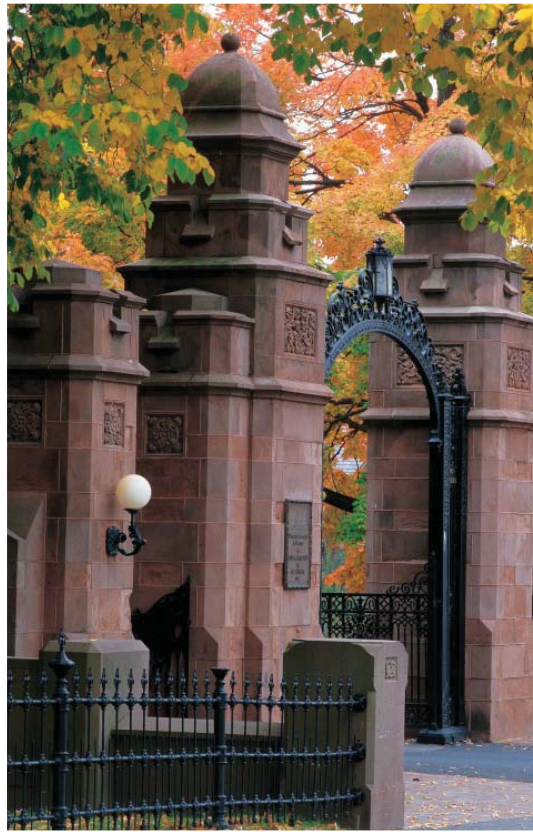
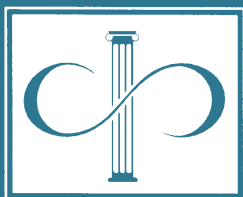


Advancing Institutional Effectiveness

2004–2005 ANNUAL REPORT



THE COUNCIL OF
INDEPENDENT COLLEGES



FOUNDED IN 1956, THE COUNCIL OF INDEPENDENT COLLEGES (CIC) IS AN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES WORKING TOGETHER TO:

- SUPPORT COLLEGE AND UNIVERSITY LEADERSHIP
- ADVANCE INSTITUTIONAL EXCELLENCE
- ENHANCE PRIVATE HIGHER EDUCATION'S CONTRIBUTIONS TO SOCIETY

CIC IS THE MAJOR NATIONAL SERVICE ORGANIZATION FOR ALL SMALL AND MID-SIZED, INDEPENDENT, LIBERAL ARTS COLLEGES AND UNIVERSITIES IN THE U.S. CIC IS NOT A LOBBYING ORGANIZATION, BUT RATHER FOCUSES ON PROVIDING SERVICES TO CAMPUS LEADERS AS WELL AS SEMINARS, WORKSHOPS, AND PROGRAMS THAT ASSIST INSTITUTIONS IN IMPROVING EDUCATIONAL PROGRAMS, ADMINISTRATIVE AND FINANCIAL PERFORMANCE, AND INSTITUTIONAL VISIBILITY.

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MESSAGE FROM THE CHAIR



Mary Pat Seurkamp, Chair

Advancing the effectiveness of independent colleges and universities has long been central to the mission of the Council of Independent Colleges. CIC offers its members an exceptionally broad range of initiatives to improve the quality of education and strengthen institutional resources. The number of programs and services being offered has increased dramatically in the past five years, with a focus more recently on assessment and accountability issues, and the development of decision-making tools and activities that individual institutions can use for institutional improvement.

This stronger focus by CIC on assessment and accountability is in response to a variety of factors, including a desire by presidents for more comparative data to assess the effectiveness of their own institution; a conviction that independent colleges and universities can demonstrate educational quality and effectiveness; a collective desire by CIC colleges and universities to counteract Congressional proposals on accountability that could lead to intrusive federal government regulation of higher education; and increasing calls for accountability in higher education coming from all levels of government, the media, accrediting bodies, and the public. In fact, among the major higher education associations, CIC has been a leader in calling for assessment of student achievement through quantifiable approaches, but insisting on higher education's own responsibility, not the government's, to do so.

The Board of Directors commends CIC for its bold position on the importance of assembling and using data on student learning for the sake of public accountability and on behalf of continuous improvement campus by campus.

Other important barometers showcase CIC's ongoing success. I am pleased to report that the Council's membership continues its steady growth—the final total for 2004-05 was a record 539 institutional members. In addition, participation in the Council's major conferences remains high and CIC's other new and ongoing workshops and events continue to attract high levels of interest and esteem.

It has been a pleasure and a privilege to serve for the past two years as Chair of the CIC Board of Directors, and to work with the highly capable CIC President, Richard Ekman, and CIC's talented and energetic staff. All of us who are involved in this organization can be justifiably proud of CIC's continued expansion and its ongoing programmatic effectiveness.

Sincerely,

A handwritten signature in black ink that reads "Mary Pat Seurkamp". The signature is fluid and cursive, with the first name "Mary" and last name "Seurkamp" clearly legible.

Mary Pat Seurkamp
President, College of Notre Dame of Maryland
Chair, CIC Board of Directors

MESSAGE FROM THE PRESIDENT

As I look back over the past five years that I have served as president of CIC, I am heartened by the progress we have made in developing and implementing many new programs, services, and partnerships that advance the effectiveness of independent colleges and universities. The theme of this year's annual report, "Advancing Institutional Effectiveness," has been a primary goal of CIC since its inception. But as Board Chair Mary Pat Seurkamp indicates in her message, CIC has increased its focus on that goal this year, in particular, because of the increasing calls for assessment and accountability in higher education and a firm belief that such efforts are a safeguard against excessive government intrusion into private higher education.

In the past year alone, CIC has improved its capacity to collect, analyze, and create new sources of data; developed tools that help institutions use comparative data for benchmarking and decision-making purposes; and joined into partnerships with many other organizations to enhance the quality of teaching, research, and curriculum development on member campuses. In addition, CIC launched a Making the Case website in June 2005 that assembles a wealth of data and material intended to help campus leaders make a more persuasive case for the effectiveness of education offered by small and mid-sized, private colleges and universities. CIC also has moved forward on other projects to advance institutional effectiveness. Highlights for the year include:

Programming for Presidents and Chief Academic Officers.

CIC's major annual events, the Presidents Institute and Chief Academic Officers Institute, featured exceptional programs. The Presidents Institute attracted a record number of presidents and spouses and registered a record level of financial support from sponsors. The 2004 Institute for Chief Academic Officers included chief financial officers, a first such joint event for CIC, and it attracted a near-record number of CAOs, approximately 50 percent of whom were accompanied by their institution's CFO.

Presidential Programs and Services. CIC launched a Presidential Vocation and Institutional Mission program to assist current and prospective presidents to reflect on their sense of calling as it relates

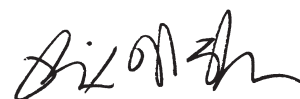
to the mission of the institution they lead (or might lead). Three presidential services continued this year: Presidential Forums, President-Trustee Dialogues, and Presidents Consulting Service.

Other Programs and Activities. Among other activities, CIC selected two colleges to receive the Heuer Award for Outstanding Achievement in Undergraduate Science Education; planned several workshops on Transformation of the College Library and a workshop on Learning Spaces and Technology; cosponsored with the Gilder Lehrman Institute of American History a seminar on "Interpreting the History of Recent and Controversial Events"; and collaborated with the Council of American Overseas Research Centers to offer a second seminar in Amman, Jordan for CIC faculty members on "Teaching About Islam and Middle Eastern Culture."

Dealing with Crises. CIC on occasion helps address political or natural crises that impact the higher education community. In summer 2004, CIC issued a call to member presidents to consider enrolling students from the European Humanities University (EHU) in Minsk—which was forced by the Belarus government to shut down. Several dozen CIC campuses responded to the appeal, and ultimately, 19 Belarussian students were placed in 13 colleges and universities, 12 of which were members of CIC. And in fall 2005, when Hurricane Katrina devastated the Gulf Coast, leading to the closure of some college and university campuses, CIC helped organize a national database, www.campusrelief.org, to serve as a resource during times of crisis. Nearly 200 CIC members responded to the call to enroll students from the South whose colleges had closed.

Many thanks are due to CIC members, the Board of Directors, sponsors, funders, and staff colleagues who contributed to these successes.

Sincerely yours,



Richard Ekman
President
Council of Independent Colleges



Richard Ekman, President

The Council of Independent Colleges has long sought to advance the effectiveness of its member colleges and universities through a variety of programs, services, and activities. Virtually every CIC project has as its underlying goal to strengthen independent higher education.

CIC has focused much of its resources and energy on a series of data initiatives launched in recent years as a result of a strategic planning process conducted in 2001. These initiatives involve the collection and dissemination of information for several purposes:

- provide comparative institutional data to enhance decision-making
- develop programs to enhance institutional capacity for using data for decision-making
- help make the case for the effectiveness of the independent sector
- document and make widely available the architectural heritage of the nation's private colleges and universities



College of Saint Rose, NY

Comparative Institutional Data—Tools to Enhance Institutional Decision-Making

CIC is directing resources and creating opportunities for member institutions to enhance their use of national comparative data for decision-making with unique benchmarking tools.

Key Indicators Tool (KIT)—The Key Indicators Tool, introduced in June 2004, was updated in summer 2005 with the latest data available from the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS). A subsequent update will be sent in summer 2006 following the next release of IPEDS data. This important benchmarking tool, free to CIC members, provides a customized, confidential report for each president on 16 indicators of institutional performance. Each indicator includes regional and national comparisons as well as groupings by region, enrollment size, and financial resources—all over a five-year period. The national comparison group includes 750 independent colleges and universities in the U.S. belonging to the four Carnegie Classification categories that represent 94 percent of CIC's membership: Baccalaureate-General, Baccalaureate-Liberal Arts, Masters I, and Masters II.

Financial Indicators Tool (FIT)—In summer 2005, CIC contracted with The Austen Group, which produces the KIT, to undertake a pilot project developing a Financial Indicators Tool (FIT) for approximately 70 CIC member institutions. The FIT report will provide comparative data on four indicators of financial strength, along with a fifth composite indicator with comparisons over a six-year period. The FIT is a distinctive benchmarking product that utilizes publicly available data from both IPEDS and IRS Form 990s, and presents the indicators in a comparative format. Should the FIT pilot prove successful, CIC may produce future reports for all CIC members.

Both the KIT annual reports to CIC presidents and the FIT pilot are funded by grants from the William Randolph Hearst Foundations in support of CIC's data initiatives.

Programs to Enhance Institutional Capacity—Improving the Use of Data for Decision-Making

CIC is partnering with other organizations to strengthen institutional capacity to make use of data to improve institutional effectiveness and decision-making.

Collegiate Learning Assessment Consortium—In cooperation with the Council for Aid to Education (CAE), CIC will continue to work over the next three years with a consortium of institutions using the Collegiate Learning Assessment instrument, a new evaluation tool measuring the cognitive growth of students. The CLA provides one of the first “value added” measures that can reliably compare institutional contributions to student learning.

Through 2007, CIC will organize annual meetings of the CIC/CLA Consortium to evaluate and discuss key issues of the project. The first annual meeting was held in summer 2005. Participants discussed the design, administration, and use of the CLA with CAE staff and assessment experts, and were given the opportunity to ask questions, express concerns, and offer suggestions.

Participating institutions included Alaska Pacific University, Allegheny College (PA), Aurora University (IL), Averett University (VA), Barton College (NC), Bethel University (MN), Cabrini College (PA), Centenary College (NJ), Charleston Southern University (SC), College of Saint Benedict/Saint John’s University (MN), Fontbonne University (MO), Franklin Pierce College (NH), Hampshire College (MA), Heritage University (WA), Indiana Wesleyan University, Loyola University New Orleans (LA), Lynchburg College (VA), Marian College (WI), McKendree College (IL), Pace University (NY), Pacific University (OR), Seton Hill University (PA), Southwestern University (TX), Stonehill College (MA), Texas Lutheran University, University of Charleston (WV), University of Evansville (IN), University of Great Falls (MT), Ursinus

College (PA), Ursuline College (OH), Voorhees College (SC), Wagner College (NY), Wartburg College (IA), Wesley College (DE), Westminster College (UT), and William Woods University (MO).

The next Consortium meeting will be held in summer 2006. The CIC/CLA Consortium is supported by grants from the Teagle Foundation and the Carnegie Corporation of New York.

Data and Decisions Workshops—CIC continues to cosponsor, with the Association for Institutional Research (AIR), workshops on the use of comparative data in institutional decision-making. Grant funds from the National Center for Education Statistics are available to support one workshop per year for the next two years. Three workshops have been held in prior years.

The September 2004 workshop in Charlotte, NC focused on the role of strategic assessment in institutional management. Participating institutions included Albertson College (ID), Benedictine College (KS), Cabrini College (PA), College of Mount St. Joseph (OH), College of Saint Benedict/Saint John’s University (MN), Converse College (SC), Dean College (MA), Dordt College (IA), Elmira College (NY), Flagler College (FL), Friends University (KS), Gannon University (PA), Lees-McRae College (NC), Lynchburg College (VA), Marietta College (OH), Mount Aloysius College (PA), Pacific Lutheran University (WA), Paul Smith’s College (NY), Roger Williams University (RI), Saint Leo University (FL), Siena College (NY), Sterling College (KS), The American College of Greece, Wesleyan College (GA), and Wilmington College (OH).



Grand View College, IA

Data on the Independent Sector— To Make the Case

CIC is providing member institutions with aggregate information about the independent sector of higher education, as well as CIC's cohort (in Carnegie Classification terms) of Baccalaureate and Master's institutions, in particular. The objective is to gather in one location data demonstrating the effectiveness of independent colleges and universities. Some of the data are not readily available from other sources; much of the information is unique to the CIC Making the Case website.

Launch of the Making the Case Website—In spring 2005, CIC launched the Making the Case section of its website through a series of web seminars, or “webinars,” to introduce the site to presidents, communications directors, and others on member campuses who can use the data to make a more effective case for the education offered by small to mid-sized, private liberal arts colleges and universities. Three webinars, held in May, June, and July, attracted 280 individuals from 76 CIC member institutions. Webinar participants—the first to have access to the Making the Case website—were able to view the site on their computers while listening to presenters on a telephone line. One of the hour-long webinars was recorded and is posted on CIC's website at <http://www.cic.edu/makingthecase/index.asp> (under the heading “Key Messages and Data”).



Jarvis Christian College, TX

The Making the Case website is intended to be the central place for evidence on the effectiveness of private higher education. It was created at the suggestion of member presidents, who urged CIC to develop data and tools to help them make a stronger case for the sector. The site consists of five sections: Key Messages and Data, Books and Reports, Media Activity, Speeches and Addresses, and Supporting Resources. Key Messages and Data is the main section, and includes new research findings from alumni and student surveys, as well as a consolidation of existing data from a variety of sources. The data is organized under six messages, which assert that private colleges and universities are:

- affordable for students and families
- provide access and success for diverse students
- enable student success
- engender alumni satisfaction
- involve students and alumni in contributing to the public good.

New and Updated Data—CIC will add new resources, links, and data to each section of the Making the Case website, and charts will be regularly updated as new IPEDS and other national data on higher education are made available.

Periodic E-Mail Reports—CIC will periodically send e-mail highlights of new or updated data on the Making the Case website. The e-mail will direct to the site all member presidents, chief academic officers, public relations and institutional research directors, and others on campus who participated in the Making the Case webinars.

Database on Historic Campus Architecture—To Document Campus Architectural Heritage

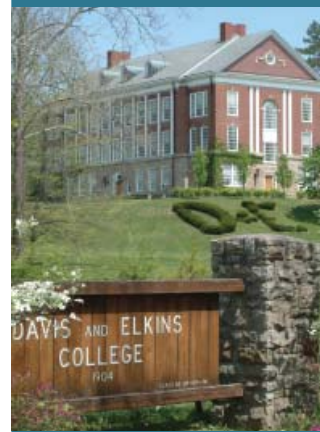
CIC is gathering data on places of historical significance at independent institutions of higher education and is creating a website and database to make the collected data widely available.

Survey of Historic Architecture and Design on the Independent College and University Campus—This project, funded by the Getty Foundation to document American campus architectural heritage, has been underway for the past three years. The initial survey was completed by 362 institutions in fall 2003, representing a return of more than 50 percent of the original list of schools that were invited to participate. More than 1,900 places of historical significance on private college and university campuses have been identified, and 4,000 images relating to sites of architectural, landscape, and planning interest and significance have been collected. The project has been prominently mentioned in articles in the *New York Times* and the *Chronicle of Higher Education*.

Phase II of the project is now underway with a second grant from the Getty Foundation. Project staff are developing an online database that contains all of the collected historic campus architecture images and survey information. The website, which will be open to everyone, will make these collected data widely available and provide an interpretive framework for them. It will make possible cross-referencing of architectural styles between institutions, and the

historical, educational, and religious contexts that have helped to shape each institution. In addition to the website, CIC is planning a series of guidebook-type catalogs, which might be organized geographically.

Barbara Christen, CIC senior advisor and an architectural historian formerly affiliated with the National Gallery of Art, is heading the project. The project's advisory committee consists of Thomas C. Celli, A.I.A., president, Celli-Flynn Brennan Architects and Planners; Jeffrey A. Cohen, senior lecturer, Bryn Mawr College (PA); Russell V. Keune, F.A.I.A., former director, international relations, American Institute of Architects; Randall Mason, professor, Graduate Program in Historic Preservation, University of Pennsylvania; Therese O'Malley, associate dean, Center for Advanced Study in the Visual Arts, National Gallery of Art; Damie Stillman, professor emeritus, University of Delaware; and John Strassburger, president, Ursinus College (PA).



Davis and Elkins College, WV

CIC provides opportunities—in conferences, meetings, confidential consultations, and listservs—for campus leaders to share ideas and learn from one another. Among the programs and services:

Programs for Presidents

Presidents Institute—CIC's 2005 Institute provided presidents with new ideas, leadership enhancement strategies, and networking opportunities. The Institute, under the theme of "The President's Portfolio: Competition, Complexity, and Change," attracted a record attendance of 312 presidents (representing 57 percent of the Council's membership) and 186 spouses, and once again garnered a record level of support from sponsors.

The plenary speakers included Fred Bergsten, director of the Institute for International Economics, who opened the Institute with a well-received presentation on the impact of globalization on higher education; Kenneth Prewitt, Carnegie Professor of Public Affairs at Columbia University, who addressed the consequences of the demographic transformation of America on colleges and universities; Deanna Bowling Marcum, Associate Librarian of Congress, who recommended ways for campus leaders to manage information resources in an era of exploding digital information; and Richard Chait (see box).

Presidential Vocation and Institutional Mission—CIC launched a new series of year-long programs in 2005 to assist current presidents and prospective presidents (in separate groups) to reflect on their sense of calling as it relates to the mission of the institution they each lead (or might lead). Eighteen presidents participated, along with 13 spouses, in a July 25–27 seminar; 20 prospective presidents participated in a July 31–August 2 parallel program, along with 14 spouses. Participants and facilitators had very positive reactions. Presidents and their spouses examined the role of institutional mission in framing their work, and contemplated the possibility of articulating an institutional saga—something more than just the mission, rooted in the past, rather "a meaning maker for the present with an eye on the future." At the conclusion of the seminar, presidents and spouses summarized what their own next steps would be in seeking to understand better the alignment of vocation and mission.



2005 Presidents Institute



Governance as Leadership: The New Covenant Between Boards and Presidents

The Presidents Institute closing plenary session featured Richard Chait, professor of higher education at the Harvard Graduate School of Education and co-author of *Governance as Leadership: Reframing the Work of Nonprofit*

Boards, who discussed the effects of board governance on institutional performance and value. Chait noted that boards of trustees usually work only in one or two of the following governance modes—fiduciary, strategic, and generative—and, as a result, aspects of governance are neglected. They should work in all three modes in order to be effective, he said. Two of the modes, fiduciary and strategic, are familiar; the third, generative, is less so.

Chait said the goal is to have a standardized, uniform approach to board governance, but in the generative mode, the board provides distinctive contributions. Working in this mode requires that board members "be in a different place and think in a different way literally. The greatest leverage of leadership occurs when problems are not yet grasped and when we ask: How else might we look at this? Is the problem really the problem? Presidents should invite the board on a regular basis to the headwaters of the decision-making stream, where challenges are framed rather than ambushed downstream."

Chait suggested new practices for boards and presidents:

- *Engage in playful, intuitive thinking*—Be open to hypotheticals; suspend the rules of logic.
- *Think retrospectively and discuss already emerging strategies*—Where and how did we stumble upon unplanned successes and what lessons have we learned? What do our actions reveal about our goals? Can we reinterpret the past to chart a new future?
- *Deliberate differently*—Design meetings more like retreats, use task forces, foster robust discourse, promote collegiality, tap the collective mind of the board, pose catalytic questions.

Follow-up meetings of the two seminar groups are scheduled for winter 2006. CIC will announce the 2006–2007 seminars in fall 2005. The Presidential Vocation and Institutional Mission program is supported by a grant from Lilly Endowment Inc. William V. Frame, president of Augsburg College (MN), is the project director.

The experts involved in advising, planning, and leading sessions at the seminar include Mihaly Csikszentmihalyi, director, Quality of Life Research Center, Claremont Graduate University; Paul J. Dovere, president emeritus, Concordia College (MN); Jean A. Dowdall, vice president, Witt-Kieffer, and former president, Simmons College (MA); Duncan Ferguson, director, Center for Spiritual Life, Eckerd College (FL); Anne L. Frame, presidential spouse, Augsburg College (MN); Richard T. Hughes, distinguished professor of religion, Pepperdine University (CA); Douglas Jacobsen, distinguished professor of church history and theology and Rhonda Hustedt Jacobsen, professor of psychology and assistant dean for faculty development, both of Messiah College (PA); Stephen G. Jennings, president, University of Evansville (IN) and former president, Oklahoma City University, Simpson College (IA), and College of the Ozarks (MO); Melanie M. Morey, senior director for research and consulting, NarrowGate Consulting; Mary Pat Seurkamp, president, College of Notre Dame of Maryland; Shirley H. Showalter, vice president, programs, Fetzer Institute and former president, Goshen College (IN); Jake B. Schrum, president, Southwestern University (TX); and Raymond B. Williams, director emeritus, Wabash College (IN) Center for Teaching and Learning in Theology and Religion.

Presidents program participants included James and Ronda Barry, Mount Marty College (SD); Walter and Angel Broadnax, Clark Atlanta University (GA); Dan and Terri Carey, Edgewood College (WI); David and Lois Clark, Palm Beach Atlantic University (FL); Joel and Trudy Cunningham, University of the South (TN); Gary and Marilyn Dill, College of the Southwest (NM); Mary Ann Dillon, Mount Aloysius College (PA); Dominic and Lisette Dottavio, Heidelberg College (OH); Merrill and Priscilla Ewert, Fresno Pacific University (CA); Dennis and Monica Golden, Fontbonne University (MO); Dolph and Judy Henry, Tusculum College (TN); Marianne

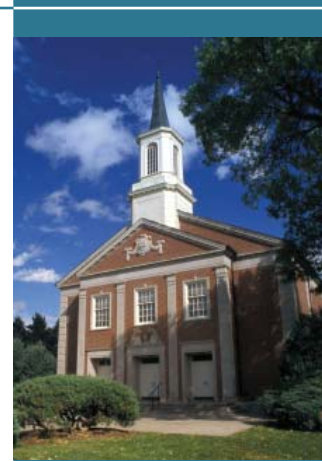
Inman, Central Methodist University (MO); Mary Ellen Jukoski, Mitchell College (CT); James Loughran, Saint Peter's College (NJ); Joseph and Maureen McGowan, Bellarmine University (KY); Paul and Abigail Pribbenow, Rockford College (IL); Tim and Mary Ellen Summerlin, Schreiner University (TX); and Sandra Tracy, Alma College (MI).

Prospective presidents program participants included Dean Adams, Lindsey Wilson College (KY); Donna Aronson, University of the Incarnate Word (TX); Robin and Ruth Baker, George Fox University (OR); Beth Barnett, University of Scranton (PA); Grant and Peg Kelsey Cornwell, St. Lawrence University (NY); Robert and Mary Lou Entzminger, Hendrix College (AR); Timothy and Jacklyn Fulop, Lakeland College (WI); Kate Herrick, Carroll College (WI); Patrick and Rita Joyce, Carlow University (PA); Jerold Meadows, MacMurray College (IL); Vernon and Kathleen Miles, Lynchburg College (VA); Judy Muyskens and John Herraghty, Colby-Sawyer College (NH); Laura Niesen de Abruna and David Long, Heidelberg College (OH); Ernie and Flo Nolan, Madonna University (MI); Susan Pauly and Stephen Dew, Mount Mercy College (IA); Suzanne Shipley and Randall Wadsworth, College of Notre Dame of Maryland; Jay and Jenné Chastain Simmons, LaGrange College (GA); Dale Soden, Whitworth College (WA); Stephen and Teri Varvis, Fresno Pacific University (CA); and Cynthia Zane and Stephen Mazurak, College of Mount St. Joseph (OH).

Conversation Between Foundation Officers and College and

University Presidents—CIC's largest-ever Foundation Conversation, which took place in New York City on September 20, 2004, focused on why and how foundations change their priorities in grant-making. Held at TIAA-CREF headquarters, the 2004 Conversation—16th in an annual series—drew a record 138 participants.

"Foundations' Changing Priorities for Independent Colleges and Universities" was the theme. Two foundation presidents, Robert Connor of the Teagle Foundation and Michael Gilligan of the Henry R. Luce Foundation, explained the processes their foundations went through to produce new priorities. Among the concerns addressed were: What process do foundations use when changing their priorities?



Hastings College, NE



2004 CAO Institute

What is the role of the independent sector of higher education in meeting human capital needs? What are the implications for state spending and tax policies? Other speakers included Alison Bernstein, vice president for knowledge, creativity, and freedom, Ford Foundation; Neil Grabois, vice president, Carnegie Corporation of New York; and Jamie Merisotis, president, Institute for Higher Education Policy.

Presidential Forums—Since 2002, 90 presidents have signed up for one of ten regional forums. Three additional forums are in the process of being established. Each forum convenes a group of five to seven presidents for two to three meetings per year to discuss professional concerns “off the record.” To encourage candid discussion, presidents in each forum lead institutions that do not compete with one another. The Presidential Forums program was directed by George Houston, president emeritus of Mount St. Mary’s University (MD).

President-Trustee Dialogues—These regional meetings of presidents with one or two trustees from six to ten institutions examine board governance, president-board relations, and institutional strategy. Over a two-year period, nine dialogues involved 66 president-trustee leader teams. The locations and host institutions in 2004–2005 were Greensboro, NC (Guilford College); Indianapolis, IN (University of Indianapolis); and Cleveland, OH (Ursuline College). The program was launched in July 2003 and was directed by Tom Flynn, who served as CIC senior advisor and is now president of Alvernia College (PA).

Presidents Consulting Service—Retired presidents comprise a roster of consultants to advise (via phone or a campus visit) sitting presidents on issues including crisis management, financial management, president-board relations, presidential evaluation, mentoring, and administrative reorganization. From February 2002 to June 2005, 27 consultancies took place. CIC President Emeritus Allen Splete was the director.

The three presidential services listed above were funded by a grant from the Henry Luce Foundation.

Connecting Chief Academic Officers

Institute for Chief Academic Officers—CIC’s 32nd annual Institute for Chief Academic Officers was one of the best-attended, with 294 CAOs and other academic officers, and 122 chief financial officers. This was CIC’s first event to bring CAOs and CFOs together to discuss ways of addressing their institutions’ competitive challenges. The meeting, held on October 30–November 2, 2004 in San Francisco (CA), was cosponsored by the National Association of College and University Business Officers (NACUBO).

Throughout the conference, speakers explored the theme of “Collaborative Leadership: Meeting Competitive Challenges,” focusing on critical aspects of the work of CAOs and CFOs that necessarily bring them together and occasionally into conflict. In particular, participants said they appreciated opportunities to work intensively with colleagues for sustained periods on issues that are of particular concern to both CAOs and CFOs, such as information technology, enrollment management, facilities planning, using data for decisions, and prioritizing academic program costs.

Plenary speakers included Michael L. Lomax, president and chief executive officer of the United Negro College Fund (UNCF) and previously president of Dillard University (LA), who delivered the keynote address; EDUCAUSE President Brian L. Hawkins, whose address drew heavily on research that EDUCAUSE has conducted about ways to better utilize information technology; and Martha Lamkin, president and chief executive officer of the Lumina Foundation for Education, who spoke about the challenge of educating a new generation of college students—many of whom are from low-income families. In addition, David Kirp, professor of public policy at the University of California, Berkeley, and author of *Shakespeare, Einstein and the Bottom Line: The Marketing of Higher Education*, and Ellen Hall, vice president for academic affairs at Wells College (NY), closed the conference with a dialogue about how market forces have reshaped much of higher education—from the way faculty members are hired to the ways students are recruited, from ties with business and industry to the uses of the Internet.



Challenge of Prioritizing Academic Programs

More than 100 CAOs and CFOs at the 2004 Institute for Chief Academic Officers participated in a post-conference workshop to learn how to prioritize programs using criteria and processes that have proven effective. Robert Dickeson (pictured), senior vice president of the Lumina

Foundation and author of *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, said colleges and universities are facing “the four horsemen of the higher education apocalypse—increased demand, diminished capacity, economic and fiscal problems, and demands for accountability—that are forcing them to reallocate resources to achieve strategic balance.”

“Campuses are simultaneously trying to increase revenues, decrease expenses, improve quality, and strengthen their reputation,” he explained, noting the tendency to “defer physical plant maintenance, ignore academics as too politically volatile, and make cuts across-the-board.” But Dickeson said college leaders must set academic priorities and review programs through a set of criteria, including: program history, development, and expectations; external and internal demand for the program; quality of inputs, processes, and outcomes; and size, scope, productivity, revenue, and costs of the program. He concluded that “reallocation of resources is necessary; prioritization of programs is possible; and with courage—and your leadership—your institution can be strengthened.”

William Julian, provost and dean of the faculty at Lindsey Wilson College (KY) related his experiences in setting program priorities. “Before you start, you need to know why you’re doing it and what you want to come out with—it’s a stressful process, so think carefully about when to do it.” He emphasized that communication throughout the process is critical. “I learned that I needed to think about what I would communicate, when, and to whom. This is an inherently political process because we are proposing, however implicitly, a way of determining ‘who gets what of what there is to get.’” Julian said “the best time to set program priorities is when it does not appear to be necessary.” He concluded that “this is a process through which you can create possibilities for your institution—you can come out of it with resources and choices and opportunities you did not know you had.”

Connecting Campus Leaders and Other Faculty Members

Department/Division Chair Workshops—More than 200 department and division chairs, representing 96 colleges and universities, participated in the fourth annual series of regional workshops in spring 2005. The focus this year was “Effective Personnel Practices.” The workshops were held in San Francisco, CA (April 1–2); Atlanta, GA (May 24–26); Pittsburgh, PA (June 1–3); and Chicago, IL (June 7–9). Strategies for conducting difficult personnel conversations and how to work effectively with the chief academic officer were two of the topics of greatest interest at the workshops. Experts on legal and personnel issues, as well as an experienced chief academic officer, led participants through discussions and case studies on the theory and practice of conflict resolution, support for personnel in stressful circumstances, preventive law, and legal issues in hiring, non-renewal of contracts, and firing. Participants said the workshops offered clear, practical suggestions on a variety of topics, including critical legal problems to be aware of, dealing with a difficult conversation, leadership and people management skills, and working with the chief academic officer.

Helping Spouses of Presidents and Chief Academic Officers

Spouses Programming—CIC provides special programming for spouses of presidents and chief academic officers at its two annual meetings. A record number of presidential spouses (186) attended CIC’s 2005 Presidents Institute, featuring sessions on the personal and professional interests of presidential spouses. Discussion groups led by presidential spouses focused on topics such as planning programs for trustee spouses and getting involved with the campus community.



Willamette University, OR

The Council's support of practical, sustainable, and cost-effective ways to advance institutional effectiveness by raising the quality of education is distinctive. CIC's variety of initiatives and programs help strengthen libraries; improve teaching and research in critical fields of study; assist campus leaders in addressing student learning; provide professional development opportunities; and connect campuses with communities, among other purposes.

Strengthening Libraries, and Teaching and Research in Selected, Critical Fields of Study

Transformation of the College Library Workshops—In a competitive program, CIC selected 79 institutions out of 146 applicants to participate in one of three Transformation of the College Library Workshops to be held in 2005–2006. Workshops will be offered September 29–October 1, 2005 in Chicago, IL; February 9–11, 2006 in New Orleans, LA; and April 20–22, 2006, in Boston, MA.

The workshops are being offered by CIC in partnership with the National Institute for Technology and Liberal Education (NITLE), a group of 81 colleges that collaboratively strengthen teaching and learning through instructional technologies (at present, about half of NITLE's affiliated colleges are also CIC members). In addition, the Council on Library and Information Resources and the Association of College and Research Libraries are co-sponsoring the workshops, and the Appalachian College Association (ACA) and the United Negro College Fund (UNCF) have endorsed this program.

As in previous years, the workshops focus on the dramatic changes now occurring in college libraries, and address such critical issues as advancing information literacy as an element of liberal education, the role of the library in teaching and learning through collaboration between librarians and faculty members, the changing use and conception of the physical space of the library, the challenges of using technology in improving students' learning, setting institutional priorities for library-related costs when they

increasingly exceed standard budget guidelines, implementing institutional change, and assessing the institution-wide impact of changes in library services.

The workshops are supported by the Andrew W. Mellon Foundation and the Carl and Lily Pforzheimer Foundation. Funding is available for another series of workshops in 2006–2007.

Co-directors of the workshops are Scott Bennett, Yale University (CT) librarian emeritus; Rita Gulstad, vice president and dean of the College of Graduate and Extended Studies and dean of learning resources at Central Methodist University (MO); and Thomas Kirk, library director and coordinator of information services at Earlham College (IN). The advisory committee for the project includes Michael Bell, provost at Franklin Pierce College (NH); Sister Patricia Matthews, vice president for academic affairs, Marywood University (PA); and Susan Perry, senior advisor at the Andrew W. Mellon Foundation and director of programs for the Council on Library and Information Resources.

Participating institutions included:

Chicago: Albion College (MI), Averett University (VA), Bloomfield College (NJ), Christian Brothers University (TN), Clarke College (IA), Eureka College (IL), Ferrum College (VA), Grand View College (IA), Hanover College (IN), Jamestown College (ND), Lewis University (IL), Macalester College (MN), Madonna University (MI), Mount Aloysius College (PA), Mount Vernon Nazarene University (OH), North Central College (IL), Ohio Valley University (WV), Sacred Heart University (CT), St. Edward's University (TX), Taylor University (IN), Trinity Christian College (IL), Tri-State University (IN), University of Charleston (WV), University of Dubuque (IA), University of Mary (ND), University of Saint Francis (IN), Wheeling Jesuit University (WV).

New Orleans: Augsburg College (MN), Bethune-Cookman College (FL), Campbellsville University (KY), Chowan College (NC), Concordia College (MN), Fontbonne University (MO), King



Olivet College, MI

College (TN), LaGrange College (GA), Lee University (TN), Lourdes College (OH), Maryville College (TN), Morris College (SC), Our Lady of the Lake University (TX), Pacific University (OR), Philander Smith College (AR), Prescott College (AZ), Rockhurst University (MO), Rosemont College (PA), Shenandoah University (VA), Southeastern University (FL), St. Andrews Presbyterian College (NC), Union University (TN), Urbana University (OH), Waynesburg College (PA), Wesley College (DE), Wilmington College (OH).

Boston: Belmont University (TN), Bennett College for Women (NC), California Baptist University (CA), Colby College (ME), College of Mount St. Joseph (OH), College of St. Scholastica (MN), Colorado College (CO), Concordia College (NY), Davis and Elkins College (WV), Doane College (NE), Emory and Henry College (VA), Franklin Pierce College (NH), Furman University (SC), Greensboro College (NC), Hendrix College (AR), Lesley University (MA), Lycoming College (PA), Marymount University (VA), Mount Ida College (MA), Robert W. Woodruff Library (GA), Skidmore College (NY), The College of Wooster (OH), University of Bridgeport (CT), University of Richmond (VA), Voorhees College (SC), Washington and Lee University (VA).

Learning Spaces and Technology Workshop—CIC and the National Institute for Technology and Liberal Education (NITLE) secured funding this year from the Andrew W. Mellon Foundation to offer Learning Spaces and Technology Workshops. The goal of the workshops is to help colleges and universities plan effective facilities where students learn by using technology. Such facilities may include a library, computing center, classroom, a computing or multimedia lab usually associated with libraries and computing centers, or even a campus center. The workshops on technology-enhanced learning spaces are designed to serve both those institutions that plan to construct new facilities and those that intend to renovate existing buildings, seeking in both instances to enable faculty members and students to use technology more effectively and creatively in the service of learning. The first workshop will be held at Rhodes College (TN) in February 2006.

Gilder Lehrman Institute of American History—CIC and the Gilder Lehrman Institute of American History cosponsored a fourth annual seminar for CIC faculty members in history and related fields. The 2005 seminar, held at Harvard University on June 21–23, 2005 focused on “Interpreting the History of Recent and Controversial Events.” The seminar director was Ernest R. May, Charles Warren Professor of American History at Harvard University.

During the intensive three-day seminar, participants considered how historians studying the recent past use and evaluate sources not available to historians studying earlier periods. This seminar dealt with examples involving files from intelligence agencies, secret voice recordings, and videography and digital imaging. It ended with consideration of the 9/11 Commission report, which provides a very recent example of the age-old problem of comparing written and oral sources as well as the challenge of matching history and memory.

Twenty-four faculty members were selected by competitive nomination; participants came from Simon’s Rock College of Bard (MA), Converse College (SC), Wesleyan College (GA), Centenary College (NJ), Cabrini College (PA), Curry College (MA), Immaculata University (PA), Oklahoma City University, Hamilton College (NY), Saint John’s University/College of Saint Benedict (MN), Huntingdon College (AL), Scripps College (CA), Ripon College (WI), Southwestern University (TX), St. Bonaventure University (NY), Hartwick College (NY), Berry College (GA), Alaska Pacific University, Carroll College (WI), Columbia College (SC), Bennington College (VT), Nichols College (MA), and Lycoming College (PA).



Newman University, KS



University of the Ozarks, AR

Heuer Awards for Outstanding Achievement in Undergraduate Science Education—Two independent colleges were selected in 2005 to receive the Council of Independent Colleges fifth annual Heuer Awards for Outstanding Achievement in Undergraduate Science Education. Juniata College (PA) and Oberlin College (OH) were chosen out of 28 nominations for demonstrating noteworthy recent achievement in undergraduate science education. The CIC/Heuer award program, funded by The Russell Pearce and Elizabeth Crimian Heuer Foundation, builds on the documented achievements of independent colleges and universities in undergraduate science education. Each institution has received a \$10,000 award to be used for further enhancement of its science programs.

A panel of science educators from institutions that previously received the Heuer award chose the recipients of this year's award. Panelists included (chair) Hutch Bearce, CIC senior advisor and retired professor of chemistry and dean of the college at Central College (IA); E. Lee Coates, associate professor and director of the neuroscience program, Allegheny College (PA); Susan Mabry, associate professor of mathematics and computer science at Whitworth College (WA); and Pradip Bandyopadhyay, professor of physics and chair of the natural sciences division at Hendrix College (AR).

Teaching About Islam and Middle Eastern Culture—In response to the popularity and impact of the January 2004 Teaching About Islam and Middle Eastern Culture Seminar, CIC and the Council of American Overseas Research Centers received funding from the U.S. Department of State to offer a second seminar for faculty members at CIC colleges and universities in January 2005. The 2005 seminar, which took place at the American Center of Oriental Research in Amman, Jordan, again provided the opportunity for faculty members in diverse fields to learn more about the Middle East. The seminar was designed for faculty members not already experts on this subject with the expectation that they share new insights and knowledge gained at the seminar when they return to their home institutions. Twelve participants were selected from the

The 2005 Heuer Awards for Outstanding Achievement in Undergraduate Science Education

Juniata College (PA) – Department of Chemistry, for curricular innovation. Recognizing that a large percentage of their students were pre-health or biology majors, the department reorganized the traditional chemistry sequence so that organic chemistry comes first. This arrangement also permitted the early introduction of instrumental analytical tools (which are particularly useful with organic compounds) as well as an increased emphasis on student research. The outcomes of this restructuring have been, over the last four years, a threefold increase (30 to 97) in chemistry majors; 16 reviewed publications with student coauthors; and 27 student presentations at regional, national, and international meetings. In addition, 70 percent of declared majors are women and 60 percent of graduates go on to graduate programs. The department's "Science in Motion" outreach program provides instrumentation, curricula, in-service instruction, and ongoing support to more than 30 high schools, and has been duplicated in ten other colleges in Pennsylvania and in eight other regions in the country.

Oberlin College (OH) – Neuroscience Department, for national leadership. This program began in 1972 as a psychobiology major, becoming neuroscience in 1986. Following the construction of new facilities in 1990, the program has expanded from five to 25 graduates per year, tripled the size of the faculty, become an independent department in 2002, and expects to graduate 32 majors in 2005. The program has been extremely influential nationally and has served as a model for numerous other undergraduate programs. Almost all majors participate in an intensive research project culminating in the required senior seminar. For students graduating in 2000 and 2001, 80 percent are currently in graduate or medical school. Oberlin College faculty members were actively involved in the formation of the professional association, Faculty for Undergraduate Neuroscience.

135 nominations received for the first seminar. Participants included faculty members from Rockhurst University (MO), Willamette University (OR), Millsaps College (MS), University of Indianapolis (IN), California Lutheran University, Gwynedd-Mercy College (PA), Point Loma Nazarene University (CA), Thomas More College (KY), Franklin Pierce College (NH), Hollins University (VA), Champlain College (VT), and Carroll College (MT).

Harvard University Library's Open Collections Program—A special partnership between CIC and the Harvard University Library established a new program in summer 2005 that makes digital materials available for classroom use in a wide range of colleges and universities. The program includes a listserv where interested faculty members and librarians at CIC institutions can discuss uses of these materials with each other and with Harvard librarians. So far 163 faculty members, librarians, and administrators from 93 CIC member institutions have joined the listserv.

Engaging Communities and Campuses Program—This multi-year initiative begun by CIC in 1998 has assisted colleges and universities, in partnership with community organizations, both to improve student learning and to meet community needs. The program, supported by a grant from the Atlantic Philanthropies, has conducted workshops, made awards to 13 institutions that developed model programs, and prepared working papers. The culminating program activity, a web-based Effective Practices Exchange that includes 54 descriptions of institutional programs, was launched in summer 2004 and has since received large and steady web traffic.

On June 26–28, 2005, a meeting of 20 institutions from the program was held at Mount St. Mary's University (MD) as a concluding activity to discuss nearly a decade of work on these issues. Participating institutions included Allegheny College (PA), Augsburg College (MN), Benedictine College (KS), College of Notre Dame of Maryland, College of St. Catherine (MN), Elon University (NC), Hendrix College (AR), Holy Family University (PA), Johnson C. Smith University (NC), Lesley University (MA), Loyola University New Orleans (LA), Lycoming College (PA), Mars Hill College (NC), Messiah College (PA), Ohio Dominican University, Otterbein College (OH), St. Edward's University (TX), Tusculum College (TN), University of the Incarnate Word (TX), Wagner College (NY), and Warren Wilson College (NC).

Savvy Cyber Pre-service Teacher Initiative—In a meeting on December 2–3, 2004, CIC developed, in conjunction with the Stevens Institute of Technology, plans to extend a proven method of preparing prospective K–12 teachers of math and science to CIC colleges and universities. The approach makes innovative use of “real world” data available via the Internet. Participants included mathematics and science faculty members who have been educating prospective K–12 teachers. The faculty members were from Birmingham-Southern College (AL), Catawba College (NC), Claflin University (SC), College of Saint Mary (NE), Endicott College (MA), Keystone College (PA), Lesley University (MA), Mount Saint Mary College (NY), North Carolina Wesleyan College, Ohio Dominican University, and Shorter College (GA).



Tiffin University, OH

CIC supports and assesses a range of institutional reforms and programs, including:

Reforming Teacher Accreditation

Teacher Education Accreditation Council (TEAC)—CIC continues to endorse TEAC. Founded in 1997, TEAC is a nonprofit organization dedicated to improving academic degree programs for professional educators. TEAC's membership represents a broad range of higher education institutions, from liberal arts colleges to research universities, and includes other institutions and professional organizations. TEAC is recognized as a national accreditor by the Council for Higher Education Accreditation and by the U.S. Department of Education; and it is a formal option for either program review or accreditation in seven states, with promising protocol discussions underway in another 12 states.

Strengthening First-Year Programs

Foundations for Excellence in First-Year Programs—In cooperation with the Policy Center on the First Year of College, located at Brevard College (NC), CIC enabled member institutions to participate in a program to develop dimensions of excellence for first-year programs in independent institutions. Since 2003, 12 institutions participated in a consortium to test these standards on their campuses, and in October 2004, representatives of these institutions convened to share the results of their efforts. Another 25 CIC members were Affiliate Institutions that received all materials and some consultant assistance. The project was funded by the Atlantic Philanthropies and the Lumina Foundation for Education. The 12 participating institutions included Augsburg College (MN), Aurora University (IL), Columbia College (SC), Endicott College (MA), Franklin Pierce College (NH), Indiana Wesleyan University, Madonna University (MI), Maryville College (TN), Marywood University (PA), Nazareth College of Rochester (NY), St. Edward's University (TX), and the University of Charleston (WV).



Hartwick College, NY

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

Helping Students Through Partnerships

Tuition Exchange Program (CIC-TEP)—The CIC Tuition Exchange Program consists of a network of member colleges and universities willing to accept as students—tuition free—family members of full-time employees at other CIC institutions. This popular program continues to grow. CIC-TEP had a record 352 participating institutional members in 2004–2005, benefiting 1,267 students.

Woodrow Wilson Visiting Fellows Program—The Woodrow Wilson National Fellowship Foundation, in cooperation with CIC, is offering initial year discounts of \$1,000 (or 20 percent) to CIC member institutions participating in the Foundation’s Visiting Fellows Program, which brings notable, non-academic figures to college and university campuses for weeklong residencies. Over the past two years, 52 institutions have expressed interest and 29 CIC colleges and universities have participated. In 2005–2006, the program will extend the 20 percent discount to those campuses that have not hosted Fellows in the two most recent academic years (2003–2004 or 2004–2005).

Cooperating on Information Technology

CIC and EDUCAUSE Events—CIC and EDUCAUSE have worked to make regional workshops under EDUCAUSE auspices increasingly useful to CIC member institutions by providing CIC-sponsored sessions and networking opportunities at selected EDUCAUSE events. Four regional events were held in 2005: EDUCAUSE Southwest on February 15–18 in Austin, TX; EDUCAUSE Midwest on March 21–23 in Chicago, IL; EDUCAUSE Western on April 26–28 in San Francisco, CA; and EDUCAUSE Southeast on June 6–8 in Atlanta, GA. Each workshop included a luncheon roundtable discussion on topics of interest to CIC member institutions and an afternoon discussion on network security issues, developed by the leaders of the EDUCAUSE/Internet 2 Computer and Network Security Task Force and the National Science Foundation Middleware Initiative. CDs containing useful resources from both organizations were distributed during the sessions.

Partnering with the Media

CIC/New York Times Partnership in Education—In 2005, the Partnership was announced on the *Times* website (www.nytimes.com/college), speakers from the *Times* have been visiting partnership campuses throughout the academic year, and a Student Newspaper Editors Workshop entitled “Inside the Times” was held in October 2005. The Partnership includes 42 CIC members and was officially launched in fall 2003. Members receive discounted subscriptions, advertising rates, and rights and permissions site licenses for the *Times* archives, as well as programs and events on campus sponsored by the *Times* and priority privileges for securing reporters and editors for speaking engagements on campus. David Caputo of Pace University (NY) served in 2004–2005 as chair of the Partnership’s Presidents Council, which meets each fall at the *Times* headquarters in New York City.



Buena Vista University, IA



Converse College, SC

CIC/New York Times Partner Institutions: Allegheny College (PA), Bethany College (WV), California Lutheran University, Cazenovia College (NY), Chaminade University of Honolulu (HI), College of Notre Dame of Maryland, Dillard University (LA), Ferrum College (VA), Fresno Pacific University (CA), George Fox University (OR), Goucher College (MD), Hartwick College (NY), Hendrix College (AR), Heritage University (WA), Juniata College (PA), Millsaps College (MS), Mount Holyoke College (MA), Otterbein College (OH), Pace University (NY), Pacific Lutheran University (WA), Pitzer College (CA), Regis University (CO), Rider University (NJ), Rollins College (FL), Sage Colleges (NY), Saint Leo University (FL), Scripps College (CA), St. Edward's University (TX), St. Andrews Presbyterian College (NC), Swarthmore College (PA), University of Charleston (WV), University of Puget Sound (WA), University of St. Thomas (TX), Wagner College (NY), Westminster College (PA), Westmont College (CA), Whitworth College (WA), Whittier College (CA), Willamette University (OR), and Wofford College (SC).

Publishing Partnerships

Presidential Transitions in Private Colleges: Six Integrated Phases Essential for Success—CIC co-published this book in spring 2005 with the Council for Christian Colleges & Universities (CCCCU). Written by CCCC President Robert Andringa and Allen Splete, CIC's president emeritus, *Presidential Transitions in Private Colleges* is intended to help newly nominated presidents, incumbents, those planning their retirement, and board leaders involved in transitions to anticipate and address issues that arise in succession planning and transition. The six phases discussed in the book are: anticipating a departure; departing with style; searching successfully; preparing for a new presidency; launching a new presidency; and evaluating presidential and board performance.

Equity and Excellence Book—CIC worked with the Andrew W. Mellon Foundation, the Brookings Institution, the Association of American Universities, Princeton University's Woodrow Wilson School of Public and International Affairs, and the Princeton Club of Washington to cosponsor a panel discussion of *Equity and Excellence in American Higher Education*. The book is authored by William G. Bowen, Martin A. Kurzweil, and Eugene M. Tobin.

The event was held at the Brookings Institution on April 29, 2005 and featured Bowen, Tobin, and Kurzweil, president, program officer, and research associate, respectively, of the Andrew W. Mellon Foundation; as well as Amy Gutmann, president of the University of Pennsylvania; and David Breneman, dean of the Curry School of Education at the University of Virginia.

2004–2005 CIC AWARDEES

Allen P. Splete Award for Outstanding Service

Thomas A. Emmet, president of Higher Education Executive Associates, received the Allen P. Splete Award for Outstanding Service during the 2005 Presidents Institute awards banquet. CIC honored Emmet for his longstanding consultancy work with more than 1,850 colleges and universities of all types since 1954. He deserves to be called the “dean of consultants,” having worked with hundreds of small and mid-sized institutions.



Award for Philanthropy

CIC presented the 2005 Award for Philanthropy to the UPS Foundation during the 2005 Presidents Institute awards banquet. UPS Foundation president Evern Cooper (left) accepted the award. The Foundation is the charitable arm of the United Parcel Service, founded in 1907 as a messenger company and headquartered in Atlanta, Georgia. The UPS Foundation earned the CIC Award for Philanthropy for its ongoing commitment to the private sector of higher education, particularly through its support of the Foundation for Independent Higher Education/UPS National Venture Fund.

Chief Academic Officer Award

Ann Taylor Green, provost, vice president for academic affairs, and professor of mathematics at Bethune-Cookman College, was selected by the nation’s chief academic officers to receive the 2004 Chief Academic Officer Award for contributions to her colleagues at private colleges and universities.



Recognition for Ten Years of Consecutive Sponsorship

Kaludis Consulting, SunGard SCT, and Witt/Kieffer Education and Not-for-Profit Practice were presented with plaques honoring the companies for providing ten consecutive years of support for the CIC Presidents Institute.

RESOURCE DEVELOPMENT

CIC's fundraising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs (such as conference sponsorships), and unrestricted grants for general operating support. CIC received financial support between July 1, 2004 and June 30, 2005 from these donors and sponsors:

Academic Search Consultation Service	Jack Kent Cooke Foundation	Spelman and Johnson Group
Allied-Barton Security Services	James Tower, Inc.	Stamats
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Juniata College, PA

FINANCIAL STATEMENT

Statement of Revenues, Expenses, and Change in Unrestricted Net Assets 7/1/04 - 6/30/05:

	GENERAL OPERATIONS	PROJECT GRANTS	TOTAL
Revenues			
Membership Dues	\$1,859,720		\$1,859,720
Program Participant Fees	729,084		729,084
Gifts and Grants			
Unrestricted Grants	83,000		83,000
Program Grants	473,500	\$500,003	973,503
Consulting Fees	4,423	17,483	21,906
Interest, Investment, and Miscellaneous Income	178,551	6,460	185,011
Total Revenues	\$3,328,278	\$523,946	\$3,852,224
Expenses			
Salaries and Benefits	\$1,602,977	\$126,870	\$1,729,847
Programs and Meetings	594,779		594,779
Grants to Colleges	75,000	36,358	111,358
Other Expenses	715,514	352,868	1,068,382
Total Expenses	\$2,988,270	\$516,096	\$3,504,366
	Change in Net Assets		\$347,858
	Unrestricted Net Assets at 07/01/04		\$2,570,930
	Unrestricted Net Assets at 06/30/05		\$2,918,788

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Berea College, KY

COLLEGE AND UNIVERSITY MEMBERS OF CIC (JUNE 2005)

CIC continues its steady growth with a membership of 539 independent colleges and universities, including liberal arts and comprehensive institutions. Membership has grown by 131 institutions over the past five years. In addition, 56 national, state, and regional organizations are Affiliate Members, seven are International Members, and nine comprise CIC's newest membership category, Associate Members.

Alabama

Birmingham-Southern College
Huntingdon College
Miles College
Oakwood College
Spring Hill College

Alaska

Alaska Pacific University

Arizona

Prescott College

Arkansas

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John Brown University
Lyon College
Ouachita Baptist University
Philander Smith College
University of the Ozarks

California

Azusa Pacific University
Bethany College
California Baptist University
California Lutheran University
Chapman University
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names University
Mills College
Mount St. Mary's College
Notre Dame de Namur University
Pitzer College
Point Loma Nazarene University
Scripps College
Simpson University
Thomas Aquinas College
Westmont College
Whittier College
Woodbury University

Colorado

Colorado Christian University
Naropa University
Regis University

Connecticut

Albertus Magnus College
Connecticut College
Mitchell College
Sacred Heart University
Saint Joseph College
University of Bridgeport

Delaware

Wesley College
Wilmington College

Florida

Barry University
Bethune-Cookman College
Clearwater Christian College
Eckerd College
Flagler College
Florida Memorial University
Jacksonville University
Palm Beach Atlantic University
Rollins College
Saint Leo University
Southeastern College
St. Thomas University
Warner Southern College

Georgia

Agnes Scott College
Berry College
Brenau University
Clark Atlanta University
LaGrange College
Mercer University
Morehouse College
Oglethorpe University

Paine College
Piedmont College
Shorter College
Spelman College
Thomas University
Wesleyan College

Hawaii

Brigham Young University Hawaii
Chaminade University of Honolulu

Idaho

Albertson College of Idaho

Illinois

Augustana College
Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Dominican University
Elmhurst College
Eureka College
Greenville College
Illinois College
Illinois Wesleyan University
Judson College
Kendall College
Lewis University
MacMurray College
McKendree College
Millikin University
Monmouth College
National-Louis University
North Central College
Olivet Nazarene University
Principia College
Quincy University
Rockford College
Saint Xavier University
Trinity Christian College
University of St. Francis



McPherson College, KS

Indiana

Anderson University
Bethel College
Calumet College of St. Joseph
Earlham College
Franklin College
Goshen College
Grace College and Seminary
Hanover College
Huntington College
Indiana Wesleyan University
Manchester College
Marian College
Saint Joseph's College
Saint Mary-of-the-Woods College
Saint Mary's College
Taylor University
Tri-State University
University of Evansville
University of Indianapolis
University of Saint Francis
Wabash College

Iowa

Briar Cliff University
Buena Vista University
Central College
Clarke College
Cornell College
Dordt College
Drake University
Graceland University
Grand View College
Iowa Wesleyan College
Loras College
Morningside College
Mount Mercy College
Simpson College
St. Ambrose University
University of Dubuque
Upper Iowa University
Waldorf College
Wartburg College

Kansas

Baker University
Benedictine College
Bethany College

Bethel College
Friends University
Kansas Wesleyan University
McPherson College
MidAmerica Nazarene University
Newman University
Ottawa University
Southwestern College
Sterling College
Tabor College
University of Saint Mary

Kentucky

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

Louisiana

Dillard University
Loyola University New Orleans

Maine

Saint Joseph's College of Maine
Unity College
University of New England

Maryland

College of Notre Dame of Maryland
Columbia Union College
Goucher College
Loyola College in Maryland
McDaniel College
Mount St. Mary's University
St. John's College
Villa Julie College

Massachusetts

American International College
Anna Maria College
Assumption College
Bay Path College
Curry College
Eastern Nazarene College
Elms College
Emerson College
Emmanuel College
Endicott College
Gordon College
Hampshire College
Lesley University
Merrimack College
Mount Holyoke College
Mount Ida College
Nichols College
Regis College
Simon's Rock College of Bard
Springfield College
Stonehill College
Western New England College
Wheaton College

Michigan

Adrian College
Alma College
Aquinas College
Ave Maria College
Calvin College
Cornerstone University
Hillsdale College
Madonna University
Marygrove College
Olivet College
Siena Heights University
Spring Arbor University

Minnesota

Augsburg College
Bethany Lutheran College
Bethel University
College of Saint Benedict
College of St. Catherine
College of St. Scholastica
Concordia College



Gardner-Webb University, NC

COLLEGE AND UNIVERSITY MEMBERS OF CIC (JUNE 2005)



Missouri Baptist University, MO

Northwestern College
Saint John's University
University of Saint Thomas

Missouri

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

Mississippi

Millsaps College
Rust College
Tougaloo College

Montana

Carroll College
Rocky Mountain College
University of Great Falls

Nebraska

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

New Hampshire

Colby-Sawyer College
Franklin Pierce College

New England College
Rivier College
Saint Anselm College
Southern New Hampshire University

New Jersey

Bloomfield College
Caldwell College
Centenary College
College of Saint Elizabeth
Felician College
Georgian Court University
Monmouth University
Rider University
Saint Peter's College

New Mexico

College of the Southwest
St. John's College

New York

Cazenovia College
College of Mount Saint Vincent
College of Saint Rose
Concordia College
Daemen College
Dominican College
D'Youville College
Elmira College
Hamilton College
Hartwick College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Marymount College of Fordham University
Marymount Manhattan College
Medaille College
Mercy College
Molloy College
Mount Saint Mary College
Nazareth College
Nyack College
Pace University
Roberts Wesleyan College
Sage Colleges
Siena College

St. Bonaventure University
St. John Fisher College
St. Joseph's College
St. Lawrence University
St. Thomas Aquinas College
Utica College
Wagner College
Wells College

North Carolina

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

North Dakota

Jamestown College
University of Mary

Ohio

Antioch College
Ashland University
Bluffton University
Capital University
Cedarville University
College of Mount St. Joseph
College of Wooster
Defiance College

Franciscan University of Steubenville
 Franklin University
 Heidelberg College
 Hiram College
 John Carroll University
 Kenyon College
 Lake Erie College
 Lourdes College
 Malone College
 Marietta College
 Mount Union College
 Mount Vernon Nazarene University
 Muskingum College
 Notre Dame College
 Oberlin College
 Ohio Dominican University
 Ohio Northern University
 Ohio Wesleyan University
 Otterbein College
 Tiffin University
 University of Findlay
 Urbana University
 Ursuline College
 Walsh University
 Wilberforce University
 Wilmington College
 Xavier University

Oklahoma

Oklahoma City University

Oregon

George Fox University
 Marylhurst University
 Pacific University
 Willamette University

Pennsylvania

Albright College
 Allegheny College
 Alvernia College
 Arcadia University
 Cabrini College
 Carlow University
 Cedar Crest College
 Chatham College
 Chestnut Hill College

College Misericordia
 Delaware Valley College
 DeSales University
 Duquesne University
 Eastern University
 Elizabethtown College
 Franklin & Marshall College
 Gannon University
 Geneva College
 Gettysburg College
 Grove City College
 Gwynedd-Mercy College
 Holy Family University
 Immaculata University
 Juniata College
 Keystone College
 King's College
 La Roche College
 Lebanon Valley College
 Lycoming College
 Marywood University
 Mercyhurst College
 Messiah College
 Moravian College
 Mount Aloysius College
 Neumann College
 Philadelphia University
 Point Park College
 Robert Morris University
 Rosemont College
 Saint Francis University
 Saint Vincent College
 Seton Hill University
 Susquehanna University
 Swarthmore College
 Thiel College
 University of Scranton
 Ursinus College
 Washington and Jefferson College
 Waynesburg College
 Westminster College
 Widener University
 Wilkes University
 Wilson College
 York College of Pennsylvania

Rhode Island

Roger Williams University

South Carolina

Anderson College
 Benedict College
 Charleston Southern University
 Claflin University
 Columbia College
 Converse College
 Limestone College
 Morris College
 Newberry College
 Southern Wesleyan University
 Voorhees College
 Wofford College

South Dakota

Dakota Wesleyan University
 Mount Marty College
 University of Sioux Falls

Tennessee

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



Mills College, CA

COLLEGE AND UNIVERSITY MEMBERS OF CIC (JUNE 2005)

Texas

Austin College
East Texas Baptist University
Huston-Tillotson University
Jarvis Christian College
McMurry University
Our Lady of the Lake University
Schreiner University
Southwestern University
St. Edward's University
Texas College
Texas Lutheran University
Texas Wesleyan University
University of St. Thomas
University of the Incarnate Word
Wiley College

Utah

Westminster College

Vermont

Bennington College
Burlington College
Champlain College
Goddard College
Green Mountain College
Marlboro College
Norwich University
Saint Michael's College
Southern Vermont College

Virginia

Averett University
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hollins University
Lynchburg College
Mary Baldwin College
Marymount University
Randolph-Macon College
Randolph-Macon Woman's College
Roanoke College
Shenandoah University
Sweet Briar College

University of Richmond
Virginia Union University
Virginia Wesleyan College

Washington

Heritage University
Pacific Lutheran University
Saint Martin's University
Seattle Pacific University
University of Puget Sound
Whitworth College

West Virginia

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

Wisconsin

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

Associate Members

Ancilla College, IN
Cottey College, MO
Hesston College, KS
Hiwassee College, TN
Louisburg College, NC
Marymount College, CA
St. Augustine College, IL
Young Harris College, GA

International Members

American College of Greece
Forman Christian College (Pakistan)
Franklin College of Switzerland
John Cabot University (Italy)
Universidad Catolica de Occidente
(El Salvador)
Universidad Interamericana de Costa Rica
Universidad Jose Cecilio de Valle (Honduras)

New Members in 2004-2005

Institutional: Augustana College (IL), Bethany College (CA), Centre College, (KY), Connecticut College (CT), Delaware Valley College (PA), Florida Memorial College (FL), Golden Gate University (CA), Hannibal-LaGrange College (MO), Loyola University New Orleans (LA), Mills College (CA), Mount Ida College (MA), Ohio Wesleyan University (OH), Ouachita Baptist University (AR), Ripon College (WI), Saint Joseph College (CT), Simon's Rock College of Bard (MA), Transylvania University (KY), University of Richmond (VA), University of Saint Thomas (MN), Waldorf College (MA), Williams College (MA), Wingate University (NC), Wisconsin Lutheran College

Affiliate: American Academy of Religion (GA), American Councils for International Education: ACTR/ACCLES (DC), Council for the International Exchange of Scholars (DC), Council of Independent Colleges in Virginia, Great Lakes Colleges Association, Inc., (MI), Independent Colleges of Washington, Maryland Independent College and University Association, Organization of American Historians (IN), Society of Biblical Literature (GA), Tuition Plan Consortium (NM), Women's College Coalition (DC)

Associate: Cottey College (MO), Hesston College (KS), Marymount College (CA), Young Harris College (GA)

International: Universidad Catolica de Occidente, El Salvador



Saint Anselm College, NH

AFFILIATE MEMBERS OF CIC (JUNE 2005)

American Academy of Religion, GA	Federation of Independent Illinois Colleges & Universities
American Councils for International Education: ACTR/ACCLES, DC	Foundation for Independent Higher Education, DC
American Council of Learned Societies, NY	Georgia Foundation for Independent Colleges, Inc.
American Historical Association, DC	Gilder Lehrman Institute of American History, NY
Appalachian College Association, KY	Great Lakes Colleges Association, Inc., MI
Arkansas' Independent Colleges & Universities	IDEA Center, Inc., KS
Associated Colleges of Illinois	Independent Colleges of Indiana, Inc.
Associated Colleges of the South, GA	Independent Colleges of Washington
Association of Advanced Rabbinical and Talmudic Schools, NY	Iowa Association of Independent Colleges and Universities
Association of Collegiate Business Schools and Programs, KS	Kansas Independent Colleges Association
Association of Independent Colleges & Universities in New Jersey	LeaderShape, Inc., IL
Association of Independent Colleges & Universities of Nebraska	Lutheran Educational Conference of North America, SD
Association of Independent Colleges and Universities of Ohio	Maryland Independent College and University Association
Association of Independent Colleges and Universities of Pennsylvania	Minnesota Private College Council
Association of Independent Kentucky Colleges and Universities	National Association of Independent Colleges and Universities, DC
Association of Presbyterian Colleges & Universities, KY	National Humanities Alliance, DC
Christian College Consortium, NH	North Carolina Independent Colleges and Universities
Church of the Nazarene, MO	Ohio Foundation of Independent Colleges
Collaboration for the Advancement of College Teaching and Learning, MN	Organization of American Historians, IN
Conference for Mercy Higher Education, IL	Society for Values in Higher Education, OR
Council for Advancement and Support of Education, DC	Society of Biblical Literature, GA
Council for Christian Colleges & Universities, DC	South Carolina Independent Colleges & Universities
Council for Higher Education/United Church of Christ, OH	Tennessee Independent Colleges and Universities Association
Council for the International Exchange of Scholars, DC	Tuition Plan Consortium, NM
Council of American Overseas Research Centers, DC	United Methodist Church/General Board of Higher Education and Ministry, TN
Council of Independent Colleges in Virginia	West Virginia Independent Colleges and Universities, Inc.
EDUCAUSE, CO	Wisconsin Association of Independent Colleges & Universities
Evangelical Lutheran Church in America, IL	Women's College Coalition, DC
	Woodrow Wilson National Fellowship Foundation, NJ



Spelman College, GA

CIC STAFF AND ADVISORS (SEPTEMBER 30, 2005)

CIC Staff

Communications and Web Coordinator

August G. Adams

Vice President for Operations

Elizabeth M. Bishop

Administrative/Membership Assistant

Sheila Cooper

Business Manager

Melodie Davis

President

Richard Ekman

Conference Coordinator

Kimberly Farmer

Executive Vice President

Russell Garth

Projects Manager

Stephen Gibson

Director of Research

Harold V. Hartley III

Membership Director

Erika Henderson

Publications Coordinator

Sandra Holland

Assistant to the President and Assistant Director of Research

Christoph M. Kunkel

Vice President for Advancement

Frederik Ohles

Receptionist/Administrative Assistant

Keisha Pearson

Vice President for Programs

Mary Ann Rehnke

Conference Coordinator

Leslie Rogers

Director of Administration

Keith A. Wallace

Development Coordinator

Tiwanda Washington-Settlers

Vice President for Communications

Laura Wilcox

CIC Advisors

Senior Advisor, Information Technologies Programs

Edward J. Barboni

Senior Advisor, Annual Programs

W. H. Bearce

Senior Advisor, Library Projects

Scott Bennett

Senior Advisor, Survey of Historic Campus Architecture

Barbara Christen

Senior Advisor, Tuition Exchange Program

Edward J. Clark

Senior Counsel

Marylouise Fennell, RSM

Senior Advisor, Library Projects

Rita Gulstad

Senior Advisor, Library Projects

Thomas G. Kirk, Jr.

Senior Advisor, Public Relations

R. Keith Moore

President Emeritus

Allen Splete

Others Who Served CIC in 2004–2005

Senior Advisor, Engaging Communities and Campuses Project

Daniel Felicetti

Senior Advisor, President-Trustee Dialogues

Thomas Flynn

Senior Advisor, Engaging Communities and Campuses Project

Carol Hinds

Senior Advisor, Presidential Forums

George Houston

Business Manager

Kathleen I. LaHood

Senior Advisor, At-Risk Consortium Project

Patricia Poteat



Sweet Briar College, VA

There are several ways to reach CIC. Let us hear from you.

Council of Independent Colleges
One Dupont Circle, Suite 320
Washington, DC 20036-1110
Phone: (202) 466-7230
Fax: (202) 466-7238
E-mail: cic@cic.nche.edu

Website

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

Listserv Information

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

CIC Listservs

CICPRES-LIST

Open only to current presidents of CIC member institutions.

CICDEAN-LIST

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

CICSTUAFF-LIST

Open to student affairs officers and staff at CIC member institutions.

CICPR-LIST

Open to public relations officers and staff at CIC member institutions.

CICADVANCE-LIST

Open to development officers and staff at CIC member institutions.

CICFINANCE-LIST

Open to business officers of CIC member institutions.

CICSPOUSE-LIST

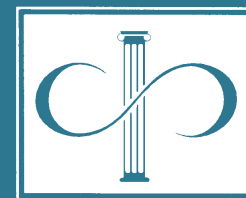
Open to spouses of current presidents of CIC member institutions.

CICNET-LIST

Open to those at CIC campuses interested in discussing issues of information technology.

CICCHAIR-LIST

Open to department and division chairs from CIC member institutions





THE COUNCIL OF INDEPENDENT COLLEGES

One Dupont Circle, Suite 320 ■ Washington, DC 20036

Phone: (202) 466-7230 ■ Fax: (202) 466-7238

E-mail: cic@cic.nche.edu ■ www.cic.edu

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