



THE COUNCIL OF  
INDEPENDENT COLLEGES



**ADVANCING INDEPENDENT HIGHER  
EDUCATION AND ITS LEADERSHIP**

## COUNCIL OF INDEPENDENT COLLEGES

*The Council of Independent Colleges (CIC) is an association of 770 nonprofit independent colleges and universities, state-based councils of independent colleges, and other higher education affiliates that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education's contributions to society.*

*CIC is the major national organization that focuses on services to leaders of independent colleges and universities and state-based councils. The Council offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. Founded in 1956, CIC conducts the largest annual conferences of college and university presidents and of chief academic officers in the United States.*

## DEVELOPING LEADERS

CIC offers numerous programs and opportunities for campus leaders to learn from experts and share ideas. Among the key programs are:

- **Presidents Institute**—Signature annual meeting of college and university presidents—the largest in the country—focuses on institutional effectiveness, leadership, and the professional renewal of presidents; examines key aspects of the presidency; and includes sessions on strategic planning, financial management, fundraising, board relations, and enrollment management as well as a full program for presidential spouses and partners
- **New Presidents Program**—Two-day interactive workshop for presidents in their first or second year, and concurrently for their spouses or partners, led by seasoned colleagues and held annually in conjunction with the Presidents Institute
- **Presidents Governance Academy**—Highly participatory program for experienced CIC member presidents to sustain effective president-board relations and to strengthen governance policies and practices, held in conjunction with the Presidents Institute
- **Conversation between Foundation Officers and College and University Presidents**—Biennial meeting exclusively for CIC member presidents, State Council executives, and foundation leaders on issues of mutual interest (*supported by TIAA*)
- **Institute for Chief Academic Officers**—Annual meeting of CAOs—the largest in the country—blends practical programming with collegiality and professional renewal and includes workshops for new chief academic officers and CAOs in their third or fourth year of service



Albright College (PA)

- **Presidential Vocation and Institutional Mission Program**—Yearlong program, with spouses and partners, to strengthen prospective presidents' ability to secure and sustain a presidency by affirming a sense of personal vocation, or "calling," in relation to the missions of the institutions they might lead (*supported by Lilly Endowment Inc.*)
- **Network for Vocation in Undergraduate Education (NetVUE) Conference**—Biennial national conference that brings together teams of campus leaders with distinguished speakers and other experts to strengthen vocational exploration programs for students (*supported by Lilly Endowment Inc.*)
- **Executive Leadership Academy**—Yearlong program to prepare vice presidents to serve as successful college presidents or to perform more effectively in their current positions (*with American Association of State Colleges and Universities [AASCU], American Academic Leadership Institute [AALI], and Academic Search*)
- **Senior Leadership Academy**—Yearlong program for mid-level campus administrators who aspire to senior leadership positions in independent colleges or universities (*with AALI and Academic Search*)
- **Workshops for Department and Division Chairs**—Annual series of regional workshops on major issues of concern to department leaders and deans, focused on departments in small and mid-sized independent colleges and universities
- **State Councils Annual Conference**—Annual conference for executive officers and staff of statewide consortia of private colleges that includes educational sessions, workshops, sharing of best practices, and networking

## IMPROVING EDUCATIONAL EFFECTIVENESS

CIC offers a wide range of programs and services to strengthen teaching, learning, and the quality of education on independent college and university campuses, including:

- **Network for Vocation in Undergraduate Education (NetVUE)**—Membership network of more than 260 institutions formed to enrich the intellectual and theological exploration of vocation among undergraduate students through national and regional events, scholarly publications, faculty seminars, consulting services, grants to member colleges, and other programs and services (*supported by Lilly Endowment Inc.*)
- **CIC Online Course Sharing Consortium**—National consortium of CIC member institutions that share online courses to meet curricular needs, improve retention and degree completion, streamline payments and reporting, and increase institutional revenue; the platform facilitates transfer of credits and financial aid among institutions with similar educational goals and concerns for academic quality as well as a commitment to the liberal arts (*with Acadeum*)
- **Humanities Research for the Public Good**—Initiative to support student research and public activities that makes use of institutional research collections to address issues of public importance in collaboration with community-based organizations (*supported by Andrew W. Mellon Foundation*)
- **Deliberation & Debate: Advancing Civil Discourse through Courses for First-Year Students**—Workshops for faculty members who prepare first-year students for the challenges and open exchange of ideas that are elements of a rigorous liberal arts education (*supported by Charles Koch Foundation*)
- **Legacies of American Slavery: Reckoning with the Past**—Initiative to explore the enduring impact of American slavery by creating a national network of member colleges and community partners to develop academic and public programs on the legacies of slavery (*with Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University; supported by Andrew W. Mellon Foundation*)
- **American History**—Seminars for faculty members in history and related fields that are designed to strengthen teaching at CIC member institutions and are led by renowned experts (*with Gilder Lehrman Institute of American History; supported by Andrew W. Mellon Foundation*)
- **Teaching Interfaith Understanding**—Seminars to help faculty members strengthen the teaching of interfaith understanding, develop new courses and resources, and encourage the development of an expanding network of faculty members who are committed to teaching this subject (*with Interfaith Youth Core; supported by Lilly Endowment Inc.*)
- **New Currents in Teaching Philosophy**—Institutes to provide faculty members in philosophy at CIC member colleges with opportunities to learn about successful, innovative approaches to the teaching of philosophy that can revitalize philosophy instruction and undergraduates' interest in the subject (*supported by Andrew W. Mellon Foundation*)
- **Seminars on Science Pedagogy**—Seminars in which teams from participating institutions receive intensive training that prepares them to implement research-based active learning in introductory science courses on their campuses (*with Nobel Laureate physicist Carl E. Wieman; supported by W. M. Keck Foundation*)
- **Teaching European Art in Context**—Weeklong seminars at leading museums to strengthen the teaching of art history at independent colleges and universities (*supported by Samuel H. Kress Foundation*)



Baylor University (TX)

- **Consortium for Instructional Excellence and Career Guidance**—Online course for faculty members to improve student learning, degree completion, and career placement through renewed emphasis on both instructional excellence and career guidance (*with the Association of College and University Educators; supported by Strada Education Network*)
- **Independent Pathways: Community College Transfer in the Liberal Arts**—Pilot program to create pathways that encourage community college students to pursue degrees in sociology and psychology at liberal arts colleges (*with North Carolina Independent Colleges and Universities; supported by the Teagle Foundation*)
- **Woodrow Wilson Visiting Fellows**—Customized multiday residencies that bring prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses for classes, seminars, workshops, lectures, and informal discussions
- **Tuition Exchange Program**—A benefit program that allows employees and their families at participating institutions to enroll tuition-free at hundreds of network campuses

## PROVIDING RESEARCH AND INFORMATION

CIC offers a range of programs and services that help campuses make better use of data and research, assessment results, and benchmarking tools to improve teaching, learning, institutional planning, and decision making. CIC also produces publications and engages in outreach efforts that promote the distinctive qualities of the education offered by small and mid-sized, teaching-oriented, private colleges and universities. Programs and services include:

- **Key Indicators Tool (KIT)**—Confidential annual benchmarking report that provides member presidents with comparative performance indicators on students, faculty, revenues, and expenditures (*supported by Ruffalo Noel Levitz [RNL]*)
- **Financial Indicators Tool (FIT)**—Companion to the KIT benchmarking report that provides member presidents with comparative indicators of institutional financial performance derived from key financial ratios (*supported by RNL*)
- **Charts and Data**—An expanding collection of research and comparative data on the educational quality, affordability, and outcomes of independent colleges and universities
- **State Council Benchmarking**—Management information tool for State Councils that makes possible a comparison of fundraising programs with peer organizations

- **Studies, Reports, and Briefs**—Prepared periodically on selected higher education issues and available on the CIC website; recent publications include *A Study of Chief Academic Officers at Independent Colleges and Universities, 2009–2019*; *Strengthening the STEM Pipeline Part II: The Contributions of Small and Mid-Sized Independent Colleges in Preparing Underrepresented Students in STEM*; *Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges*; “Student Debt: Know the Facts” (Seventh Edition); and *Digest of Recent Research* (Seventh Edition, supported by Spencer Foundation)
- **Talking about Private Colleges: Busting the Myths**—Series of regional workshops for CIC member institutions designed to inform faculty and staff conversations with friends, neighbors, and the public about independent higher education
- **Media Relations**—Columns, op-eds, and interviews that provide perspectives on the independent college sector; meetings of member presidents with representatives of the *New York Times*, *Washington Post*, *Chronicle of Higher Education*, *Inside Higher Ed*, and other major news media
- **Social Media Activities**—CIC’s main Twitter feed (@CICnotes) as well as feeds for the liberal arts (@SmartColleges) and the NetVUE community (@VocationMatters); and CIC’s LinkedIn page
- **Independent Newsletter**—Includes information on CIC’s latest programs and services as well as a presidential column on higher education issues, briefs on higher education research, and news highlights from member institutions

## OFFERING GRANTS AND SCHOLARSHIPS

CIC’s grant and scholarship programs provide financial resources for independent colleges and universities, State Councils, and students. Programs include:

- **NetVUE Grant Programs**—Professional Development Awards (to enhance the expertise of faculty and staff members in undergraduate vocational initiatives); Program Development Grants (to develop or expand campus programs that are already underway); Vocation across the Academy Grants (to expand ongoing programming across the liberal arts and applied professional fields); and Grants for Reframing the Institutional Saga (to create updated accounts of mission and history) (supported by Lilly Endowment Inc.)
- **State Council Grant Programs**—Scholarship Challenge Grants (to leverage additional gifts for scholarships); National Venture Fund Grants (to support collaborative projects among State Councils’ members); Capacity-Building Grants (to enhance State Councils’ capacity to raise money); and First Opportunity Partners Grants (to increase college access and success of first-generation, low-income, minority, and new American students; supported by UPS Foundation)
- **CIC/UPS Scholarships Program**—Provides funds for colleges that are members of their State Council to award a need-based scholarship to a first-generation, low-income, minority, or new American student
- **CIC/SAGE Scholarships 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; supports students’ financial needs beyond tuition incurred in pursuit of a four-year degree (supported by SAGE Scholars)
- **Davies-Jackson Scholarship Program**—Awards high-achieving, first-generation graduates of private colleges with scholarships to attend St. John’s College of the University of Cambridge (UK)

## COLLABORATING WITH PARTNERS

Through collaborations and partnerships, CIC helps member institutions offer programs and services that are cost-effective and efficient. Among the many CIC-sponsored collaborations are:

- **American Academic Leadership Institute**—Partnership to provide leadership development programs (*with AASCU and Academic Search*)
- **American Councils for International Education**—Partnership that provides CIC member colleges and universities access to programs and services that advance campus internationalization and international exchanges
- **Mexican Federation of Private Institutions of Higher Education (FIMPES) and Santander Universidades and Universia Mexico**—Partnerships to increase exchanges between and collaboration among CIC member institutions and private universities in Mexico
- **New York Times Partnership**—Access to materials, speakers, and special programs including a daylong workshop at the *Times* for student newspaper editors
- **Student Aid Alliance**—A coalition of higher education organizations that works to ensure all qualified students are able to go to college regardless of their financial need and that federal aid for students will increase



Westmont College (CA)

## CONNECTING CAMPUSES

CIC connects campus leaders nationally in a variety of ways:

- **Listservs**—Email discussion platforms exclusively for presidents; chief academic officers; officers in advancement, finance, institutional research, public relations, and student affairs; deans; department and division chairs; presidential assistants; presidential spouses and partners; State Council executives; NetVUE member faculty and staff; and Tuition Exchange Program liaisons
- **Online Communities**—Web-based platforms to facilitate confidential networking, communication, and collaboration among program participants through discussion boards, document and resource libraries, multimedia sharing, and community announcements
- **Task Forces and Advisory Councils**—Representative groups from member institutions that assist in planning the Presidents Institute, New Presidents Program, Presidential Spouses and Partners Program, and Institute for Chief Academic Officers; and advisory councils that help guide programming for NetVUE and State Councils programs

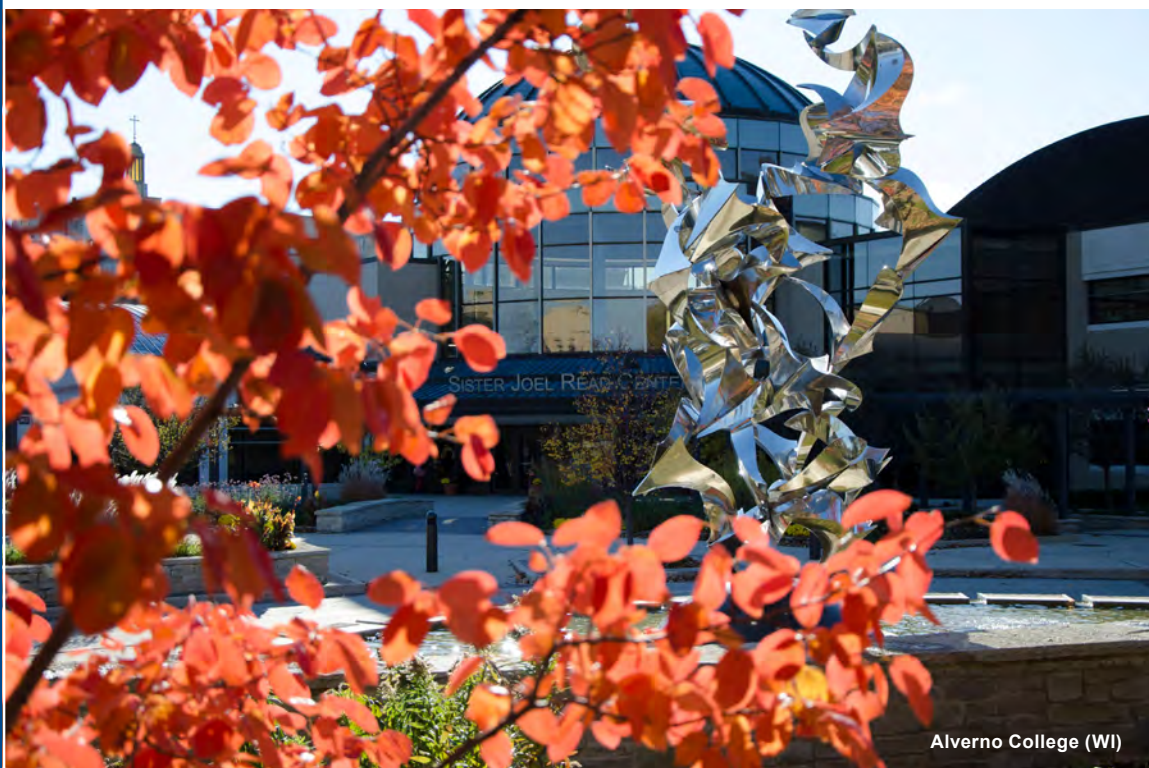


THE COUNCIL OF  
INDEPENDENT COLLEGES

One Dupont Circle, NW, Suite 320 ♦ Washington, DC 20036-1142  
Phone: (202) 466-7230 ♦ [cic@cic.nche.edu](mailto:cic@cic.nche.edu) ♦ [www.cic.edu](http://www.cic.edu) ♦ @CICnotes

*Updated March 2020*

Printed on recycled  
paper in the USA 



Alverno College (WI)