participation Goal: 280 CAOs; 120 CAdOs; 125 Other
 Advisory Group: CAO-CAdO Task Force
 Plenary Speakers: Sue Cunningham, president and CEO, Council for Advancement and Support of Education; Robert O. Carr, founder and chair, Give Something Back; Scott Jaschik, editor and cofounder, *Inside Higher Ed*; Illah R. Nourbakhsh, K&L Gates Professor of Ethics and Computational Technologies, Carnegie Mellon University and director of the Community Robotics, Education, and Technology Empowerment Lab; Judith R. Shapiro, president and professor of anthropology emerita, Barnard College

In January, staff will begin planning the 2020 Institute for Chief Academic Officers and Academic Team Members, which will take place November 7–10 in San Diego, California.

State Councils Annual Conference. The conference provides an opportunity for CIC State Council executives and key staff to explore emerging trends in independent higher education and how the State Councils can help their member institutions through resources and connections with businesses and other organizations. The 2019 conference was moved to September to accommodate legislative calendars for State Council executives who lobby for their member colleges and universities as well as fundraise. It was held September 10–12, 2019, in Pittsburgh, Pennsylvania, under the theme “Bridging the Future.” Conference sessions highlighted how State Councils are building bridges among private colleges and universities, students, and corporations to work together to strengthen private colleges and universities. Conference participation was strong, reaching the goal, and most State Councils were represented.

2019 Participants	
	<u>Total</u>
State Council Representatives	30
Spouses and Partners	2
Other	22
TOTAL	54
State Councils Represented	19

Theme: “Bridging the Future”

Dates and Location: September 10–12, 2019, Pittsburgh, Pennsylvania
Participation Goal: 50 State Council executives and staff members
Advisory Group: State Councils Advisory Committee
Speakers: Tim Alexander, vice president, Association of Independent Colleges and Universities of Pennsylvania; Robert Bartlett, president, Michigan Colleges Alliance; Tina Bjarekull, president, Independent College Fund of Maryland; MaryAlice Breuninger, vice president for corporate relationships, Independent College Fund of New Jersey; Sue Cunningham, president and CEO, Council for Advancement and Support of Education; David Finegold, president, Chatham University; Thomas Foley, president, Association of Independent Colleges and Universities of Pennsylvania; H. Hiter Harris, managing director, Harris Williams; Mary Hawkins, president, Bellevue University; Mary-Beth Johnson, chief operating officer, Virginia Foundation for Independent Colleges; Carolyn Jones, director of development, Minnesota Private College Fund; Emma Jones, chief brand officer, Credo; Eva Lee, senior director, multiple employer plans, TIAA; John Kahle, managing director of strategic sales, institutional financial services, TIAA; Eduardo Martinez, president, UPS Foundation; Ned Moore, senior advisor, CIC; Abdul M. Omari, program coordinator, AMO Enterprise; Jamil Stamschror-Lott, program coordinator, Creative Kuponya; A. Hope Williams, president, North Carolina Independent Colleges and Universities

After careful consideration of the State Councils’ schedules and with feedback from the State Councils Advisory Committee, CIC has decided to return to its long time spring date for the 2020 State Councils Annual Conference. The 2020 iteration will take place April 26–28 in Austin, Texas. State Council members received a “save-the-date” postcard in mid-November, and work is underway to develop the conference program.

Dates and Location: April 26–28, 2020, Austin, Texas
Participation Goal: 50 State Council executives and staff members
Advisory Group: State Councils Advisory Committee

Projects, Programs, and Services

CIC’s projects, programs, and services provide opportunities for program development and institutional improvement in key areas, leadership development for senior campus leaders, workshops for faculty members, programs and services for State Councils, and an array of research activities. Several initiatives provide information and technical assistance to institutions.

1. Institutional Development Programs and Services

Legacies of American Slavery: Reckoning with the Past. In September 2019, CIC received a grant from the Andrew W. Mellon Foundation to support a national network of independent colleges and universities to deepen public understanding of the many legacies of slavery and their impact on American life and culture. In partnership with the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University (GLC), CIC will select six institutions in different regions of the United States to serve as regional collaboration partners. A call for collaboration partners will be issued in January. Approximately two dozen institutions will be selected through the same application process to participate in a planning conference to be held at Yale University in August 2020. Each “hub” institution will focus on a single theme related to a legacy of slavery that is especially relevant to its region. Over four years, these six institutions will collaborate with other CIC member institutions, local and

national civic organizations, and K–12 schools to address American slavery’s continuing influence through research activities, undergraduate courses, curricular development, and public events. Each collaboration partner will host a regional conference and public activities. The GLC also will host summer programs for faculty members from participating institutions in New Haven, Connecticut, focusing on research and teaching or public history and engagement. The project will culminate in a national conference in fall 2023.

Funding: Andrew W. Mellon Foundation
Director: David W. Blight, Sterling Professor of History, Yale University

Humanities Research for the Public Good. In December 2017, CIC received a grant from the Andrew W. Mellon Foundation to be used over approximately three years to develop the capacity of participating institutions to make greater use of materials in their special collection libraries, archives, or museums to support both undergraduate research and community engagement around issues of public concern. CIC is selecting 25 institutions a year for two consecutive academic years to engage students in research projects and public programs that use each college’s collections to address an issue of significance and interest to the local community or region. Each institution must partner with a nonprofit community organization. There are opening and closing workshops for institutional teams in each cohort. CIC engaged a senior advisor for the project with extensive experience in the public humanities. CIC announced the program and solicited applications for the first cohort in fall 2018, which attracted 89 proposals. The first opening workshop took place in Washington, DC, in June 2019, with 25 campus teams; the closing workshop for this cohort will be held in Baltimore, Maryland, April 24–26, 2020.

A call to submit proposals for the second cohort was issued in September 2019, and proposals were due December 13. Participants will be selected in late January. The opening workshop for the second cohort will be held in Washington, DC, June 29–July 1, 2020.

Dates and Locations: 2019–2020: June 23–25, 2019, Washington, DC, and April 24–26, 2020, Baltimore, Maryland
2020–2021: June 29–July 1, 2020, Washington, DC
Funding: Andrew W. Mellon Foundation
Senior Advisor: Anne M. Valk, associate director for public humanities and lecturer in history, Williams College
Presenters (2019): Edward L. Ayers, Tucker-Boatwright Professor of the Humanities and president emeritus, University of Richmond; Stephen Kidd, executive director, National Humanities Alliance; Sheri Levinsky-Raskin, assistant vice president for research and evaluation, Intrepid Sea, Air & Space Museum
Participants (2019): Alaska Pacific University, Augustana University (SD), Berry College, Bethany College (KS), Butler University, Champlain College, Connecticut College, Daemen College, Fisk University, Franklin College, Gustavus Adolphus College, Hollins University, Lewis & Clark College, Mars Hill University, Messiah College, Oberlin College, Reinhardt University, Rust College, Saint Mary’s College (IN), Simmons University, St. Mary’s University (TX), Stevenson University, The University of Findlay, University of Denver, Wofford College

Talking about Private Colleges: Busting the Myths. Guided by Board discussions in 2018 and January 2019, CIC staff has planned a series of seven regional workshops designed to share key data about the impact and value of independent colleges and give participants practice in shaping community attitudes about private higher education and their institutions through informal conversations. This innovative person-to-person approach to making the case for independent higher education will combine information from multiple national data sources with active learning, story-telling strategies, and advice about institution-specific follow-up activities. Each workshop will accommodate approximately a dozen institutional teams consisting of five to seven individuals; ideally, each team will include the institution’s president and a mix of senior administrators, faculty leaders, and trustees—individuals who are influential in the community. CIC offered previews of the regional workshops at the 2019 CIC State Councils Annual Conference and the 2019 Institute for Chief Academic Officers.

Workshop Participants and Registrants (as of December 11, 2019)		
	<u>Inst.</u>	<u>Ind.</u>
Bay Path University (9/25/19)*	7	44
Wofford College (11/19/19)*	12	88
University of Puget Sound (2/27/20)	3	17
Ohio Wesleyan University (3/24/20)	10	49
Augsburg University (5/1/20)	3	14
York College of Pennsylvania (9/29/20)	3	9
William Jewell College (10/26/20)	2	2
TOTAL	40	217
	<i>*final participants</i>	

Dates and Locations: September 25, 2019, Bay Path University; November 19, 2019, Wofford College; February 27, 2020, University of Puget Sound; March 24, 2020, Ohio Wesleyan University; May 1, 2020, Augsburg University; September 29, 2020, York College of Pennsylvania; October 26, 2020, William Jewell College

Funding: Henry Luce Foundation, EAB, SAGE Scholars, Inc., and Sodexo
 Facilitators: Richard Ekman, president, CIC; Philip M. Katz, director of projects, CIC; S. Georgia Nugent, senior fellow, CIC, and president, Illinois Wesleyan University; Jo Ellen Parker, vice president for communications, CIC

2020 Presidents Forum at Apple. CIC and Apple have collaborated since 2011 to provide focused learning experiences for senior administrators at CIC member campuses. Sessions on digital initiatives were offered during past CIC Presidents Institutes and Institutes for Chief Academic Officers; and Apple hosted multi-day workshops for presidents and campus teams in 2011 and 2018. In September 2019, CIC shared with member presidents the opportunity to participate in the 2020 Presidents Forum at Apple. This third Forum iteration will allow a smaller group of CIC member presidents to engage in focused discussions with Apple executives and among themselves on the practical aspects of deploying or strengthening digital learning initiatives to support student learning, success, retention, and recruitment. Thirty-six presidents responded to the call for interested participants, and 25 were selected to participate. In the coming months, CIC and Apple Education staff will again work together to refine the Forum agenda.

Dates and Location: March 9–10, 2020, Cupertino, California
 Partner: Apple Education
 Participants: Irma Becerra, Marymount University; Gary Brahm, Brandman University; Stephen R. Briggs, Berry College; Earl D. Brooks, Trine University; W. Scott Cochran, Spartanburg Methodist College; Dondi E. Costin, Charleston Southern University; Bethami Dobkin, Westminster College (MT); Harry E. Dumay, Elms College; Karl W. Einolf, Indiana Institute of Technology; Daniel J. Elsener, Marian University (IN); Marcheta P. Evans, Bloomfield

College; Reyes Gonzalez, St. Augustine College (IL); Bobby L. Hall, Wayland Baptist University; Sandra S. Harper, McMurray University; Susan S. Hasseler, Muskingum University; Paul Hennigan, Point Park University; John C. Knapp, Washington & Jefferson College; Christine Pharr, Mount Mary University; William N. Ruud, Marietta College; Jeffrey Senese, Saint Leo University; Glenna Temple, Viterbo University; James Troha, Juniata College; Carmen J. Walters, Tougaloo College; Thomas White, Cedarville University; H. James Williams, Mount St. Joseph University

Independent Pathways: Community College Transfer in the Liberal Arts. In February 2019, CIC received a grant from the Teagle Foundation to develop a pilot program over the next three years in partnership with North Carolina Independent Colleges and Universities (NCICU) to create pathways that encourage community college students to pursue degrees in liberal arts disciplines at independent colleges. The state of North Carolina already has developed a comprehensive articulation agreement that allows community college students to transfer as juniors with their general education requirements fulfilled to any of the 30 participating institutions. The pilot program focuses on pathways in psychology and sociology that will be mapped by 14 NCICU institutions paired with 13 two-year colleges. The colleges will work together to create a “culture of transfer” that ensures students get a robust picture of the transfer process and are carefully advised from their first year at a two-year college until graduation with a bachelor’s degree.

An opening workshop was held September 26–27, 2019, at Salem College, at which faculty members and administrators from the participating community colleges and CIC member institutions engaged in discussion and collaboration on designing pathways to the two majors. The participating institutions will now engage in a peer-to-peer visitation program between NCICU institutions and community colleges to establish trust, design clear and workable articulation agreements, and build effective communication and advising mechanisms. A closing meeting will be held in the fall semester of 2020.

- Dates and Location: (opening meeting) September 26–27, 2019, Winston-Salem, North Carolina
- Funding: Teagle Foundation
- Partner: North Carolina Independent Colleges and Universities
- Senior Advisor: Barbara Hetrick, senior advisor, CIC
- Project Leaders: A. Hope Williams, president, North Carolina Independent Colleges and Universities; Steven Brooks, senior advisor, North Carolina Independent Colleges and Universities
- NCICU Colleges: Brevard College, Campbell University, Catawba College, Chowan University, Guilford College, Johnson C. Smith University, Louisburg College (two-year), Mars Hill University, Meredith College, Pfeiffer University, Salem College, Shaw University, William Peace University, Wingate University
- Community Colleges: Asheville-Buncombe Technical Community College, Blue Ridge Community College, Central Carolina Community College, Central Piedmont Community College, Durham Technical Community College, Forsyth Technical Community College, Guilford Technical Community College, Roanoke-Chowan Community College, Rowan-Cabarrus Community College, South Piedmont Community College, Stanly Community College, Wake Technical Community College, Wilson Community College

Planning a Library Program. With the support of a planning grant from the Gladys Krieble Delmas Foundation, toward support for Re-Defining the Role of the Academic Library in Support of the Institutional Mission, CIC is working to determine more precisely how it can best assist member colleges as they reconsider the role of the academic library in the increasingly digital environment. In September 2019, CIC invited member chief academic officers to respond to an electronic survey to gauge how independent colleges are now thinking about their libraries. Responses from 102 CIC chief academic officers were received by the September 20 deadline. Subsequently, Deanna Marcum, who helped plan and assess the Consortium for Online Humanities Instruction, and who is now CIC senior advisor, invited a number of the respondent CAOs to meet with her individually or in one of two group conversations during the November Institute for Chief Academic Officers in Baltimore, Maryland. The in-person conversations provided further guidance to Marcum as she considers with CIC the development of a possible program to help member colleges and universities reimagine these central learning spaces on campus. As part of the grant, Marcum also will conduct eight to ten in-depth telephone interviews with respondents and travel to two different types of CIC institutions to learn more about their library programs, aspirations, and needs. The product of this grant will be a plan for workshops that will allow teams of college representatives to engage in serious discussions about the future role of academic libraries.

Funding: Gladys Krieble Delmas Foundation
Senior Advisor: Deanna Marcum, senior advisor, CIC and senior advisor, Ithaca S+R

Diversity, Civility, and the Liberal Arts Institutes. In December 2016, the Andrew W. Mellon Foundation awarded CIC a grant to support two Diversity, Civility, and the Liberal Arts Institutes. The purpose of the Institutes was to deepen participants' understanding of current scholarship that can inform campus discussions of such issues as identity, racism, intolerance, histories of discrimination and inequality, and effective methods for achieving social and political change. Part of each Institute also was devoted to best practices for inclusive pedagogy. Institutions were selected through a highly competitive application process, and each institution was represented by a team composed of two faculty members and two administrators. The teams were expected to develop a feasible plan to incorporate the content of the Institute into curricular and co-curricular activities on their campuses. Both Institutes were held in Atlanta, Georgia, in June 2018 and June 2019. Participating campuses will submit progress reports in January 2020 from which staff will develop a report on lessons learned to be shared with all CIC members.

Funding: Andrew W. Mellon Foundation
Senior Advisor: Beverly Daniel Tatum, president emerita, Spelman College
Evaluators: Jo M. Beld, vice president for mission, St. Olaf College; Bruce King, chief diversity officer, St. Olaf College

Consortia for Online Humanities Instruction. In November 2013, CIC received a grant from the Andrew W. Mellon Foundation to be used over approximately three years to assess the effectiveness of online teaching in upper-level humanities courses at liberal arts colleges. The project had three main goals: to explore how online humanities instruction can improve student learning outcomes; to determine whether smaller, independent liberal arts institutions can make more effective use of their instructional resources and reduce costs through online humanities instruction; and to provide an opportunity for CIC member institutions to build their capacity for online humanities instruction and share their successes with other liberal arts colleges. CIC received a second grant from the foundation in December 2015 to support

an additional cohort of institutions over approximately three years and a supplemental Officer's Grant in 2016 to support a limited continuation of activities begun during the initial Consortium. A total of 42 institutions participated in the core activities of this initiative, which culminated in a national workshop in Washington, DC, in July 2018.

Following the July 2018 workshop, CIC invited participants from both cohorts to apply for Continuing Collaboration Grants to explore new approaches to developing and sharing online humanities courses. Five proposals for smaller consortia, engaging 13 institutions from the original Consortia, were selected and funded in January 2019, with projects to continue through the 2019–2020 academic year.

A report on lessons learned from the initiative, *Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges*, was distributed to member institutions in August 2019. This report was prepared by CIC Senior Advisor Barbara Hetrick and CIC and Ithaka S+R Senior Advisor Deanna Marcum.

In August 2019, CIC staff announced a limited consulting program to facilitate campus visits by experienced consortia participants to CIC member institutions that wish to introduce, improve, or expand online humanities instruction. Seventeen institutions were selected for campus visits, which will be completed by March 31, 2020.

Funding: Andrew W. Mellon Foundation (3 grants)
Evaluator: Ithaka S+R

Consortium on Digital Resources for Teaching and Research. In December 2014, CIC received a grant from the Andrew W. Mellon Foundation to be used over four years to provide access for CIC members to the JSTOR Forum (previously named Shared Shelf) application and service—a means to organize, preserve, and share unique collections of digital teaching and research artifacts. CIC entered into the Digital Consortium project in partnership with Artstor, which had developed the Shared Shelf platform. In 2016, Artstor merged with ITHAKA; and in 2017, the Shared Shelf platform was renamed JSTOR Forum and brought into closer alignment with other ITHAKA platforms such as its academic database, JSTOR. The project goals were to improve teaching and learning at liberal arts colleges; allow faculty members at small institutions to collaborate in both scholarship and teaching through the use of their collections of research and teaching resources; and make cataloging and use of digital images and other materials for research and instruction more cost-effective. Forty-two teams were accepted for the project. Licensing fees for JSTOR Forum have been covered for all Consortium members for all four years of the project.

In August 2018, CIC announced to the 39 Consortium members the availability of grants of up to \$6,000 for up to 20 institutions, to be used over one year for three main purposes: interdepartmental collaboration across campus; staff or faculty travel to scholarly conferences or other campuses to share knowledge and best practices; or the development of additional collections. In mid-November, CIC selected 17 proposals from 16 institutions (one proposal included multiple institutions) to receive grants. Grant program activities ended in December. Staff also has prepared a report on the lessons learned during the five-year project and will share the report with CIC members in the winter.

Funding: Andrew W. Mellon Foundation
Partner: ITHAKA
Evaluator: Andrea Rehn, associate professor of English and director of the digital arts program, Whittier College
Senior Advisor: Susan Barnes Whyte, former library and media services director, Linfield College; Barbara Hetrick, senior advisor, CIC
Grant Recipients: Caldwell University; Chatham University; Gettysburg College; Guilford College; Hampden-Sydney College; Illinois College; Manhattanville

College; Muhlenberg College; Muhlenberg College, Misericordia University, and Chatham University (multi-institutional grant); Ottawa University; Roanoke College; Rosemont College; St. Lawrence University; University of Puget Sound; Wheaton College (MA); Wilson College; Wofford College

Intergenerational Connections: Students Serving Older Adults. In October 2016, CIC received a grant from the AARP Foundation to develop a project, Intergenerational Connections: Students Serving Older Adults. The project created a national network of student programs on independent college campuses to strengthen the mutual benefits of students interacting with older members of the institutions' communities. CIC members were invited in November 2016 to apply for grants of up to \$13,000 for the 2017–2018 academic year to support students who work to develop new projects that address the basic needs—healthy diets, safe and affordable housing, income generation, and social interaction—of adults in their communities. Twenty institutions participated in the project's first year. A second cohort of projects for the 2018–2019 academic year, comprised of 14 renewal grants and 22 new grantees, ended in August 2019. A meeting of teams from 38 participating institutions in the first and second cohort of the project took place July 29–31, 2019, in Washington, DC. The conference focused on sharing best practices for student engagement and intergenerational connections as well as discussions about project sustainability. Fourteen institutions received no-cost extensions in the fall to continue their project activities through January. Staff is preparing a best practices report that will be published in the winter.

Dates and Location: July 29–31, 2019, Washington, DC
Funding: AARP Foundation
Senior Advisor: Barbara Hetrick, senior advisor, CIC
Conference Speakers: Donna Butts, executive director, Generations United; Marc Freedman, president and CEO, Encore.org; Jillian Kinzie, associate director, Indiana University Center for Postsecondary Research and the National Survey of Student Engagement (NSSE) Institute; Lisa Marsh Ryerson, president, AARP Foundation

Collaboration between Higher Education Institutions in the U.S. and Mexico. CIC has been working since 2014 with two Mexican national higher education organizations—FIMPES and ANUIES—to increase the number of student and faculty member exchanges between CIC member institutions and private colleges and universities in Mexico. Groups of Mexican rectors participated in the 2014–2019 Presidents Institutes. In March 2017, CIC and its sister organizations hosted the first U.S.-Mexico Higher Education Summit in Guadalajara, Mexico. A second Summit took place April 24–27, 2019, in Chicago, Illinois. Many new partnerships were discussed during and following the Summit, as well as possibilities for a tuition-exchange like program facilitated by CIC and FIMPES. CIC and FIMPES are working to determine the feasibility of a project that would include many universities in an association-to-association partnership.

Partners: FIMPES, Santander Universidades and Universia Mexico

Woodrow Wilson Visiting Fellows Program. The Woodrow Wilson Visiting Fellows (WWVF) program brings prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses across the United States for intensive, weeklong residential programs of classes, seminars, workshops, lectures, and informal discussions. Funding is derived from program fees paid by participating colleges and universities. Campuses that participate in the program consistently find significant value in the visits and

many bring Fellows to campus every year. CIC has been operating the program for the Woodrow Wilson National Fellowship Foundation since 2007 and will continue to do so under an extended agreement until at least 2026. The roster of Fellows is constantly evolving. Notable recent additions include Alan D. Bersin, former assistant secretary of homeland security and U.S. attorney for the southern district of California; Victoria Bond, composer, conductor, and music lecturer; and Sameena Kluck, vice president for business development at Paladin, a women-owned startup devoted to addressing the justice gap through technology.

To date, 33 Fellow visits are scheduled to take place in 2019–2020. CIC issued the fifth annual Woodrow Wilson Visiting Fellows newsletter in September and will continue marketing initiatives to encourage scheduling visits for spring 2020. Marketing for 2020–2021 academic year visits will begin in the winter. Staff is considering ways to broaden participation in the program.

- Senior Advisor: Roger Bowen, former general secretary, American Association of University Professors
- Host Institutions: Allegheny College, American College of Greece, Assumption College, California Baptist University, Campbell University, Carthage College, College of Saint Benedict/Saint John's University, Davenport University,* DePaul University, Flagler College, Franklin College (IN), Furman University, Gannon University, Hampden-Sydney College, Hood College, Marian University (WI), Marietta College, Misericordia University, Mount Mary University, Muhlenberg College, Otterbein University, Queens College of Charlotte, Randolph College, Saint Leo University, Saint Mary-of-the-Woods College, Simmons University, The University of Findlay, Thomas University (GA), Ursinus College, Wabash College, Wagner College, Washington & Jefferson College, York College of Pennsylvania
- *Not a CIC Institutional Member

CIC Online Course Sharing Consortium. In early November 2018, CIC announced the CIC Online Course Sharing Consortium (CIC-OCSC). This member-only service is offered through an arrangement with Acadeum (formerly College Consortium), a technology company with an online platform where colleges can share courses and easily transfer credits and financial aid as well as arrange for tuition payments. The main goal of the initiative is to help participating CIC institutions support their students to stay on track or get ahead by completing requirements through the occasional use of online courses offered by other CIC Institutional Member consortium participants that are closely aligned in academic standards. The CIC-OCSC courses option avoids the burden of transferring courses from outside institutions, and utilizes capacity in high-quality courses from CIC institutions. Moreover, it allows institutions to pre-approve transcript credits at the home institution as well as to transfer financial aid, thereby preventing revenue losses that occur when students seek credits at community colleges or public institutions.

To ease transition to membership in CIC-OCSC, CIC added more information to the website; hosted an informational webinar in June that featured Catawba College's dean of distance and online education and registrar; and offered workshops hosted by CIC State Councils or member institutions in Florida, Ohio, North Carolina, Illinois, and Indiana. Acadeum, for its part, expanded its staff capacity by hiring three former chief academic officers who are supporting institutions in assigned geographic regions. Another webinar (the third offered this year) took place on September 24 and featured an administrator of Springfield College. In November, at the 2019 Institute for Chief Academic Officers, CIC hosted a luncheon for CAOs from participating institutions to share experiences and best practices.

Since the launch, 362 CIC Institutional Members have inquired about the program, and 116 institutions have joined CIC-OCSC.

Director: Carol Schuler, vice president for State Council programs, CIC
 Senior Advisor: Norval Kneten, retired president, Barton College

2. NetVUE Programs

Network for Vocation in Undergraduate Education. In October 2009, CIC established a network to support the intellectual and theological exploration of vocation among undergraduate students. The Network for Vocation in Undergraduate Education (NetVUE) currently includes 265 member colleges and universities and six organizational members. By 2020, participating institutions will assume full financial support of the core network operations. Activities of NetVUE include a national conference held every other year, regional gatherings and multi-campus collaborations held in off-years, campus visit and consulting services, an annual faculty development seminar, the development of scholarly resources on a wide range of vocation-related topics, and online resources and networking. In addition, a number of grant opportunities are available to NetVUE member institutions to support the development and strengthening of vocational exploration programming on their campuses. NetVUE is generously supported by Lilly Endowment Inc.

NetVUE Member Institutions		
<u>CIC Member</u>	<u>CIC Nonmember</u>	<u>Total</u>
248	17	265
NetVUE Organizational Members		6

Funding: Lilly Endowment Inc.
 Director: David S. Cunningham, professor of religion, Hope College
 Assistant Director: Lynn Hunnicutt, professor of economics, Pacific Lutheran University
 Evaluator: Daniel O. Aleshire, former executive director, Association of Theological Schools
 Advisory Council: Stephen R. Briggs, president, Berry College; Donna M. Carroll, president, Dominican University (IL); Andrew R. Chan, vice president for personal and career development, Wake Forest University; Darrel D. Colson, president, Wartburg College; Joel L. Cunningham, vice chancellor and president emeritus, Sewanee: The University of the South; Beverly W. Hogan, president, Tougaloo College; Charlie T. McCormick, president, Schreiner University; Tracy Wenger Sadd, chaplain and executive director for purposeful life work and ethical leadership, Elizabethtown College; Paul J. Wadell, professor emeritus of theology and religious studies, St. Norbert College; Stephen K. Wilke, vice president for planning and new programs, and executive director, Institute for Discipleship, Southwestern College (KS)

NetVUE Conference. The national NetVUE Conference is open to all NetVUE members and is held every other year in locations across the country. Participating institutions are invited to send a team of up to five individuals to the conference; registration and hotel fees for three members of each team are waived. The next NetVUE Conference will take place March 18–20, 2021, in Dallas, Texas.

Dates and Location: March 18–20, 2021, Dallas, Texas
 Funding: Lilly Endowment Inc.

NetVUE Regional Gatherings. Eight regional gatherings for faculty members and staff at NetVUE member colleges and universities are being held primarily at member campuses across the country in 2019 and 2020. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and best practices during years without a national conference.

Dates and Locations: September 20–21, 2019, Pepperdine University; October 4–5, 2019, Geneva College; November 15–16, 2019, Lipscomb University; November 21–22, 2019, American Academy of Religion Annual Meeting (San Diego, California); January 16–18, 2020, Occidental College; February 21–22, 2020, Huntington College; March 27–28, 2020, St. Norbert College; June 10–12, 2020, Bluffton University

NetVUE Teaching Vocational Exploration. CIC offers multidisciplinary seminars to help faculty members strengthen the teaching of vocational exploration, develop new courses, design new course content, develop or improve pedagogical resources, and establish an expanding network of faculty members who are committed to teaching the intellectual and theological exploration of vocation. A total of 59 faculty members participated in the 2017, 2018, and 2019 seminars. CIC will offer the seminar to NetVUE members again in summers 2020 and 2021. Requests for nominations for the June 2020 seminar were sent on May 1, 2019, and 24 participants were selected in November 2019.

Dates and Locations: June 22–26, 2020, Chicago, Illinois
Funding: Lilly Endowment Inc.
Facilitators: Darby Kathleen Ray, Donald W. and Ann M. Harvard Professor of Civic Engagement and professor of religious studies, Bates College; Paul J. Wadell, professor emeritus of theology and religious studies, St. Norbert College
Participants: David Absher, D’Youville College; Rachael Baker, Calvin University; Corey Barnes, University of San Diego; Krista Belanger, Dakota Wesleyan University; Samantha Brown, Coe College; E. Suzanne Ehst, Goshen College; Dorothea Hawthorne, Mount Vernon Nazarene University; Rachel Hayes, Nebraska Wesleyan University; Leigh Ann Johnston, Franciscan Missionaries of Our Lady University; Trenton Judson, Jarvis Christian College; Justin Klassen, Bellarmine University; Marcy Latta, Bryn Athyn College; Beatrice Marovich, Hanover College; Richard Meagher, Randolph-Macon College; Brad Pardue, College of the Ozarks; Cheryl Petersen, Carthage College; Brian Schmidt, Baylor University; Marliissa Stauffer, Ohio Dominican University; Melanie Trexler, Roanoke College; Rebekah Trollinger, Earlham College; Jaymes Vettraino, Rochester University; Jennifer West, Gordon College; Daniel Wasserman, Alma College

NetVUE Scholarly Resources Project. A portion of CIC’s Lilly Endowment Inc. funding supported the creation of new scholarly resources for teaching and research on the theological exploration of vocation. A series of three structured seminars brought together scholars to collaborate on book-length publications on three topics: how colleges and universities can best educate undergraduates about vocation; how vocational considerations can be integrated into diverse fields of study; and how vocational discernment and practices can be advanced in multi-faith contexts. Oxford University Press published a volume by the first seminar’s participants in late 2015, titled *At This Time and in This Place: Vocation and Higher Education*, and published the second volume, *Vocation across the Academy: A New Vocabulary for Higher Education*, in January 2017. Oxford published a third book in the

series, *Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy*, in December 2018. As of November 2019, Oxford University Press reported that 2,630 copies of *At This Time and in This Place*, 1,620 copies of *Vocation across the Academy*, and 576 copies of *Hearing Vocation Differently* had been sold. All three books are being used by faculty reading groups and others at many NetVUE member and nonmember institutions. Part of the most recent Lilly grant will support the development of two additional books in the series. An advisory group was convened to provide suggestions on this project in August 2019. In November 2019, Erin VanLaningham, associate professor of English at Loras College, was appointed director of the Scholarly Resources Project, succeeding David Cunningham in this role. She will work with staff to determine the topic and contributors for the next volume, which she will develop using the same seminar process that was used for the previous three volumes.

Funding: Lilly Endowment Inc.
Director: Erin VanLaningham, associate professor of English, Loras College

Online Resources. NetVUE provides a number of online resources for its members, including dedicated webpages within CIC's website; an online community; a publicly-accessible blog, www.vocationmatters.org (which has averaged 1,420 monthly visits over the past 12 months); and a Twitter feed, @vocationmatters (with 322 followers to date). The most recent grant from Lilly Endowment Inc. provided funding to increase the role of a part-time online community coordinator to organize and expand these opportunities.

Funding: Lilly Endowment Inc.
Coordinator: C. Hannah Schell, former professor of religious studies, Monmouth College (IL)

NetVUE Program Development Grants. With support from Lilly Endowment Inc., CIC provides grants ranging from \$25,000 to \$50,000 for use over approximately two years to develop and expand existing campus programs for the intellectual and theological exploration of vocation at colleges and universities that are NetVUE members and meet other requirements. In the first six rounds, awards were made to 144 NetVUE member colleges and universities. The most recent grant from Lilly Endowment Inc. provides funding for two additional rounds of awards. Applications for the next round of grants, to be used in 2020–2022, were due mid-September; CIC received 16 applications and awarded grants to nine institutions for projects that will begin July 1.

Funding: Lilly Endowment Inc.
Recipients: Alma College; Catawba College; Drury University; Lipscomb University; Ouachita Baptist University; St. Olaf College; Thiel College; Whitworth University; Wofford College

NetVUE Professional Development Awards. CIC provides awards with Lilly Endowment Inc. funding to be used for activities that enhance the knowledge, skills, and expertise of faculty and staff members who support undergraduate vocational initiatives. Awards may be requested for amounts between \$5,000 and \$10,000 for use over one year. In the first five rounds, CIC granted awards to 75 NetVUE member institutions. For the sixth round of Professional Development Awards, CIC received 32 applications and awarded grants to 28 institutions for projects that began July 1, 2019. The most recent grant from Lilly Endowment Inc. provided funding for three additional rounds of awards. Applications for the next round are due in mid-March 2020.

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

Vocation across the Academy Grants. In April 2017, CIC announced a NetVUE grant program that will support institution-wide initiatives at NetVUE member colleges and universities over a three-year period to expand ongoing programming in the intellectual and theological exploration of vocation across the liberal arts and applied professional fields. Up to \$25,000 per proposal can be requested with the expectation that the institution raise a matching amount from new third-party funds. Successful institutions are awarded an additional \$10,000 for a total of up to \$60,000 in new funding. Thirty-seven institutions received grants during the first two cycles. The most recent grant from Lilly Endowment Inc. provided funding for two more rounds of awards and expanded the program to include funding for projects that develop community partnerships for vocational exploration. This new round of grants will increase the second-year bonus to \$25,000, providing a total of up to \$75,000 in CIC and third-party funding. Applications for the next round are due in mid-March 2020.

Funding: Lilly Endowment Inc.
Recipients: Advent Health University; Albion College; Azusa Pacific University; Bellarmine University; Finlandia University; Georgian Court University; Gustavus Adolphus College; Hope College; Mount St. Mary's University (MD); Point Loma Nazarene University; Presbyterian College; Ursuline College

Grants for Reframing the Institutional Saga. Supported by the latest award from Lilly Endowment Inc., CIC will offer grants of up to \$40,000 over a two-year period for institutions to re-examine and reframe the language in which they narrate their histories. The goal of the initiative is to help institutions balance their religious identity and heritage with openness to diversity and the goal of inclusion in increasingly pluralistic and multi-faith campus environments. In September 2019, CIC invited an initial round of applications, which will be due on August 14, 2020; a second round of grants is anticipated in 2021. CIC will provide funding to approximately 20 institutions in each round.

Funding: Lilly Endowment Inc.

Support for NetVUE Organizational Members. Supported by a new award from Lilly Endowment Inc., CIC will offer grants to NetVUE organizational members of \$5,000 to \$25,000, based on the percentage of the organization's institutions that also are members of NetVUE. The grants will be used to strengthen these higher education associations. These grants can be used to host a gathering of the organization—perhaps in conjunction with the biennial national NetVUE Conference. They also can be used for other projects relevant to vocation, such as a faculty seminar, campus visit opportunities for institutions that are members of the organization but not of NetVUE, or to bring a speaker on vocational themes to the organization's annual meeting. Planning for this project took place in August 2019.

CIC issued a call for applications in November 2019, with proposals accepted on a rolling basis in 2020.

Funding: Lilly Endowment Inc.

Empirical Research on Vocation-Related Initiatives. CIC will support an empirical investigation of the impact of initiatives for vocational exploration and discernment at NetVUE member institutions. This work will focus on the difference that such programs have made for students and will include attention to the ways that such programs can transform faculty cultures, curricular initiatives, administrative priorities, and institutional goals, as well as how they might draw on or align with institutional heritage and mission. An advisory group was convened in August 2019 to provide suggestions on this project.

Funding: Lilly Endowment Inc.

3. Leadership Development Programs

Executive Leadership Academy. CIC, in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU), began a program in 2009–2010 to prepare CAOs to serve as effective college presidents. In response to advice from members of the CIC Board of Directors, the Executive Leadership Academy (ELA) was opened to vice presidents or cabinet-level administrators of all divisions of a college or university. The yearlong program prepares these senior administrators to function more effectively in their current positions and to step confidently into a presidency. The program consists of two seminars, ongoing webinars and reading exercises, experiential programs and activities focused on specific areas of presidential responsibility, and mentoring. Since 2009, 85 of the participants in the nine Executive Leadership Academy cohorts have been appointed as presidents or chancellors and many more have advanced to other positions.

The 17 CIC participants in the 2019–2020 ELA met for the first time in July 2019 in Washington, DC. They will meet again in Washington, DC, in June 2020 for the closing seminar. With generous support from Academic Search, AALI is supporting CIC's efforts to increase the gender, racial, and ethnic diversity of qualified and well-prepared leaders of independent colleges and universities. AALI is waiving the program cost for these participants through a fellowship that also offsets the cost of travel and/or lodging for the two national seminars for two 2019–2020 CIC participants in the ELA.

The call for nominations for the 2020–2021 ELA was disseminated in October with a mid-January due date.

Dates and Locations: (opening seminar) July 15–17, 2019, Washington, DC; (closing seminar) June 15–17, 2020, Washington, DC
Director: Linda M. Bleicken, president, American Academic Leadership Institute
Senior Advisor: Barbara Hetrick, senior advisor, CIC
Participants: Regina D. Biddings-Muro, California Lutheran University; Kerry Calnan, Nichols College; Maria L. Cronley, Ohio Northern University; Michael Evans, Southern New Hampshire University; Ingrid Hayes, Spelman College; Susan Helwig, Misericordia University; Betsy Holloway, Samford University; Jessica Janssen, Midland University; Robert Kelly, Loyola University Maryland; Lisa Long, Talladega College; Kathryn A. Morris, Butler University; Sherri G. Mylott, University of LaVerne; Elavie Ndura, Gallaudet University; Douglas J. Pisano, St. Bonaventure University; Lance

Richey, University of Saint Francis (IN); Renee G. Zehel, Marywood University; Ashley Zullo, Thiel College

Senior Leadership Academy. CIC and the American Academic Leadership Institute (AALI) have cosponsored since 2010 a leadership development program for mid-level administrators serving at CIC institutions in the divisions of academic affairs, student affairs, finance and administration, enrollment management, and advancement who aspire to a senior leadership position at an independent college or university. The Senior Leadership Academy (SLA) aims to broaden the pathways to senior leadership positions in independent higher education. It also helps participants develop perspectives beyond their current department or division and an understanding of the broader context within which their own institution operates. The yearlong program consists of two seminars, readings and case studies on college and university leadership, experiential activities developed by the participant, and mentoring by the nominator. CIC and AALI have offered programs for nine cohorts, of which nearly one-third of participants have experienced career advancement.

CIC selected 41 participants for the 2019–2020 cohort from a pool of 70 nominees. Participants gathered for the first time in November, just prior to the Institute for Chief Academic Officers in Baltimore, Maryland. CIC’s efforts to increase the gender, racial, and ethnic diversity of qualified and well-prepared leaders of independent colleges and universities are being advanced by generous support from Academic Search. AALI, with funds from Academic Search, is subsidizing the cost of participation with a fellowship that covers the program fee and a scholarship toward the cost of travel and/or lodging for the two national seminars for five 2019–2020 participants in the SLA (one participant will receive a partial scholarship.).

The call for nominations for the 2020–2021 SLA was disseminated in October with a mid-February due date.

Dates and Locations: (opening seminar) November 1–3, 2019, Baltimore, Maryland; (closing seminar) June 18–20, 2020, Washington, DC

Director: Linda M. Bleicken, president, American Academic Leadership Institute

Senior Advisor: Barbara Hetrick, senior advisor, CIC

Participants: Justin Allen, Shenandoah University; Forrest Anderson, Catawba College; Paul Arriola, Elmhurst College; Dean Calsbeek, Northwestern College (IA); Carrie Cokely, Curry College; Renée Cramer, Drake University; Karlyn Crowley, St. Norbert College; Darrien Davenport, Gettysburg College; Kathryn Edney, Regis College (MA); Jennifer Frick-Ruppert, Brevard College; Kimberly Gaither, Culver-Stockton College; Mark Gammon, Simpson College; David Gliem, Eckerd College; Karen L. Hinkle, Norwich University; Alan Hughes, Berry College; Heather Kesselring-Quakenbush, Aquinas College; Brooke Kiener, Whitworth University; Kyle Kopko, Elizabethtown College; Jessica Lakin, Drew University; Jeffrey Leichty, Indiana Institute of Technology; Mark Levandoski, Grinnell College; Andrea Lewis, Spelman College; Veronica McComb, Lenoir-Rhyne University; Echol Nix, Claflin University; Jamie Noling-Auth, George Fox University; Daniel Ott, Monmouth College (IL); Tom Perrin, Huntingdon College; Sarah Radtke, Aurora University; Ryan Sandefer, The College of St. Scholastica; Madeleine Schep, Columbia College (SC); Kimberly Specht, Denison University; Melissa Stewart, Adrian College; Laura Stivers, Dominican University of California; Kenneth Stoltzfus, Friends University; J. Alden Stout, Morningside College; Gregor Thuswaldner, North Park University; Angela Walker, Talladega College; Martha Walker, Mary Baldwin University; George Williams, Our Lady of the Lake

University; Kathy Wolfe, Nebraska Wesleyan University; Emily Yap Chua, Randolph College

Presidential Vocation and Institutional Mission. These summer seminars and follow-up winter meetings help prospective presidents and their spouses and partners reflect on their sense of calling as it is related to the missions of the institutions they might lead. From 2005 to 2019, 181 individuals participated in the seminars and 63 participants (roughly 35 percent) have since been appointed to a presidency. The 2019–2020 cohort of 20 prospective presidents and 17 accompanying spouses met for the first time July 14–17, 2019, in Woodstock, Vermont. The group will meet again for a winter seminar February 24–25, 2020, in Atlanta, Georgia.

In October, CIC issued the call for nominations for the 2020–2021 program; nominations are due in February 2020, and selected participants will be notified in March.

Dates and Locations: July 14–17, 2019, Woodstock, Vermont; February 24–25, 2020, Atlanta, Georgia

Funding: Lilly Endowment Inc.

Senior Advisor: Frederik Ohles, president emeritus, Nebraska Wesleyan University

Facilitators: Jane Easter Bahls, presidential spouse, Augustana College (IL); Steven C. Bahls, president, Augustana College (IL); Donna M. Carroll, president, Dominican University (IL); Christopher Holoman, president, Centenary Colleges of Louisiana; Constance Currier Holoman, presidential spouse, Centenary College of Louisiana; Rosemary Ohles, retired presidential spouse, Nebraska Wesleyan University

Participants: Judith Biggs Garbuio, Gonzaga University; Lauren Bowen, Juniata College; Sandra Cassady, St. Ambrose University; Debora D’Anna, Brevard College; Deborah Garrison, Methodist College (IL); Wayne Green, Mount St. Mary’s University (MD); Kelly Kirschner, Eckerd College; Nathan Klein, Mount Mercy University; Kimberly Kvaal, St. Edward’s University; Dewaine Lee, Hanover College; Elizabeth Okuma, Hiram College; Melanie Overton, Kansas Wesleyan University; Dean Pribbenow, Edgewood College; Ceon Quiett Smith, Benedict College; Mark Roberts, Reinhardt University; Sean Ryan, Bellarmine University; Brian Sajko, Stephens College; Karl Schonberg, St. Lawrence University; Lisa Sethre-Hofstad, Concordia College (MN); William Sheehan, Culver-Stockton College

New Presidents Program. CIC offers annually, just prior to the Presidents Institute, a program for college presidents in their first or second year that addresses the practical needs and strategic questions for success as leaders of independent colleges and universities. CIC Senior Advisor Mary Pat Seurkamp, president emerita of Notre Dame of Maryland University, leads the program as its director along with a faculty of seasoned CIC presidents, many of whom are alumni of the program. The intensive and participatory two-day workshop includes sessions on enrollment and marketing, financial fundamentals, perspectives on critical leadership, board relations, institutional advancement, and strategic innovation among other key topics.

CIC offers a concurrent program for spouses and partners of recently appointed college presidents. Led by experienced presidential spouses, the program acknowledges that presidential spouses and partners serve in a variety of capacities within the college. Some will continue employment and professions outside the campus while others will not. The program encourages participants to network with others who are new to the role and to consider, intentionally, how to define the role to fit themselves and their individual situations.

Thirty-nine new presidents and 25 spouses and partners participated in the 2019 iteration of the program. Marketing of the 2020 program began in February with a letter and email to search consultants that asked them to share program information with newly appointed presidents and their boards. CIC mailed the program brochure in August; advisory committee and faculty members as well as the CIC Board chair sent personalized email invitations to participate through September; and advisory committee and faculty members started in October to personally invite new presidents with whom they have a personal or institutional connection. As of December 10, 48 new presidents and 25 spouses and partners had registered.

Dates and Location: January 3–4, 2020, Marco Island, Florida
Senior Advisor: Mary Pat Seurkamp, CIC senior advisor and director, New Presidents Program, and president emerita, Notre Dame of Maryland University
Advisory Committee: Carol A. Leary, president, Bay Path University (chair); Logan C. Hampton, president, Lane College; Paul Hennigan, president, Point Park University; Mary B. Marcy, president, Dominican University of California
Faculty: Jeff Abernathy, president, Alma College; Colette Pierce Burnette, president, Huston-Tillotson University; Mary-Beth Cooper, president, Springfield College (MA); Julee Gard, vice president for administration and finance, University of St. Francis (IL); Logan C. Hampton, president, Lane College; Paul Hennigan, president, Point Park University; Mary Dana Hinton, president, College of Saint Benedict; Arvid C. Johnson, president, University of St. Francis (IL); David C. Joyce, president, Brevard College; Lynne C. Joyce, presidential spouse, Brevard College; L. Jay Lemons, president emeritus, Susquehanna University, and president, Academic Search; Mary B. Marcy, president, Dominican University of California; Lynn M. Morton, president, Warren Wilson College; Douglas M. Orr, president emeritus, Warren Wilson College; Michele Perkins, president, New England College; Alfred Anthony Pinkard, president, Wilberforce University; Brian C. Ralph, president, William Peace University; Mary Schmidt Campbell, president, Spelman College; J. Lawrence Smith, presidential spouse, York College of Pennsylvania

Presidents Governance Academy. The Presidents Governance Academy is a two-day intensive and highly participatory workshop designed to help presidents respond effectively to today’s campus leadership challenges while strengthening the governance of their institutions. The program is led by Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and president emeritus of the Association of Governing Boards of Universities and Colleges, and co-facilitated by Richard J. Cook, president emeritus of Allegheny College. CIC offered the first Academy immediately before the 2015 Presidents Institute and 21 presidents participated. A total of 73 presidents participated in the next five Presidents Governance Academies (July 2015 and January 2016–2019). The 2020 Academy will take place January 3–4 in Marco Island, Florida, and includes 22 presidential participants. Member presidents who are not in their first year of a presidency have received both a marketing email and paper mailing-

Dates and Location: January 3–4, 2020, Marco Island, Florida
Funding: Henry Luce Foundation
Facilitators: Richard T. (Tom) Ingram, CIC senior advisor for president-board relations and former president, Association of Governing Boards of Universities and Colleges; Richard J. Cook, president emeritus, Allegheny College

Workshops for Department and Division Chairs. The 19th annual series of four professional development workshops will take place between April and June 2020, under the theme “Achieving High Quality in Changing Times.” Session topics will include managing budgets and using data effectively. Attorneys specializing in higher education will highlight best practices in hiring and performance evaluation. Registration for the workshops opened in December, and program information for each workshop will be available on the CIC website in February.

2020 Participants (as of December 10, 2019)			
	<u>Member</u>	<u>Nonmember</u>	<u>Total</u>
Des Moines, IA	9	0	9
Mobile, AL	1	0	1
Portland, ME	6	1	7
Long Beach, CA	6		6
TOTAL	22	1	23
Institutions Represented	15		

Theme: “Achieving High Quality in Changing Times”
 Dates and Locations: April 2–4, Des Moines, Iowa; May 7–9, Mobile, Alabama; May 19–21, Portland, Maine; June 3–5, Long Beach, California
 Advisory Group: Chief Academic Officers Task Force

4. Faculty Development Programs

New Currents in Teaching Philosophy. In September 2018, CIC received a grant from the Andrew W. Mellon Foundation to support a new initiative to strengthen the teaching of philosophy at smaller liberal arts colleges. The program will provide faculty members in philosophy at CIC member institutions with opportunities to learn about innovative approaches to the teaching of the discipline that have the potential to revitalize undergraduates’ interest in philosophy as a major or minor field of study. CIC will offer three annual institutes beginning in summer 2020. Each institute will take place over five days and will feature as presenters leading philosophers from public and private research universities who also are innovators in the teaching of philosophy. CIC will select about 30 faculty members to participate in each institute. The first institute will feature sessions on current moral and social issues, the philosophy of the good life, philosophy of mind at the intersection of neuroscience and technology, and theories of justice, as well as sessions on innovative pedagogy for the philosophy classroom. CIC issued a call for nominations of faculty members to all Institutional Members in September; nominations are due in late January.

Dates and Location: July 26–30, 2020, Baltimore, Maryland
 Funding: Andrew W. Mellon Foundation
 Director: Ned Hall, Norman E. Vuilleumier professor of philosophy and department chair, Harvard University
 Presenters: Simon Feldman, associate professor of philosophy and department chair, Connecticut College; Mara Harrell, teaching professor of philosophy and director of graduate studies, Carnegie Mellon University; Christopher Lebron, associate professor of philosophy, Johns Hopkins University; John Rudisill, associate professor of philosophy and department chair, The College of Wooster; Elizabeth Schiltz, Raju Chair of East-West Philosophy and associate professor, The College of Wooster; Mark Schroeder, professor of philosophy, University of Southern California; Meghan Sullivan, Rev. John O’Brien Collegiate Chair and professor of philosophy, University of Notre Dame; Eric Swanson, professor of philosophy,

University of Michigan; Derek Turner, professor of philosophy and associate director of the Goodwin-Niering Center for the Environment, Connecticut College

Deliberation & Debate: Advancing Civil Discourse through Courses for First-Year Students.

Intense discussion over matters large and small is natural and desirable on college and university campuses. Indeed, the pursuit of knowledge and truth through rigorous intellectual exchange and debate is at the heart of the liberal arts core, while higher education frequently goes through periods in which disagreement over political and social issues among students or between students and other constituencies erupts into public controversy. Recent episodes on campuses, however, have raised questions across the political spectrum about whether today's college students understand and are committed to the fundamentals of civil discourse in their engagement with contemporary controversial issues. To prepare faculty members who teach first-year courses to use techniques that promote civil discourse, such as logical argument, the use of evidence, and empathic listening in either new or modified courses that are taken by most or all freshmen, CIC will offer workshops in summers 2020 and 2021. Each workshop will accommodate teams from 20 institutions composed of two faculty members who regularly teach first-year courses and who have the institution's approval to design new courses or integrate aspects of the civil debate into existing courses. In December 2019, CIC announced the first workshop, which will take place in July 2020 in Washington, DC.

Dates and Location: July 12–15, 2020, Washington, DC
Funding: Charles Koch Foundation
Senior Advisor: Michael Gilligan, senior advisor, CIC, and president emeritus of the Henry Luce Foundation

Seminars on Science Pedagogy. CIC announced in spring 2018 two seminars for faculty members at CIC member institutions who wish to improve teaching effectiveness and student learning in biology, chemistry, and physics courses. The seminars are supported by the W. M. Keck Foundation, with additional funding from the National Science Foundation to support the 2019 seminar. The seminars use methods based on research in cognition and neuroscience that have been shown by Stanford University physicist and Nobel Laureate Carl Wieman, with colleagues at the University of Colorado at Boulder, the University of British Columbia, and Stanford University, to yield significant increases in student learning in science courses at all levels. The first seminar took place at Holy Names University in Oakland, California, July 15–19, 2019. Teams of four faculty members, including one division chair or dean, from ten institutions participated. Before the seminar, students at participating institutions completed a CLASS (Colorado Learning Attitudes about Science Survey) for each course to be revised, and institutional team members read selected texts in preparation for seminar discussions.

CIC announced the second seminar in spring 2019 and selected nine institutions for participation in the July 2020 seminar that will be held again at Holy Names University.

Dates and Location: July 19–24, 2020, Oakland, California
Funding: W. M. Keck Foundation and National Science Foundation (2019 seminar)
Senior Advisor: Katherine M. Whatley, senior advisor for academic programs, CIC
Leaders: Warren Code, faculty of science and associate director, Skylight Centre for Learning and Teaching, University of British Columbia; Georg Rieger, professor of physics and director of the Carl Wieman Science Education Initiative for the department of physics and

astronomy, University of British Columbia; and Carl Wieman, professor of physics and of the Graduate School of Education, Stanford University

Evaluator: Sandra Webster, professor of psychology, Westminster College (PA)

Participants (2020): Albright College, Concordia University, Saint Paul (MN), Dominican College (NY), Elmhurst College, Franciscan Missionaries of Our Lady University, Jarvis Christian College, Mount Aloysius College, Nebraska Methodist College, University of Charleston

Faculty Seminars: Teaching Interfaith Understanding. For several years, CIC, supported by the Henry Luce Foundation, cooperated with Interfaith Youth Core (IFYC) to offer a series of summer seminars for faculty members. The seminars were designed to broaden faculty members’ knowledge and perspective to help them strengthen the teaching of interfaith understanding, develop new courses and resources, and encourage the development of an expanding network of educators committed to teaching this subject. The final seminar in the series was held June 16–20, 2019, in Chicago, Illinois, and was led by Eboo Patel, founder and president, Interfaith Youth Core, and Laurie Patton, president, Middlebury College. For the 2019 seminar, CIC and IFYC purposefully sought to include more faculty members of color and a broader range of faith traditions as well as to diversify the participants’ academic fields so that disciplines such as philosophy, business administration, sociology, art, and history also were represented. Twenty-five individuals participated in the seminar.

In December 2018, CIC received a grant from Lilly Endowment Inc. to support NetVUE and related activities, including three additional seminars on Teaching Interfaith Understanding. The first in the new series of seminars will be held in June 2020, and will place greater emphasis on vocation issues and core texts. Some seminar sessions will draw on the most recently published book in the NetVUE Scholarly Resources project series, *Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy*. Eboo Patel and Laurie Patton will continue to lead these seminars. CIC disseminated a call for applications in October; applications are due in mid-January.

Dates and Location: June 14–18, 2020, Chicago, Illinois

Funding: Henry Luce Foundation and Lilly Endowment Inc.

Partner: Interfaith Youth Core

Seminar Directors: Eboo Patel, founder and president, Interfaith Youth Core; Laurie Patton, president, Middlebury College

Faculty Seminars: American History. To strengthen teaching in a critical field at CIC member institutions, CIC and the Gilder Lehrman Institute of American History cosponsored—for the 18th consecutive year—a history seminar for faculty members in summer 2019. The seminar, “The Civil War in American Memory,” took place June 23–27 at Yale University in New Haven, Connecticut. David W. Blight, Sterling Professor of History and director, Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, Yale University, led the seminar. Twenty-five faculty members in history and related fields participated in this seminar. In October, the Andrew W. Mellon Foundation approved a request from CIC for an extension of the original grant. One final seminar will be held at the University of Virginia in the summer. In November, CIC disseminated a call for applications, with an early February deadline.

Theme: “The American Civil War: Origins and Consequences”

Dates and Location: June 28–July 1, 2020, Charlottesville, Virginia

Funding: Andrew W. Mellon Foundation

Partner: Gilder Lehrman Institute of American History

Leaders: Gary W. Gallagher, John L. Nau III Professor in the History of the American Civil War emeritus, [University of Virginia](#)
Evaluator: Thomas Falkner, professor of classics and former provost, McDaniel College

Faculty Seminars: Teaching European Art in Context. The program, which began in 2010 and is supported by the Samuel H. Kress Foundation, is designed to strengthen the teaching of art history at CIC member institutions. In May 2014, CIC received a grant to support five additional art history seminars. The 2019 seminar was held at the Yale Center for British Art, July 21–26. Tim Barringer, Paul Mellon Professor of the History of Art at Yale University and chair of the department, led the seminar on “Art and Society in Britain, Hogarth to Turner (1730–1851).” Twenty-two faculty members participated in the mid-July seminar.

The Kress Foundation awarded CIC a grant earlier this year to support two additional seminars—to be held in 2021 and 2023—in Teaching European Art in Context. The next seminar will take place in 2021 at Oberlin College and will be announced in fall 2020.

Funding: Samuel H. Kress Foundation

Consortium for Instructional Excellence and Career Guidance. In December 2017, CIC received a grant from Strada Education Network to be used over approximately three years to enhance faculty members’ use of teaching practices that promote retention, degree completion, deeper levels of learning, and greater career readiness. Each institution accepted into the Consortium had the opportunity to include faculty members in a special program developed by the Association of College and University Educators (ACUE), an online course in “Effective Teaching Practices” that leads to a certificate in effective instruction. CIC announced this new program in January 2018 and received 68 applications by the April deadline. Twenty-six institutions (two institutions are partnering) were selected in the spring to participate in the Consortium, and nine of these enrolled additional faculty members beyond their allotted 20–25 participants at their own expense. A total of 524 CIC faculty members enrolled in the course during the 2018–2019 academic year; course instruction began in September and finished in late spring, with 450 faculty members receiving course certificates. Participating institutions submitted a data report in June as part of the ongoing evaluation process. Data collection for the Consortium will continue through the 2019–2020 academic year.

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

5. State Council Programs and Services

In support of the work of its State Council Members, CIC provides services and grant programs that advance state-based initiatives in four program areas: fundraising for student scholarships, leveraging corporate connections for financial support and career pathways, collaboration for shared programs and services, and advocacy to “make the case” for independent colleges and universities.

Annual Report. The third *CIC State Councils Report of Annual Programs and Activities* was distributed to State Council executives and staff members and to all CIC Institutional Member presidents in early fall 2019. The report includes information about CIC scholarship and grant programs for State Councils, listings of state-based activities during the 2018–2019 academic year, and other services provided to CIC State Councils.

Grant Programs. An annual drawdown of the CIC/UPS Educational Endowment and an annual grant from the UPS Foundation supports several CIC State Council grant programs that provide direct support for scholarships, programs, and projects to support the work of the State Councils and their member colleges and universities. In addition, in March, with support from SAGE Scholars, Inc., CIC began a new annual grant program for State Councils that demonstrate a commitment to fundraising for student scholarships. The grant program provides funds for incoming first-year and sophomore students at select institutions that are members of CIC, a designated CIC State Council, and SAGE Scholars Tuition Rewards.

- Scholarship Programs.
 - *CIC/UPS Scholarships.* In July 2019, CIC distributed \$1,608,000 to 27 State Councils through the CIC/UPS Scholarships grant program, which provided 536 institutions that are members of CIC State Councils with one \$3,000 scholarship for the 2019–2020 academic year for a low-income, first-generation, minority, or new American student. Since 1985, State Councils have received \$59,232,435 in scholarship support for member colleges, which has in turn benefited 21,248 students.
 - *CIC/SAGE Scholarships.* In March 2019, CIC distributed \$50,000 to 16 State Councils that are leaders in scholarship fundraising. The State Councils in Iowa, Michigan, Minnesota, Ohio, Virginia, and Washington each received \$5,000 to distribute as five \$1,000 “gap” scholarships. The State Councils in Illinois, Indiana, Kentucky, Maryland, Missouri, North Carolina, New Jersey, Oregon, South Carolina, and Wisconsin each received \$2,000 to distribute as two \$1,000 “gap” scholarships. The funds are intended to cover expenses other than tuition to help students and families afford the ancillary costs of seeking a college degree. SAGE Scholars, Inc. has made a commitment to continue the scholarship for the next several years.
 - *Named Scholarships.* CIC distributed in April 2019, \$1,000 Dorothea M. Waterbury Scholarships to the nine CIC Institutional Members that also were members of the former New England College Fund. In August 2019, CIC distributed named scholarships to four State Councils and one institution—Carole B. Whitcomb Scholarship (Illinois), Gary Lee, Jr. Scholarship (Wesleyan College, GA), Evren Cooper Epps Scholarship (Michigan), William E. Hamm Scholarship (Iowa), and Ronald Blake Scholarship (Wisconsin)—with a total value of \$23,500. Those scholarships will support qualified students during the 2019–2020 academic year.

- Competitive Grant Programs. The CIC State Councils competitive grant programs make grants, most of which require matching fundraising efforts, available to selected State Councils.
 - *Scholarship Challenge Grants.* The program allows State Councils to apply for grants to match scholarship funds raised for students at institutions that are members of State Councils. Over eight years, the program has helped CIC State Councils secure more than \$3.2 million in scholarship support for their member colleges and universities and has expanded their donor bases. In June 2019, CIC awarded five State Councils provisional grants for the 2019–2020 grant cycle— Independent Colleges and Universities of Texas Foundation, Iowa College Foundation, Ohio Foundation of Independent Colleges, South Carolina Independent Colleges and Universities, and West Virginia Independent Colleges and Universities.
 - *National Venture Fund (NVF) Grants.* NVF matching grants support multi-college collaborative projects that benefit a State Council’s member institutions. The 2019–2020 cycle was announced in the fall; applications are due in mid-January 2020.
 - *Capacity-Building Grants.* These grants are awarded to State Councils to enhance their capacity to raise funds on behalf of their member institutions. In the fall, CIC released a call for applications for the grants; applications are due in mid-January 2020.
 - *First Opportunity Partners (FOP) Grants.* The program supports state-based diversity programs that improve access and success for first-generation, minority, low-income, or new American students at independent colleges and universities. The grants are funded through an annual grant to CIC from the UPS Foundation. In October, CIC awarded four conditional grants for the 2019–2020 grant cycle to Independent College Fund of New Jersey, Michigan Colleges Alliance, Minnesota Private College Fund, and North Carolina Independent Colleges and Universities. Once matched, the grants are expected to yield a minimum of \$195,520 in total funding.

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

- CIC Presidents Institute. CIC encourages State Council executives to participate in the annual Presidents Institute and offers them a discounted registration fee. The Institute continues to represent a critical professional development opportunity for executives as well as another opportunity to connect with organizational and institutional peers. Thirteen State Council executives are registered for the 2020 Presidents Institute, and nine State Councils will host meetings of their members during the Institute.
- Benchmarking Surveys and Reports. Each spring, CIC conducts an annual survey of gifts and income to State Councils. The self-reported results are used to generate benchmarking reports, which are provided to State Councils by CIC upon request at no cost. To date, one report has been requested during the 2019–2020 membership year.
- CASE Membership. Through its membership in the Council for Advancement and Support of Education (CASE), CIC announced in early August 2019 the discounted membership in CASE for 2019–2020; 13 individuals representing 11 State Councils have joined to date.
- Member Visits. Visits by CIC’s vice president for state council programs provide an opportunity for State Councils to learn more about CIC programs and services available

to them. In July, Carol Schuler met with the State Council in South Carolina, in September, she met with the Arkansas organization, and in December with the State Council in Kentucky.

- Webinars. CIC offers periodic informational webinars for State Council members on topics, including State Councils grant programs.
- Pooled Endowment Management Fund. CIC supported the creation of Dupont Circle Investments LLC to meet the needs of CIC State Councils and similar organizations with small to mid-sized endowments or cash reserves that cannot reasonably engage an experienced money manager at an affordable rate. It is a stand-alone legal entity operated by and for the participating organizations and is not a part of CIC, while CIC is one of the partners. The currently five partner associations include the state associations in Kansas, Kentucky, New Jersey, North Carolina, and Oregon. In March 2018, the managing member organizations approved amendments to the bylaws that created an Affiliated Member Organizations category. CIC Senior Advisor Ned Moore serves as the secretary and treasurer of the LLC and oversees partner recruitment activities.

Advisory Committee. The State Councils Advisory Committee provides guidance to CIC's president and vice president for State Council programs. The Committee met most recently in July and September 2019; a meeting is scheduled for January 2020 at the Presidents Institute. On July 1, two new members joined the Advisory Committee—Ray Martinez, president of Independent Colleges and Universities of Texas Foundation, and Bill Spiker, president of Ohio Foundation of Independent Colleges. Also, two long-time members—Jack Jones, president of Iowa College Foundation, and Eddie Shannon, executive vice president of South Carolina Independent Colleges and Universities—rotated off the Committee. A new State Councils presiding officer was elected during the September State Councils Annual Conference; Ray Martinez will serve in this role beginning in 2020.

Members: Mike Backer, president, Missouri Colleges Fund; Robert Bartlett, president, Michigan Colleges Alliance; Paul Cerkvenik, president, Minnesota Private College Fund; Ray Martinez, president, Independent Colleges and Universities of Texas Foundation; Paul Pribbenow, president, Augsburg University; Bill Spiker, president, Ohio Foundation of Independent Colleges; A. Hope Williams, president, North Carolina Independent Colleges and Universities

6. Research Activities

Key Indicators Tool. Developed in 2004, CIC's Key Indicators Tool (KIT) provides each CIC member president with an annual customized benchmarking report prepared by the Austen Group, a Ruffalo Noel Levitz (RNL) company, at no cost to the institution. The KIT contains comparative data on 20 performance indicators in the areas of student enrollment and progression, faculty composition and compensation, tuition revenue and financial aid, and institutional resources and expenditures. Drawing from a dataset of nearly 800 nondoctoral independent colleges and universities, the KIT compares institutional performance over a five-year period by region, enrollment size, institutional financial resources, and Carnegie Classification. The KIT is based on the most recent data from the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS). CIC released the 15th iteration to Institutional Member presidents in April 2019 and will release the 16th in spring 2020. RNL provides financial support for the KIT through an in-kind donation.

Financial Indicators Tool. Developed in 2005 and first released in 2007, CIC’s Financial Indicators Tool (FIT) provides each CIC member president with an annual customized financial benchmarking report at no cost to the institution that complements the KIT report. The FIT measures institutional financial health using four core financial ratios, along with a combined index score. It is designed to provide a succinct indication of an institution’s financial performance over six years with comparisons similar to those in the KIT. With the assistance of the Austen Group, a Ruffalo Noel Levitz (RNL) company, CIC collects a unique, proprietary dataset of more than 750 baccalaureate and master’s-level independent colleges and universities using data from IPEDS and from IRS Form 990s acquired through GuideStar. CIC released the 13th Financial Indicators Tool in July 2019; the 2020 iteration will be released in summer 2020. RNL provides financial support for the FIT through an in-kind donation.

Other Benchmarking Services. In partnership with the Austen Group, CIC provides additional services to augment the KIT and FIT benchmarking reports, including allowing member institutions to select two sets of comparison institutions for more refined benchmarking analysis and assisting in the selection of appropriate comparison groups. Member institutions also can schedule online consultations with the president of the Austen Group, Michael Williams. These services are available at a modest fee.

Research Reports. CIC continues to collect and analyze data for timely responses to requests from news media or other organizations for data about independent colleges and universities. The factsheets, “Student Debt: Myths and Facts” and “Reframing Student Debt Totals,” which were originally developed in 2014, use federal and College Board data on student debt and college cost to address myths about the costs of graduating from an independent college or university. CIC updated and disseminated the data to CIC Institutional Member presidents, chief academic officers, chief enrollment officers, directors of institutional research, and PR directors in late November 2018; the 2019 iteration “Student Debt: Know the Facts” also was shared in November.

A follow-up to CIC’s March 2014 report, *Strengthening the STEM Pipeline: The Contributions of Small and Mid-Sized Independent Colleges*, analyzed changes from the previous report’s conclusions and examined outcomes of women and other underrepresented groups relying on a deeper analysis of datasets from the National Center for Education Statistics and the National Science Foundation. CIC engaged staff from NORC at the University of Chicago to develop the report, *Strengthening the STEM Pipeline Part II: The Contributions of Small and Mid-Sized Independent Colleges in Preparing Underrepresented Students in STEM*, which was issued in August 2019.

CIC secured permission from the American Council on Education (ACE) to use its survey instrument to conduct a study of chief academic officers at CIC institutions; ACE presently does not plan to administer its national survey of chief academic officers again. A report by staff, *A Study of Chief Academic Officers at Independent Colleges and Universities, 2009–2019*, was released in late October 2019 just prior to the 2019 Institute for Chief Academic Officers.

As a follow-up to the 2018 report, *Taking the Field: Intercollegiate Athletics on CIC Campuses*, James C. Hearn, David Welch Suggs, Jr., and Jennifer May-Trifiletti of the University of Georgia have undertaken two smaller research projects, one on the growth of esports in college and the other on the importance of football on CIC campuses. The briefs are anticipated to be released in early 2020.

Staff is in the process of preparing a report on student veterans at CIC colleges and universities for release in early 2020. A possible follow-up report, projected for release in late 2020 or early 2021, would incorporate more qualitative data from institutions.

An impact study on “free college” is underway, to be written by William Zumeta, professor of public policy and higher education at the University of Washington, and Nicholas Huntington-Klein, authors of CIC’s 2015 report, *The Cost-Effectiveness of Undergraduate Education at Private Nondoctoral Colleges and Universities*. The study is anticipated to update the 2015 report, examine four states’ college affordability programs (New York, Oregon, Tennessee, and Washington) and their effects on independent colleges and universities. The study also will develop an alternative non-student-aid-based approach to cost-effective college affordability and degree production. A report will be released in early 2020. In addition, a companion research brief focusing on policy issues raised by proposed federal legislation (for example, the “Free College for All Act” and the “Debt-Free College Act”) will be prepared by staff and paired with the larger study. CIC will circulate the brief and study to the National Association of Independent Colleges and Universities (NAICU) and CIC’s State Council members for their use.

Research Digest. In fall 2016 CIC began publishing, with support from the Spencer Foundation, a *Digest of Recent Research* to highlight timely and pertinent research from scholarly journals and other publications that independent college and university presidents and other senior campus leaders may find helpful. CIC released a new issue of the *Digest* in December 2019.

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

Charts and Data Webpages. Since 2005, CIC has developed and maintained a section on its website to provide empirical evidence of the superior performance of CIC colleges and universities as “making the case” resources. Staff continuously updates graphs, charts, and other comparative tools using the most recent information from a variety of data sources.

Communications

CIC’s communications activities promote—and help institutions promote—the achievements of member institutions and the benefits of independent higher education. CIC communicates regularly with its members and with both public and professional audiences interested in higher education.

Newsletter. The December 2019 online *Independent* newsletter featured special coverage of the 2019 Institute for Chief Academic Officers, with Chief Advancement and Public Relations Officers. It also included articles on CIC’s leadership and faculty development programs, the 2019 CIC/*New York Times* Partnership Presidents Council meeting, and the new report, *A Study of Chief Academic Officers at Independent Colleges and Universities*. The fall 2019 *Independent*, distributed in September, announced CIC’s 2020 Presidents Institute and upcoming *Talking about Private Colleges* workshops and explored two new reports: *Strengthening the STEM Pipeline Part II* and *Teaching the Humanities Online*. The issue also highlighted CIC’s summer activities. The newsletter’s Campus Update and Research + Books sections continue to track recent campus developments and higher education publications that are useful to CIC members.

Media Activity. Staff worked to create media interest in three recent reports: *A Study of Chief Academic Officers at Independent Colleges and Universities*; *Strengthening the STEM Pipeline Part II*; and *Teaching the Humanities Online*. CIC continues to create boilerplate news releases for member institutions whose administrators and faculty members are selected for programs. Overall, media activity is robust.

Presidents Institute Media Panel. The 2020 Presidents Institute will feature a media panel “What’s on the Public’s Mind? What’s on Presidents’ Minds?” The panel will include Anemona Hartocollis of the *New York Times*, Rick Seltzer of *Inside Higher Ed*, and Delece Smith-Barrow of *Hechinger Report* and will be moderated by Nayef H. Samhat, chair of CIC’s Public Information Committee.

Meetings with the Media. Scott Carlson of the *Chronicle of Higher Education* interviewed Richard Ekman in November 2019 and subsequently published a story on the evolving roles of chief academic officers. In mid-September, Ekman had a phone interview with WKSU about Hiram College’s tuition reset. Delece Smith-Barrow of *Hechinger Report* interviewed Ekman and Hal Hartley on the *Strengthening the STEM Pipeline II* report in late August; the interview resulted in a story. Ekman was interviewed by Janet Lorin of *Bloomberg* in July; the interview resulted in a story on financial indicators of distress and was picked up by several other media outlets.

CIC Media Coverage

- Three new CIC reports received press coverage this summer and fall. CIC’s October 2019 report, *A Study of Chief Academic Officers at Independent Colleges and Universities, 2009–2019*, was featured in the *University Business* story “Money Management Accounts for More of Academic Leaders’ Time” (November 14), the *Chronicle of Higher Education* article “Why Being a Provost Is One of the Toughest Jobs at Vulnerable Colleges” (November 8), and the *Inside Higher Ed* brief “Report on Chief Academic Officers” (October 29). The June study *Strengthening the STEM Pipeline II*, prepared for CIC by NORC at the University of Chicago, was featured in the *Diverse: Issues in Higher Education* article “Small Institutions Lead the Way in STEM Degree Attainment for Underrepresented Students” (October 14). Both Richard Ekman and Harold V. Hartley III were interviewed for the article. The STEM report also was examined in the August 29 article “Where Women, Black, and Latino Undergraduate STEM Majors Progress the Fastest” in *Hechinger Report’s Higher Education* newsletter. The article quoted Ekman about how the environment at small colleges offers students strong support, often helping to propel students out of college faster than public institutions do. CIC’s July 2019 report, *Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges*, was examined in the August 14 *Inside Higher Ed* article “Learning about Online Learning at Small Private Colleges” and mentioned in the August 15 *Chronicle of Higher Education* story “How Calling on Random Students Could Hurt Women.”
- Several news articles included CIC commentary about college business models, enrollment trends, and financial issues in recent months. Most recently, the *Pittsburgh Post-Gazette* story “Small Private College in Ohio Offers Tuition Price Cut” (September 20) and the *University Business* story “New Tuition Model at Hiram College Offers Financial, Educational, Career Benefits” (September 10) quoted Richard Ekman about Hiram College’s plan to reduce tuition by 35 percent for all undergrads. The Ohio-based WKSU story “Hiram College’s New Price Model Could Lead to Nationwide Change” (September 12) quoted Ekman about the college’s new pricing model and other initiatives. The *Bloomberg Businessweek* article “The

- \$70,000-a-Year Liberal Arts College Just Won't Die" (July 29) included a reference to the resiliency of CIC member institutions. The *U.S. News & World Report* story "The Cost of Private vs. Public Colleges" (June 25) quoted Ekman about the accessibility and affordability of small private colleges, including for low-income, first-generation, and other underrepresented student groups.
- In October, members of Congress introduced a bipartisan bill, Pell Plus Act of 2019, that aims to support low-income students in completing their college education. CIC was among the numerous higher education associations that supported the legislation and was mentioned in several articles, including *Ripon Advance*, "Brooks' Bill Supports College Completion by America's Low-Income Students" (October 8); iFiberOne NewsRadio, "Kilmer, Brooks Introduce Legislation to Give Students in Need Access to More Financial Aid" (October 8); and *Hamilton County Reporter*, "Brooks Introduces Bill to Expand Access to Pell Grants for Current College Students" (October 5).
 - A story in the July issue of *University Business*, "Seven Ways the Provost's Job Is Bigger and Broader Than Ever Before," quoted Richard Ekman and CIC Vice President for Academic Programs Kerry E. Pannell on the expanding roles of chief academic officers. The article also referenced CIC's Institute for Chief Academic Officers and cited CIC research data.
 - An article in the *Chronicle Vitae* (a service of the *Chronicle of Higher Education*), "10 Suggestions for a New Academic Dean" (August 26), listed CIC as a helpful resource for deans.
 - CIC's Online Course Sharing Consortium was discussed in the *Inside Higher Ed* column "Rethinking Higher Education through the Consortial Model" (October 23).
 - Several publications recently discussed the Executive Leadership Academy (ELA). *Marketplace* published the story "FEI to Attend Greater Together Conference and Executive Leadership Academy" (June 5), which described how FEI Behavioral Health would present at the 2018–2019 Executive Leadership Academy closing seminar, held in Washington, DC, in June. The June 20 *St. Louis American* story "Lincoln University President Given Three-Year Contract Extension" and the June 14 *New Tribune* article "Lincoln University Extends President's Contract" discussed Jerald Jones Woolfolk's past participation in the ELA.
 - The *Duluth News Tribune* (August 11) shared that the assistant vice president for academic affairs at the College of St. Scholastica was selected to participate in CIC's 2019–2020 Senior Leadership Academy and that the College of St. Scholastica recently received a Network for Vocation in Undergraduate Education (NetVUE) Program Development Grant.
 - CIC's Network for Vocation in Undergraduate Education received additional press coverage this summer. The *Laurinburg Exchange* (NC) story, "Bingle Returning to Deliver NetVue Lecture at St. Andrews University" (July 30), and the *GoLaurens.com* (SC) story, "PC Awarded Grant to Help Students Prepare for Careers" (June 7), discussed NetVUE Vocation across the Academy Grants awarded to St. Andrews University and Presbyterian College. A *Business North* story, "St. Scholastica Strengthens Focus on Vocation" (July 29), discussed a NetVUE Program Development Grant recently awarded to the College of St. Scholastica. In addition, Q93.7 and other local stations in Ohio featured a story on the NetVUE Professional Development Awards: "MVNU [Mount Vernon Nazarene University] Awarded NetVUE Grant to Explore Vocation and Calling in Undergraduate Education."
 - Grants offered by CIC State Councils to their member institutions were featured in two recent news briefs: *Longview News-Journal*, "Student Awarded \$3K Scholarship" (October 23), which discussed a LeTourneau University student who

- received a CIC/UPS Scholarship provided by the Independent Colleges and Universities of Texas Foundation; and *Baptist Standard*, “Around the State” (September 25), which discussed an East Texas Baptist University student who also received a CIC/UPS Scholarship from the ICUT Foundation.
- In July, *Change: The Magazine of Higher Learning* (51:4) featured an article on CIC’s Consortium for Instructional Excellence and Career Guidance, a partnership with the Association of College and University Educators (ACUE). The article, “Creating Value,” was co-authored by David Brailow, CIC’s vice president for development, and discussed how faculty and excellent instruction can increase the value of a college degree. The issue’s opening editorial by *Change* editor David C. Paris also highlighted the Consortium.
 - The *Next Avenue* article “The College Programs Where Young and Older People Connect” (August 15) explored the CIC/AARP Foundation’s Intergenerational Connections: Students Serving Older Adults program and its July national conference. That article was featured in *Forbes* and many other publications. The *WKTV Journal* (MI) story “A Classroom for the Ages” (June 28) discussed how the Intergenerational Connections program helps Calvin University foster inclusive intergenerational classrooms.
 - The *BusinessWest.com* story “Springfield College Participates in Diversity, Civility, and the Liberal Arts Institute” (June 19) discussed the college’s involvement in the CIC program that took place in Atlanta, Georgia, June 2–5.
 - CIC’s new Humanities Research for the Public Good initiative was highlighted in the press this spring. The *Chronicle-Telegram* story “Oberlin College Gets Grant to Detail History” (June 5) discussed how the grant will help Oberlin tell the history of the college, the city, and its role as a sanctuary city through a traveling exhibition. The *Rome News-Tribune* story “Berry College Selected for Public Humanities Initiative” (June 14) reported on Berry’s project, which will highlight significant events and residents of Rome, Georgia, in the local struggle to achieve racial justice and interracial harmony in the 1950s and 1960s.
 - The *Tribune-Democrat* article “Mount Aloysius College Awarded Grant for Seminar on Science Pedagogy” (September 10) discussed the college’s upcoming participation in CIC’s new program.
 - The Woodrow Wilson Visiting Fellows program was mentioned in two briefs: *Tribune Star*’s “Journalist’s Presentation at SMWC Now Set for Wednesday” (October 21), which discussed Saint Mary-of-the-Woods College hosting a presentation by Fellow Rhonesha Byng, founder and CEO of Her Agenda; and *Town Lively*’s “Global African Diaspora’ Slated,” which discussed a visit by Fellow Sheila S. Walker, a cultural anthropologist and documentary filmmaker, to York College of Pennsylvania.
 - An *Inside Higher Ed* article about esports on campus, “Roses and Thorns” (November 5), mentioned an upcoming CIC research brief on the topic.
 - CIC’s 2018 report *Taking the Field: Intercollegiate Athletics on CIC Campuses* was cited in the *Community Impact Newspaper* article “Athletics Driving Enrollment as Park University Starts Up” (August 29).
 - The *College Magazine* story “Ten Reasons Liberal Arts Majors Are Killing It in the Real World” (June 6) mentioned CIC’s efforts to highlight the demand for liberal arts skills in the work force.
 - Since releasing her first “Advancing to the Presidency” column in June, S. Georgia Nugent, Illinois Wesleyan University president and CIC senior fellow, wrote three more columns in the *Inside Higher Ed* series: “No. 2: Always Be Learning” (August 20), “No. 3: Do the Homework” (September 26), and “No. 4: Create Your Own Jobs”

- (November 7). In addition, the *Pantagraph* published three articles featuring Nugent: “IWU Names Interim President, Effective Aug. 15” (June 26); “Interim IWU President Hits Ground Running” (August 25); and “In Era of ‘Truthiness,’ IWU Leader Encourages Search for Knowledge” (September 4).
- Marylouise Fennell, principal of Hyatt Fennell and CIC senior counsel, and Scott D. Miller, president of Virginia Wesleyan University, wrote a column in the August/September 2019 issue of *University Business*: “The Advantages of Social Media for College Presidents.”
 - Several recent stories mentioned higher education leaders’ past service to the Council of Independent Colleges or their past participation in CIC programs. The *VC* (Venture County) *Star* article “CLU President Kimball to Step Down after 12 Years” (October 15) mentioned Kimball’s past service as chair of the CIC Board of Directors. The *Niagara Frontier Publications* release, “Matthew Giordano to Be Inaugurated as Villa Maria College’s First Lay Male President” (October 28) mentioned Giordano’s past participation in the Executive Leadership Academy. The *Patch* (IL) article “University of St. Francis Extends President’s Contract” (July 8) stated that Arvid C. Johnson serves on CIC’s Board of Directors. The *Opelika Observer* article “Opelikian Joel W. Martin Becomes Wagner College’s 19th President” (August 7) discussed his participation in CIC’s Presidential Vocation and Institutional Mission program. The *Patch* (MD) story “McDaniel College President Named Chair of Centennial Conference” (July 18) discussed Roger N. Casey’s previous service on CIC’s Project on the Future of Independent Higher Education steering committee. And a *Shippensburg News Chronicle* story about A. Richard Kneedler, “Wilson College Appoints Interim President” (August 13), mentioned his past service.

Press Releases. In November, CIC announced the recipients of its top annual academic and leadership awards for 2019 as well as the receipt of a grant from the Andrew W. Mellon Foundation to launch a new faculty development program: “Legacies of American Slavery.” CIC issued press releases for *A Study of Chief Academic Officers at Independent Colleges and Universities* in October and for the *Strengthening the STEM Pipeline Part II* and *Teaching the Humanities Online* reports in August. Also in August, CIC announced the distribution of more than \$1.6 million in CIC/UPS Scholarship grants. Throughout the summer, CIC announced the selection of participants for upcoming programs, such as the Seminars on Science Pedagogy and the Ancient Greece in the Modern College Classroom seminar.

Public Information Activities. CIC staff continue to maintain two Twitter accounts, @CICnotes (2,426 followers) and @SmartColleges (5,889 followers), and the CIC LinkedIn account (351 followers). CIC encourages member presidents to follow the CIC LinkedIn page, making CIC part of their professional networks.

Online Collaboration. CIC offers opportunities for online collaboration among CIC members through secure websites that also allow program participants to access listserv discussions and document libraries. CIC currently offers 28 listservs and community sites for individuals across a variety of campus roles at CIC member institutions.

Annual Report. CIC releases annual reports that detail CIC programs and events as well as fundraising activities. CIC released the 2018–2019 annual report in December 2019.

Other Opportunities

CIC operates several additional programs that serve members.

Tuition Exchange Program. The CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities that are willing to accept as students, tuition-free, full-time employees and their family members. Participation in this program continues to expand moderately. To increase the attractiveness and competitiveness of CIC's program, staff developed a web-based portal that allows program liaisons to review, track, and expedite applications to participate in CIC-TEP entirely online.

Participation: 438 institutions registered; 428 institutions importing or exporting students;
(2019–2020) 5,011 applications submitted (3,011 students); 2,367 awards offered (1,990 students)

Davies-Jackson Scholarship. CIC administers a scholarship program for graduates of private colleges and universities who are among the first generation in their families to graduate from college. Funded by an anonymous donor, the scholarship provides recipients two years of fully-funded study at St. John's College, University of Cambridge, England, to pursue a second BA as affiliated students. Over time, more CIC member institutions were added to the list of colleges and universities from which students are eligible to apply, bringing the number of CIC members among the total 560 eligible institutions to 500. In January 2019, Alejandro Lemus-Gomez, a recent graduate of Young Harris College, was awarded the scholarship to continue his studies in modern and medieval languages with a focus in Spanish, which he began in the fall. CIC announced the 2020 scholarship in late August and received 23 applications by the October 15 deadline. The award will be announced by St. John's College in January.

Student Aid Alliance. CIC continues to work with the National Association of Independent Colleges and Universities, the American Council on Education, and other associations to increase federal student aid.

CIC/New York Times Partnership in Education. The 16th annual CIC/*New York Times* Partnership in Education Presidents Council meeting—the only such meeting of college and university presidents hosted by the *New York Times*—took place in New York City on October 15. Presidents Council Chair John C. Knapp, president of Washington & Jefferson College, moderated a two-hour conversation among the 20 presidents, *Times* national education reporter Anemona Hartocollis, and *Times* national immigration reporter Caitlin Dickerson. Topics included issues in higher education that are likely to become prominent talking points during the upcoming season of political campaigns. Danny Anderson, president of Trinity University, was elected chair of the 2020 CIC/*New York Times* Partnership Presidents Council.

Participants: Allegheny College; Capital University; Drew University; Goucher College; Gustavus Adolphus College; Hope College; Lafayette College; Lebanon Valley College; Luther College; Manhattanville College; Marymount Manhattan College; McDaniel College; Mount Saint Mary College (NY); Mount St. Mary's University (MD); Pace University; Trinity University; University of Puget Sound; Wagner College; Washington & Jefferson College; Willamette University

American Councils for International Education Partnership. CIC has partnered with American Councils for International Education since 2013. Through this partnership, CIC member colleges and universities are eligible for a range of services that potentially could

increase an institution's presence abroad and advance internationalization of the campus. These opportunities include academic exchanges, overseas language immersion, and educational development programs. In summer 2019, the partnership sponsored its fourth Taiwan Intensive Summer Language Program (TISLP), which included five students from four CIC member institutions. Also offered this summer was the Tradition and Modernity in Taiwan Program (TMT), which was taught in English. Six students from six CIC member institutions participated in this summer program.

Participants (TISLP): DePauw University; Kenyon College (two students); McDaniel College; Swarthmore College

(TMT): Albion College; DePauw University; Hope College; McDaniel College; Pepperdine University; Tuskegee University

International Student Enrollment. For 11 years, CIC has publicized a program run by World Learning, Inc. that locates appropriate undergraduate colleges and universities for students from African, Asian, European, Latin American, and Middle Eastern countries who wish to spend a semester or a year in the United States. The program provides partial tuition and fees and the full cost of room, board, books, and health insurance. Nineteen CIC member institutions hosted a total of 51 international undergraduate and graduate students during the 2019–2020 academic year.

Hosts: Bennett College; Carroll College (MT); Chatham University; Endicott College; Juniata College; Keuka College; Marymount University; Maryville College; Mercyhurst University; North Central College; Otterbein University; Presbyterian College; St. Ambrose University; St. Catherine University; St. Norbert College; University of Evansville; University of the Incarnate Word; Valparaiso University

American Academic Leadership Institute. CIC continues its productive relationship with American Academic Leadership Institute (AALI), an organization that resulted from a reorganization of the Academic Search Consultation Service. Under the arrangement created in 2007, CIC and the American Association of State Colleges and Universities (AASCU) are “supported organizations” (in Internal Revenue Service terms) of AALI, and AALI is a “supporting organization.” Funds generated by Academic Search are used by AALI to support leadership development activities by CIC and AASCU. Academic Search, AALI, and CIC work closely together to identify future leaders of independent colleges and universities, prepare them to move into the next level of leadership, and help institutions match leaders with institutional needs. CIC President Richard Ekman; CIC Board Chair MaryAnn Baenninger, president, Drew University; and Scott D. Miller, president, Virginia Wesleyan University, currently serve on the AALI board of directors. Katherine Bergeron will begin a term on the AALI board in January.

Amicus Brief and Letters to the Federal Government. On October 4, 2019, CIC was part of a 43-association group that filed an *amicus* brief with the United States Supreme Court on the Deferred Action for Childhood Arrivals (DACA) policy. The brief noted that the policy has made it possible for countless Dreamers to get a postsecondary education and emphasized that DACA has been a symbol of tolerance and openness of university campuses. The brief also warned that reversing DACA would convey a message of exclusion and therefore would cause damage to the reputation of higher education in the U.S.

Since the June 2019 Board of Directors meeting, CIC signed on to the following letters submitted by ACE on behalf of other higher education associations:); a letter to Speaker Pelosi and Leader McCarthy in support of the Fostering Undergraduate Talent by Unlocking Resources for Education (FUTURE) Act (November); a letter to the Department of Education

sharing comments on the proposed Information Collection Request (ICR) published in the Federal Register on September 6, 2019 (November); a letter to the Education & Labor Committee that offered views on the College Affordability Act (October); a letter to Senators McConnell and Schumer in support of the Fostering Undergraduate Talent by Unlocking Resources for Education (FUTURE) Act (September); a letter to Senator Warren and Representative Lawson expressing strong support for the College Student Hunger Act of 2019 (August); and a letter to Speaker Pelosi and Leader McCarthy offering strong support for an omnibus bill that provides FY2021 appropriations for Education, among others (June).

Organizational Capacity

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

Membership Development. CIC has 656 Institutional Members, 22 International Members, six Associate Members, 27 State Council Members, and 56 Affiliate Members. Efforts by the Membership Committee and other Board members as well as a number of CIC presidents to recruit new members and retain current members continue to be effective.

New Institutional Members (2019–2020) = 9

- Fairleigh Dickinson University, NJ
- Manhattan School of Music, NY
- Maria College, NY
- Miles College, AL
- Oakland City University, IN
- Spartanburg Methodist College, SC
- University of Holy Cross, LA
- University of New Haven, CT
- Voorhees College, SC

New Institutional Members (2018–2019) = 8

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

New Associate Member (2018–2019) = 1

- Louisburg College, NC

Institutional Membership (as of December 5, 2019)	
<u>For 2019–2020</u>	
New Members	9
Membership	656

New International Members (2019–2020) = 2

- Redeemer University College, Canada
- Universidad Politecnica Internacional, Costa Rica

New International Member (2018–2019) = 1

- Canadian Mennonite University

New Affiliate Members (2019–2020) = 3

- Associated Colleges of the South, GA
- Independent College Enterprise, WV
- Millennium Campus Network, MA

New Affiliate Members (2018–2019) = 4

- Institute for Study Abroad, IN
- Leadershape, Inc., IL
- Marygrove College, MI
- National Association of Intercollegiate Athletics, KS

Listening to Members. CIC learns of members’ interests in many ways: CIC meetings and events, campus visits, phone calls, listservs, and online networking exchanges. In addition, CIC conducts several annual surveys: the CAO survey (online in January) and presidents survey (10 percent of member presidents by phone in April and May).

Staffing. Heather M. Cox joined CIC as publications manager/designer in August 2019. Cox is responsible for managing the design of all CIC’s print publications. Previously, she worked

at the International Monetary Fund where, as senior graphic designer, she produced reports, brochures, infographics, and presentations. As long time art director and co-owner of MillerCox Design, she has worked with clients including the Federal Reserve Bank of Richmond, the Brookings Institution, Georgetown University—and CIC. Cox graduated from Edinboro University of Pennsylvania with a major in business administration and economics, a minor in computer science, and a concentration in art.

After 12 years at CIC, Lilia LaGessee was appointed in June senior creative strategist at GRAPHEK, a Virginia-based design company.

Kathleen Smith joined CIC as projects manager in August 2019. In this new position, she will handle responsibilities for the president’s office as well as for CIC’s Network for Vocation in Undergraduate Education. Previously, Smith worked in the University Career Center as well as the Office of Student Conduct at Auburn University while completing graduate work. Earlier, she was an undergraduate intern at Lobbyit, a public policy advocacy group based in Washington, DC. Smith earned BA degrees in philosophy and political science from Furman University (SC) and an MEd in the administration of higher education from Auburn University.

Richard Ekman participated in a panel presentation “How does the liberal arts model assist student success efforts?” during the *Times Higher Education* U.S. Student Success Forum on September 5 in New York, New York. During the panel, Ekman, Katherine Bergeron, and Lynn Pasquerella answered the questions: The value of the liberal arts education model is much debated: Are students better served by shorter courses that produce more marketable skills, or by the critical thinking abilities fostered by extended, wide-ranging study? How do those offering this distinctly American model continue to show its utility to students, parents, and employers?

Richard Ekman participated in a meeting of an advisory committee for the Yale-New Haven Teachers Institute on September 16.

Lesley McBain, CIC director of research projects, participated in the Association for the Study of Higher Education (ASHE) conference in mid-November. During the conference, McBain hosted a meeting of the CIC-ASHE research collaborative.

On December 4, Richard Ekman recorded a podcast episode with L. Jay Lemons, president of Academic Search. The topic of discussion was diversity in executive search.

Conference Facilities. CIC’s conference rooms provide space for various CIC meetings—for staff, Board of Directors, and other advisory groups. In addition, other organizations use CIC’s conference rooms, when available, at no charge. Three organizations used the conference rooms a total of three times since June 1, 2019. The functionality and desirability of the spaces improve CIC’s own capacity and enhance CIC’s visibility within the higher education community. They also have served to encourage Affiliate Membership among certain organizations that are recurring users of the space.

Equipment and Technological Capacity. CIC’s technology infrastructure facilitates communication with member college and university staff, other constituents, and among the CIC staff; the development of ideas and materials to serve institutions; and the storage and processing of data critical to CIC’s work. Staff continuously plans upgrades to existing core systems and platforms, such as the association management, financial, and email applications, file storage and data backup solution, and webinar and conference call services. Staff also explores technology options to improve member services and increase staff efficiency. Staff will replace one of its core application servers in winter 2020 and is conducting an exploratory assessment of cloud-based association management system options.