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|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Form <b>990</b><br><br>Department of the Treasury<br>Internal Revenue Service | <b>Return of Organization Exempt From Income Tax</b><br><br><b>Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)</b> | OMB No 1545-0047<br><div> <div>2011</div> <div>Open to Public Inspection</div> </div> |
|                                                                                                                                                              | ▶ The organization may have to use a copy of this return to satisfy state reporting requirements                                                                                                 |                                                                                       |

|                                                                                                                                                                                                                                                                                              |  |                                                                                                                                                |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>A For the 2011 calendar year, or tax year beginning 07-01-2011 and ending 06-30-2012</b>                                                                                                                                                                                                  |  | <b>D Employer identification number</b>                                                                                                        |  |
| <b>B</b> Check if applicable<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending |  | 01-6004776                                                                                                                                     |  |
| <b>C</b> Name of organization<br>COUNCIL OF INDEPENDENT COLLEGES<br>Doing Business As<br>Number and street (or P O box if mail is not delivered to street address) Room/suite<br>ONE DUPONT CIRCLE NW NO 320<br>City or town, state or country, and ZIP + 4<br>WASHINGTON, DC 20036          |  | <b>E Telephone number</b><br>(202) 466-7230                                                                                                    |  |
|                                                                                                                                                                                                                                                                                              |  | <b>G</b> Gross receipts \$ 13,645,703                                                                                                          |  |
| <b>F</b> Name and address of principal officer<br>RICHARD EKMAN<br>ONE DUPONT CIRCLE NW NO 320<br>WASHINGTON, DC 20036                                                                                                                                                                       |  | <b>H(a)</b> Is this a group return for affiliates?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No                      |  |
| <b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no ) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527                                                                                                |  | <b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If "No," attach a list (see instructions) |  |
| <b>J Website:</b> WWW.CIC.EDU                                                                                                                                                                                                                                                                |  | <b>H(c)</b> Group exemption number                                                                                                             |  |

| Part I                      | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                  |                     |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------|
| Activities & Governance     | <b>1</b> Briefly describe the organization's mission or most significant activities<br>THE COUNCIL OF INDEPENDENT COLLEGES IS AN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES WORKING TOGETHER TO SUPPORT COLLEGE LEADERSHIP, ADVANCE INSTITUTIONAL EXCELLENCE, AND ENHANCE PRIVATE HIGHER EDUCATION'S CONTRIBUTIONS TO SOCIETY TO FULFILL ITS MISSION, THE COUNCIL OF INDEPENDENT COLLEGES PROVIDES IDEAS, RESOURCES, AND SERVICES THAT ASSIST INSTITUTIONS IN IMPROVING LEADERSHIP EXPERTISE, EDUCATIONAL PROGRAMS, ADMINISTRATIVE AND FINANCIAL PERFORMANCE, AND INSTITUTIONAL VISIBILITY |                                  |                     |
|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                     |
|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                     |
|                             | <b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                     |
|                             | <b>3</b> Number of voting members of the governing body (Part VI, line 1a) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>3</b>                         | 33                  |
|                             | <b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>4</b>                         | 32                  |
|                             | <b>5</b> Total number of individuals employed in calendar year 2011 (Part V, line 2a) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>5</b>                         | 29                  |
|                             | <b>6</b> Total number of volunteers (estimate if necessary) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>6</b>                         | 31                  |
|                             | <b>7a</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0                                |                     |
|                             | <b>7b</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0                                |                     |
| Revenue                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Prior Year</b>                | <b>Current Year</b> |
|                             | <b>8</b> Contributions and grants (Part VIII, line 1h) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 43,933,409                       | 6,834,946           |
|                             | <b>9</b> Program service revenue (Part VIII, line 2g) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1,617,265                        | 1,585,267           |
|                             | <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d ) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 977,531                          | 968,224             |
|                             | <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0                                | 0                   |
|                             | <b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 46,528,205                       | 9,388,437           |
| Expenses                    | <b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1–3 ) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1,872,556                        | 3,415,721           |
|                             | <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0                                | 0                   |
|                             | <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 3,142,388                        | 3,540,471           |
|                             | <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0                                | 0                   |
|                             | <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) <input checked="" type="checkbox"/> 117,132                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |                     |
|                             | <b>17</b> Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3,511,763                        | 3,366,364           |
|                             | <b>18</b> Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 8,526,707                        | 10,322,556          |
|                             | <b>19</b> Revenue less expenses Subtract line 18 from line 12 . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 38,001,498                       | -934,119            |
| Net Assets or Fund Balances |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Beginning of Current Year</b> | <b>End of Year</b>  |
|                             | <b>20</b> Total assets (Part X, line 16) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 53,812,564                       | 56,017,965          |
|                             | <b>21</b> Total liabilities (Part X, line 26) . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 7,682,344                        | 13,070,812          |
|                             | <b>22</b> Net assets or fund balances Subtract line 21 from line 20 . . . . .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 46,130,220                       | 42,947,153          |

| Part II                                                                                                                                                                                                                                                                                                               |                                                                      | Signature Block                                                           |                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------|
| Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge. |                                                                      |                                                                           |                         |
| Sign Here                                                                                                                                                                                                                                                                                                             | *****<br>Signature of officer                                        |                                                                           | 2013-01-10<br>Date      |
|                                                                                                                                                                                                                                                                                                                       | RICHARD EKMAN PRESIDENT<br>Type or print name and title              |                                                                           |                         |
| Paid Preparer's Use Only                                                                                                                                                                                                                                                                                              | Preparer's signature                                                 | RICHARD M JONES CPA                                                       | Date<br>2012-12-04      |
|                                                                                                                                                                                                                                                                                                                       | Check if self-employed <input checked="" type="checkbox"/>           | Preparer's taxpayer identification number (see instructions)<br>P00621721 |                         |
| Firm's name (or yours if self-employed), address, and ZIP + 4                                                                                                                                                                                                                                                         | KENDALL PREBOLA AND JONES CPAS<br>PO BOX 259<br>BEDFORD, PA 15220259 |                                                                           | EIN 25-1645876          |
|                                                                                                                                                                                                                                                                                                                       |                                                                      |                                                                           | Phone no (814) 623-1880 |

May the IRS discuss this return with the preparer shown above? (see instructions) . . . . . ☒ Yes ☐ No

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III ☐ ☒

1

Briefly describe the organization's mission

THE COUNCIL OF INDEPENDENT COLLEGES IS AN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES WORKING TOGETHER TO SUPPORT COLLEGE LEADERSHIP, ADVANCE INSTITUTIONAL EXCELLENCE, AND ENHANCE PRIVATE HIGHER EDUCATION'S CONTRIBUTIONS TO SOCIETY TO FULFILL ITS MISSION, THE COUNCIL OF INDEPENDENT COLLEGES PROVIDES IDEAS, RESOURCES, AND SERVICES THAT ASSIST INSTITUTIONS IN IMPROVING LEADERSHIP EXPERTISE, EDUCATIONAL PROGRAMS, ADMINISTRATIVE AND FINANCIAL PERFORMANCE, AND INSTITUTIONAL VISIBILITY

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

4

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code ) (Expenses \$ 2,016,558 including grants of \$ 1,442,400 ) (Revenue \$ 10,532 )

STATE FUND PROGRAMS - THIS PROGRAM AREA EMERGED FROM THE MERGER OF CIC AND THE FOUNDATION FOR INDEPENDENT HIGHER EDUCATION (FIHE), WHICH WAS THE NATIONAL PARTNER IN A NETWORK OF STATE FUNDRAISING CONSORTIA OF INDEPENDENT COLLEGES AND UNIVERSITIES THE STATE FUND MEMBER PROGRAMS PROVIDE MEMBER SERVICES, CONSULTING, AND GRANT SUPPORT TO THE CONSORTIA, AS WELL AS PROFESSIONAL DEVELOPMENT OPPORTUNITIES THROUGH CONFERENCES AND BEST PRACTICES WORKSHOPS CIC PROVIDES GRANTS TO STATE FUND MEMBERS, FUNDED BY AN ANNUAL DRAWDOWN FROM THE CIC-FIHE ENDOWMENT, TO DISTRIBUTE TO THEIR MEMBER COLLEGES IN THE FORM OF UPS SCHOLARSHIPS FOR STUDENTS WITH ACADEMIC PROMISE AND DEMONSTRATED NEED IN 2011-2012, STUDENTS AT 601 INDEPENDENT COLLEGES RECEIVED A \$2,400 UPS SCHOLARSHIP FOR A TOTAL OF \$1,442,400

4b

(Code ) (Expenses \$ 1,493,386 including grants of \$ 1,251,141 ) (Revenue \$ )

WALMART COLLEGE SUCCESS AWARDS - WITH FUNDING FROM THE WALMART FOUNDATION, AWARDS WERE MADE TO 20 COMPETITIVELY SELECTED CIC INSTITUTIONAL MEMBERS FOR USE OVER TWO YEARS TO EXTEND, DEEPEN, OR STRENGTHEN THEIR EFFORTS TO ASSIST FIRST-GENERATION STUDENTS SUCCEED IN COLLEGE A SECOND ROUND OF FUNDING PROVIDED 20 \$100,000 AWARDS AND 10 \$50,000 AWARDS TO 30 ADDITIONAL COLLEGES AND UNIVERSITIES TO SUPPORT THEIR SUCCESSFUL PROGRAMS TO SUPPORT FIRST-GENERATION COLLEGE STUDENTS

4c

(Code ) (Expenses \$ 788,635 including grants of \$ 32,208 ) (Revenue \$ 410,106 )

THE PRESIDENTS INSTITUTE IS CIC'S PREMIER EVENT, BRINGING PRESIDENTS OF INDEPENDENT COLLEGES AND UNIVERSITIES TOGETHER FOR NETWORKING, PROBLEM-SOLVING, AND SHARING OF IDEAS AMONG COLLEAGUES LEADING SIMILAR INSTITUTIONS IN RECENT YEARS, CIC'S PRESIDENTS INSTITUTE HAS BECOME THE LARGEST ANNUAL MEETING OF COLLEGE AND UNIVERSITY PRESIDENTS, REGULARLY BRINGING TOGETHER MORE THAN 330 HIGHER EDUCATION CHIEF EXECUTIVES THE INSTITUTE INCLUDES A PROGRAM FOR NEW PRESIDENTS AND PRESIDENTIAL SPOUSES

See Additional Data Table

4d

Other program services (Describe in Schedule O )

(Expenses \$ 3,727,370 including grants of \$ 689,972 ) (Revenue \$ 1,164,629 )

4e

Total program service expenses \$ 8,025,949

Form 990 (2011)

Part IV

Checklist of Required Schedules

|     |                                                                                                                                                                                                                                                                                                    | Yes | No |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1   | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A.                                                                                                                                                                 | Yes |    |
| 2   | Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?                                                                                                                                                                                                  | Yes |    |
| 3   | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I.                                                                                                              |     | No |
| 4   | <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II.                                                                                               |     | No |
| 5   | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III.                                                                       |     | No |
| 6   | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I.                                            |     | No |
| 7   | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II.                                                                                     |     | No |
| 8   | Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III.                                                                                                                                                 |     | No |
| 9   | Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV.                                               |     | No |
| 10  | Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V.                                                                                              | Yes |    |
| 11  | If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.                                                                                                                                                    |     |    |
| a   | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.                                                                                                                                                               | Yes |    |
| b   | Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.                                                                                             | Yes |    |
| c   | Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.                                                                                             |     | No |
| d   | Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.                                                                                                              |     | No |
| e   | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.                                                                                                                                                                             | Yes |    |
| f   | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X.                                                    | Yes |    |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII.                                                                                                                                           | Yes |    |
| b   | Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional.                                                            |     | No |
| 13  | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E.                                                                                                                                                                                                 |     | No |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States?                                                                                                                                                                                                        |     | No |
| b   | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Part I. |     | No |
| 15  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U.S.? If "Yes," complete Schedule F, Part II and IV.                                                                                       |     | No |
| 16  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U.S.? If "Yes," complete Schedule F, Part III and IV.                                                                                           |     | No |
| 17  | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I.                                                                                                        |     | No |
| 18  | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II.                                                                                                                    |     | No |
| 19  | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III.                                                                                                                                              |     | No |
| 20a | Did the organization operate one or more hospitals? If "Yes," complete Schedule H.                                                                                                                                                                                                                 |     | No |
| b   | If "Yes" to line 20a, did the organization attach its audited financial statement to this return? <b>Note.</b> All Form 990 filers that operated one or more hospitals must attach audited financial statements.                                                                                   |     |    |

Part IV

Checklist of Required Schedules (continued)

|     |                                                                                                                                                                                                                                                                                            |     |     |    |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|----|
| 21  | Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .                                                          | 21  | Yes |    |
| 22  | Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .                                                                           | 22  | Yes |    |
| 23  | Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .                | 23  | Yes |    |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25</i> . . . . . | 24a |     | No |
| b   | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .                                                                                                                                                                                  | 24b |     |    |
| c   | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .                                                                                                                                       | 24c |     |    |
| d   | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .                                                                                                                                                                            | 24d |     |    |
| 25a | <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .                                                                      | 25a |     | No |
| b   | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .       | 25b |     | No |
| 26  | Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> . . . . .                                    | 26  |     | No |
| 27  | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> . . . . .            | 27  |     | No |
| 28  | Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)                                                                                              |     |     |    |
| a   | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                                                                                                                   | 28a |     | No |
| b   | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                                                                                                | 28b |     | No |
| c   | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                       | 28c |     | No |
| 29  | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .                                                                                                                                                                  | 29  |     | No |
| 30  | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .                                                                                                  | 30  |     | No |
| 31  | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .                                                                                                                                                        | 31  |     | No |
| 32  | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .                                                                                                                                      | 32  |     | No |
| 33  | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .                                                                                      | 33  |     | No |
| 34  | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> . . . . .                                                                                                                                         | 34  | Yes |    |
| 35a | Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?                                                                                                                                                                       | 35a |     | No |
| b   | Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .                                                                               | 35b |     | No |
| 36  | <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .                                                                                           | 36  |     | No |
| 37  | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> . . . . .                                             | 37  |     | No |
| 38  | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .                                                                                               | 38  | Yes |    |

|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                      |            |           |  |  |    |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|--|--|----|
| <b>Part V</b> <b>Statements Regarding Other IRS Filings and Tax Compliance</b>                  |                                                                                                                                                                                                                                                                                                                                                      |            |           |  |  |    |
| Check if Schedule O contains a response to any question in this Part V <input type="checkbox"/> |                                                                                                                                                                                                                                                                                                                                                      |            |           |  |  |    |
|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                      | <b>Yes</b> | <b>No</b> |  |  |    |
| <b>1a</b>                                                                                       | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.<br>.                                                                                                                                                                                                                                                                   | <b>1a</b>  | 138       |  |  |    |
| <b>b</b>                                                                                        | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.                                                                                                                                                                                                                                                                     | <b>1b</b>  | 0         |  |  |    |
| <b>c</b>                                                                                        | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?                                                                                                                                                                                             | <b>1c</b>  | Yes       |  |  |    |
| <b>2a</b>                                                                                       | Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return.                                                                                                                                                                 | <b>2a</b>  | 29        |  |  |    |
| <b>b</b>                                                                                        | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).                                                                                                              | <b>2b</b>  | Yes       |  |  |    |
| <b>3a</b>                                                                                       | Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                                                                                                                                                                        | <b>3a</b>  |           |  |  | No |
| <b>b</b>                                                                                        | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.                                                                                                                                                                                                                                                    | <b>3b</b>  |           |  |  |    |
| <b>4a</b>                                                                                       | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?                                                                                                                                     | <b>4a</b>  |           |  |  | No |
| <b>b</b>                                                                                        | If "Yes," enter the name of the foreign country:<br>See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.                                                                                                                                                                                   |            |           |  |  |    |
| <b>5a</b>                                                                                       | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?                                                                                                                                                                                                                                                | <b>5a</b>  |           |  |  | No |
| <b>b</b>                                                                                        | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                                                                                                                                                                                                                     | <b>5b</b>  |           |  |  | No |
| <b>c</b>                                                                                        | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                                                                                                                                                                    | <b>5c</b>  |           |  |  |    |
| <b>6a</b>                                                                                       | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?                                                                                                                                                                          | <b>6a</b>  |           |  |  | No |
| <b>b</b>                                                                                        | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?                                                                                                                                                                                                        | <b>6b</b>  |           |  |  |    |
| <b>7</b>                                                                                        | <b>Organizations that may receive deductible contributions under section 170(c).</b>                                                                                                                                                                                                                                                                 |            |           |  |  |    |
| <b>a</b>                                                                                        | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?                                                                                                                                                                                                      | <b>7a</b>  |           |  |  | No |
| <b>b</b>                                                                                        | If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                                                                                                                                                                                                                      | <b>7b</b>  |           |  |  |    |
| <b>c</b>                                                                                        | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?                                                                                                                                                                                                                 | <b>7c</b>  |           |  |  | No |
| <b>d</b>                                                                                        | If "Yes," indicate the number of Forms 8282 filed during the year.                                                                                                                                                                                                                                                                                   | <b>7d</b>  |           |  |  |    |
| <b>e</b>                                                                                        | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?                                                                                                                                                                                                                                      | <b>7e</b>  |           |  |  | No |
| <b>f</b>                                                                                        | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                                                                                                                                                                                                                         | <b>7f</b>  |           |  |  | No |
| <b>g</b>                                                                                        | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                                                                                                                                                                                                                     | <b>7g</b>  |           |  |  |    |
| <b>h</b>                                                                                        | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                                                                                                                                                                   | <b>7h</b>  |           |  |  |    |
| <b>8</b>                                                                                        | <b>Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?                                                                         | <b>8</b>   |           |  |  |    |
| <b>9</b>                                                                                        | <b>Sponsoring organizations maintaining donor advised funds.</b>                                                                                                                                                                                                                                                                                     |            |           |  |  |    |
| <b>a</b>                                                                                        | Did the organization make any taxable distributions under section 4966?                                                                                                                                                                                                                                                                              | <b>9a</b>  |           |  |  |    |
| <b>b</b>                                                                                        | Did the organization make a distribution to a donor, donor advisor, or related person?                                                                                                                                                                                                                                                               | <b>9b</b>  |           |  |  |    |
| <b>10</b>                                                                                       | <b>Section 501(c)(7) organizations.</b> Enter                                                                                                                                                                                                                                                                                                        |            |           |  |  |    |
| <b>a</b>                                                                                        | Initiation fees and capital contributions included on Part VIII, line 12.                                                                                                                                                                                                                                                                            | <b>10a</b> |           |  |  |    |
| <b>b</b>                                                                                        | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.                                                                                                                                                                                                                                                         | <b>10b</b> |           |  |  |    |
| <b>11</b>                                                                                       | <b>Section 501(c)(12) organizations.</b> Enter                                                                                                                                                                                                                                                                                                       |            |           |  |  |    |
| <b>a</b>                                                                                        | Gross income from members or shareholders.                                                                                                                                                                                                                                                                                                           | <b>11a</b> |           |  |  |    |
| <b>b</b>                                                                                        | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).                                                                                                                                                                                                                         | <b>11b</b> |           |  |  |    |
| <b>12a</b>                                                                                      | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?                                                                                                                                                                                                                                    | <b>12a</b> |           |  |  |    |
| <b>b</b>                                                                                        | If "Yes," enter the amount of tax-exempt interest received or accrued during the year.                                                                                                                                                                                                                                                               | <b>12b</b> |           |  |  |    |
| <b>13</b>                                                                                       | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>                                                                                                                                                                                                                                                                              |            |           |  |  |    |
| <b>a</b>                                                                                        | Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note.</b> All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state. | <b>13a</b> |           |  |  |    |
| <b>b</b>                                                                                        | Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.                                                                                                                                                                                 | <b>13b</b> |           |  |  |    |
| <b>c</b>                                                                                        | Enter the aggregate amount of reserves on hand.                                                                                                                                                                                                                                                                                                      | <b>13c</b> |           |  |  |    |
| <b>14a</b>                                                                                      | Did the organization receive any payments for indoor tanning services during the tax year?                                                                                                                                                                                                                                                           | <b>14a</b> |           |  |  | No |
| <b>b</b>                                                                                        | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.                                                                                                                                                                                                                                           | <b>14b</b> |           |  |  |    |

Part VI

**Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.  
Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

|    |                                                                                                                                                                                                                               |     |     |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
|    |                                                                                                                                                                                                                               | Yes | No  |
| 1a | Enter the number of voting members of the governing body at the end of the tax year . . . . .                                                                                                                                 |     |     |
| 1a | 33                                                                                                                                                                                                                            |     |     |
| b  | Enter the number of voting members included in line 1a, above, who are independent . . . . .                                                                                                                                  | 1b  | 32  |
| 2  | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .                                               | 2   | No  |
| 3  | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . . | 3   | No  |
| 4  | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .                                                                                                    | 4   | No  |
| 5  | Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .                                                                                                          | 5   | No  |
| 6  | Did the organization have members or stockholders? . . . . .                                                                                                                                                                  | 6   | Yes |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .                                                                  | 7a  | Yes |
| b  | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .                                                           | 7b  | Yes |
| 8  | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following . . . . .                                                                                    |     |     |
| a  | The governing body? . . . . .                                                                                                                                                                                                 | 8a  | Yes |
| b  | Each committee with authority to act on behalf of the governing body? . . . . .                                                                                                                                               | 8b  | Yes |
| 9  | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .        | 9   | No  |

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

|     |                                                                                                                                                                                                                                                                                                        |     |     |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
|     |                                                                                                                                                                                                                                                                                                        | Yes | No  |
| 10a | Did the organization have local chapters, branches, or affiliates? . . . . .                                                                                                                                                                                                                           | 10a | No  |
| b   | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .                                                                   | 10b |     |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .                                                                                                                                                                  | 11a | Yes |
| b   | Describe in Schedule O the process, if any, used by the organization to review the Form 990 . . . . .                                                                                                                                                                                                  |     |     |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .                                                                                                                                                                                                      | 12a | Yes |
| b   | Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .                                                                                                                                                           | 12b | Yes |
| c   | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .                                                                                                                                           | 12c | Yes |
| 13  | Did the organization have a written whistleblower policy? . . . . .                                                                                                                                                                                                                                    | 13  | Yes |
| 14  | Did the organization have a written document retention and destruction policy? . . . . .                                                                                                                                                                                                               | 14  | Yes |
| 15  | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? . . . . .                                                                         |     |     |
| a   | The organization's CEO, Executive Director, or top management official . . . . .                                                                                                                                                                                                                       | 15a | Yes |
| b   | Other officers or key employees of the organization . . . . .                                                                                                                                                                                                                                          | 15b | Yes |
|     | If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions) . . . . .                                                                                                                                                                                                          |     |     |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .                                                                                                                                        | 16a | No  |
| b   | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . . | 16b |     |

Section C. Disclosure

|    |                                                                                                                                                                                                                                                                                                                                                         |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17 | List the States with which a copy of this Form 990 is required to be filed ▶ _____                                                                                                                                                                                                                                                                      |
| 18 | Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.<br><input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request |
| 19 | Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.                                                                                                                                               |
| 20 | State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶<br>CINDY PAGE<br>ONE DUPONT CIRCLE NW<br>WASHINGTON, DC 20036<br>(202) 466-7230                                                                                                                                          |

Check if Schedule O contains a response to any question in this Part VII . . . . .

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons

☐ Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

[illegible]

## Part VII

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization: 9

## Section B. Independent Contractors

## Section B. Independent Contractors

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

|                                                                                                                                                                              |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>2</b> Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶0 |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

Part VIII

Statement of Revenue

|                                                           |                                           |                                                                                                                                               |               | (A)<br>Total revenue | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from<br>tax under<br>sections<br>512, 513, or<br>514 |  |
|-----------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|----------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------|--|
| Contributions, gifts, grants<br>and other similar amounts | 1a                                        | Federated campaigns . . .                                                                                                                     | 1a            |                      |                                                    |                                         |                                                                                 |  |
|                                                           | b                                         | Membership dues . . . . .                                                                                                                     | 1b            | 3,253,713            |                                                    |                                         |                                                                                 |  |
|                                                           | c                                         | Fundraising events . . . . .                                                                                                                  | 1c            |                      |                                                    |                                         |                                                                                 |  |
|                                                           | d                                         | Related organizations . . . .                                                                                                                 | 1d            | 100,000              |                                                    |                                         |                                                                                 |  |
|                                                           | e                                         | Government grants (contributions)                                                                                                             | 1e            |                      |                                                    |                                         |                                                                                 |  |
|                                                           | f                                         | All other contributions, gifts, grants, and<br>similar amounts not included above                                                             | 1f            | 3,481,233            |                                                    |                                         |                                                                                 |  |
|                                                           | g                                         | Noncash contributions included in<br>lines 1a-1f \$ _____                                                                                     |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | h                                         | Total. Add lines 1a-1f . . . . .                                                                                                              |               | 6,834,946            |                                                    |                                         |                                                                                 |  |
| Program Service Revenue                                   |                                           |                                                                                                                                               | Business Code |                      |                                                    |                                         |                                                                                 |  |
|                                                           | 2a                                        | REGISTRATION FEES                                                                                                                             | 900099        | 1,410,981            | 1,410,981                                          |                                         |                                                                                 |  |
|                                                           | b                                         | TUITION EXCHANGE FEES                                                                                                                         | 900099        | 138,250              | 138,250                                            |                                         |                                                                                 |  |
|                                                           | c                                         | CONSULTING FEES                                                                                                                               | 900099        | 31,591               | 31,591                                             |                                         |                                                                                 |  |
|                                                           | d                                         | PUB SALES & OTHER                                                                                                                             | 900099        | 4,445                | 4,445                                              |                                         |                                                                                 |  |
|                                                           | e                                         |                                                                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | f                                         | All other program service revenue                                                                                                             |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | g                                         | Total. Add lines 2a-2f . . . . .                                                                                                              |               | 1,585,267            |                                                    |                                         |                                                                                 |  |
| Other Revenue                                             | 3                                         | Investment income (including dividends, interest<br>and other similar amounts) . . . . .                                                      |               | 952,359              |                                                    |                                         | 952,359                                                                         |  |
|                                                           | 4                                         | Income from investment of tax-exempt bond proceeds . .                                                                                        |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | 5                                         | Royalties . . . . .                                                                                                                           |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | 6a                                        | (i) Real                                                                                                                                      |               | (ii) Personal        |                                                    |                                         |                                                                                 |  |
|                                                           |                                           | Gross rents                                                                                                                                   |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           |                                           | b Less rental<br>expenses                                                                                                                     |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           |                                           | c Rental income<br>or (loss)                                                                                                                  |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | d                                         | Net rental income or (loss) . . . . .                                                                                                         |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | 7a                                        | (i) Securities                                                                                                                                |               | (ii) Other           |                                                    |                                         |                                                                                 |  |
|                                                           |                                           | Gross amount<br>from sales of<br>assets other<br>than inventory                                                                               | 4,273,131     |                      |                                                    |                                         |                                                                                 |  |
|                                                           |                                           | b Less cost or<br>other basis and<br>sales expenses                                                                                           | 4,255,710     | 1,556                |                                                    |                                         |                                                                                 |  |
|                                                           |                                           | c Gain or (loss)                                                                                                                              | 17,421        | -1,556               |                                                    |                                         |                                                                                 |  |
|                                                           | d                                         | Net gain or (loss) . . . . .                                                                                                                  |               | 15,865               |                                                    |                                         | 15,865                                                                          |  |
|                                                           | 8a                                        | Gross income from fundraising<br>events (not including<br>\$ _____<br>of contributions reported on line 1c)<br>See Part IV, line 18 . . . . . | a             |                      |                                                    |                                         |                                                                                 |  |
|                                                           | b                                         | Less direct expenses . . . . .                                                                                                                | b             |                      |                                                    |                                         |                                                                                 |  |
|                                                           | c                                         | Net income or (loss) from fundraising events . .                                                                                              |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | 9a                                        | Gross income from gaming activities<br>See Part IV, line 19 . . . . .                                                                         | a             |                      |                                                    |                                         |                                                                                 |  |
|                                                           | b                                         | Less direct expenses . . . . .                                                                                                                | b             |                      |                                                    |                                         |                                                                                 |  |
|                                                           | c                                         | Net income or (loss) from gaming activities . .                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
|                                                           | 10a                                       | Gross sales of inventory, less<br>returns and allowances . . . . .                                                                            | a             |                      |                                                    |                                         |                                                                                 |  |
|                                                           | b                                         | Less cost of goods sold . . . . .                                                                                                             | b             |                      |                                                    |                                         |                                                                                 |  |
|                                                           | c                                         | Net income or (loss) from sales of inventory . .                                                                                              |               |                      |                                                    |                                         |                                                                                 |  |
| Miscellaneous Revenue                                     |                                           | Business Code                                                                                                                                 |               |                      |                                                    |                                         |                                                                                 |  |
| 11a                                                       |                                           |                                                                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
| b                                                         |                                           |                                                                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
| c                                                         |                                           |                                                                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
| d                                                         | All other revenue . . . . .               |                                                                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
| e                                                         | Total. Add lines 11a-11d . . . . .        |                                                                                                                                               |               |                      |                                                    |                                         |                                                                                 |  |
| 12                                                        | Total revenue. See Instructions . . . . . |                                                                                                                                               | 9,388,437     | 1,585,267            | 0                                                  | 968,224                                 |                                                                                 |  |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns  
All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)  
Check if Schedule O contains a response to any question in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. |                                                                                                                                                                                                                                       | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1                                                                              | Grants and other assistance to governments and organizations in the United States See Part IV, line 21                                                                                                                                | 3,343,221             | 3,343,221                       |                                        |                             |
| 2                                                                              | Grants and other assistance to individuals in the United States See Part IV, line 22                                                                                                                                                  | 72,500                | 72,500                          |                                        |                             |
| 3                                                                              | Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16                                                                                                     |                       |                                 |                                        |                             |
| 4                                                                              | Benefits paid to or for members                                                                                                                                                                                                       |                       |                                 |                                        |                             |
| 5                                                                              | Compensation of current officers, directors, trustees, and key employees                                                                                                                                                              | 1,466,269             | 785,831                         | 634,846                                | 45,592                      |
| 6                                                                              | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)                                                                                         |                       |                                 |                                        |                             |
| 7                                                                              | Other salaries and wages                                                                                                                                                                                                              | 1,543,669             | 883,071                         | 609,390                                | 51,208                      |
| 8                                                                              | Pension plan contributions (include section 401(k) and section 403(b) employer contributions)                                                                                                                                         | 139,011               | 83,086                          | 51,098                                 | 4,827                       |
| 9                                                                              | Other employee benefits                                                                                                                                                                                                               | 225,879               | 135,007                         | 83,029                                 | 7,843                       |
| 10                                                                             | Payroll taxes                                                                                                                                                                                                                         | 165,643               | 99,004                          | 60,887                                 | 5,752                       |
| 11                                                                             | Fees for services (non-employees)                                                                                                                                                                                                     |                       |                                 |                                        |                             |
| a                                                                              | Management                                                                                                                                                                                                                            |                       |                                 |                                        |                             |
| b                                                                              | Legal                                                                                                                                                                                                                                 | 10,459                | 3,933                           | 6,526                                  |                             |
| c                                                                              | Accounting                                                                                                                                                                                                                            | 49,312                | 12,999                          | 36,313                                 |                             |
| d                                                                              | Lobbying                                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| e                                                                              | Professional fundraising See Part IV, line 17                                                                                                                                                                                         |                       |                                 |                                        |                             |
| f                                                                              | Investment management fees                                                                                                                                                                                                            | 177,826               | 162,674                         | 15,152                                 |                             |
| g                                                                              | Other                                                                                                                                                                                                                                 | 678,290               | 677,274                         | 1,016                                  |                             |
| 12                                                                             | Advertising and promotion                                                                                                                                                                                                             | 44,574                | 43,085                          | 1,489                                  |                             |
| 13                                                                             | Office expenses                                                                                                                                                                                                                       | 41,184                | 12,349                          | 28,835                                 |                             |
| 14                                                                             | Information technology                                                                                                                                                                                                                |                       |                                 |                                        |                             |
| 15                                                                             | Royalties                                                                                                                                                                                                                             |                       |                                 |                                        |                             |
| 16                                                                             | Occupancy                                                                                                                                                                                                                             | 356,098               | 44,187                          | 311,911                                |                             |
| 17                                                                             | Travel                                                                                                                                                                                                                                | 508,154               | 485,480                         | 21,277                                 | 1,397                       |
| 18                                                                             | Payments of travel or entertainment expenses for any federal, state, or local public officials                                                                                                                                        |                       |                                 |                                        |                             |
| 19                                                                             | Conferences, conventions, and meetings                                                                                                                                                                                                | 891,214               | 878,394                         | 12,807                                 | 13                          |
| 20                                                                             | Interest                                                                                                                                                                                                                              | 615                   |                                 | 615                                    |                             |
| 21                                                                             | Payments to affiliates                                                                                                                                                                                                                |                       |                                 |                                        |                             |
| 22                                                                             | Depreciation, depletion, and amortization                                                                                                                                                                                             | 70,075                | 2,261                           | 67,814                                 |                             |
| 23                                                                             | Insurance                                                                                                                                                                                                                             | 14,470                | 1,612                           | 12,858                                 |                             |
| 24                                                                             | Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O )                                       |                       |                                 |                                        |                             |
| a                                                                              | PRINTING & DUPLICATING                                                                                                                                                                                                                | 141,977               | 143,492                         | -1,532                                 | 17                          |
| b                                                                              | POSTAGE                                                                                                                                                                                                                               | 90,151                | 84,724                          | 5,303                                  | 124                         |
| c                                                                              | SUPPLIES AND EXPENSES                                                                                                                                                                                                                 | 89,940                | 27,041                          | 62,899                                 |                             |
| d                                                                              | EQUIPMENT RENT & REPAIR                                                                                                                                                                                                               | 84,964                | 2,621                           | 82,343                                 |                             |
| e                                                                              |                                                                                                                                                                                                                                       |                       |                                 |                                        |                             |
| f                                                                              | All other expenses                                                                                                                                                                                                                    | 117,061               | 42,103                          | 74,599                                 | 359                         |
| 25                                                                             | Total functional expenses. Add lines 1 through 24f                                                                                                                                                                                    | 10,322,556            | 8,025,949                       | 2,179,475                              | 117,132                     |
| 26                                                                             | Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation |                       |                                 |                                        |                             |

Part X

Balance Sheet

|                                                                                                                  |                                                                     |                                                                                                                                                                                 |     |            | (A)               |            | (B)         |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------|-------------------|------------|-------------|
|                                                                                                                  |                                                                     |                                                                                                                                                                                 |     |            | Beginning of year |            | End of year |
| Assets                                                                                                           | 1                                                                   | Cash—non-interest-bearing . . . . .                                                                                                                                             |     |            | 8,076             | 1          | 12,308      |
|                                                                                                                  | 2                                                                   | Savings and temporary cash investments . . . . .                                                                                                                                |     |            | 10,327,343        | 2          | 15,059,311  |
|                                                                                                                  | 3                                                                   | Pledges and grants receivable, net . . . . .                                                                                                                                    |     |            | 327,500           | 3          | 77,017      |
|                                                                                                                  | 4                                                                   | Accounts receivable, net . . . . .                                                                                                                                              |     |            | 76,213            | 4          | 52,790      |
|                                                                                                                  | 5                                                                   | Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .                   |     |            |                   | 5          |             |
|                                                                                                                  | 6                                                                   | Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L . . . . .      |     |            |                   | 6          |             |
|                                                                                                                  | 7                                                                   | Notes and loans receivable, net . . . . .                                                                                                                                       |     |            |                   | 7          |             |
|                                                                                                                  | 8                                                                   | Inventories for sale or use . . . . .                                                                                                                                           |     |            |                   | 8          |             |
|                                                                                                                  | 9                                                                   | Prepaid expenses and deferred charges . . . . .                                                                                                                                 |     |            | 119,064           | 9          | 59,784      |
|                                                                                                                  | 10a                                                                 | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .                                                                                   | 10a | 1,341,795  |                   |            |             |
|                                                                                                                  | b                                                                   | Less: accumulated depreciation . . . . .                                                                                                                                        | 10b | 931,073    | 108,003           | 10c        | 410,722     |
|                                                                                                                  | 11                                                                  | Investments—publicly traded securities . . . . .                                                                                                                                |     |            | 33,747,901        | 11         | 30,059,882  |
|                                                                                                                  | 12                                                                  | Investments—other securities. See Part IV, line 11 . . . . .                                                                                                                    |     |            | 8,927,677         | 12         | 10,098,564  |
|                                                                                                                  | 13                                                                  | Investments—program-related. See Part IV, line 11 . . . . .                                                                                                                     |     |            |                   | 13         |             |
|                                                                                                                  | 14                                                                  | Intangible assets . . . . .                                                                                                                                                     |     |            |                   | 14         |             |
|                                                                                                                  | 15                                                                  | Other assets. See Part IV, line 11 . . . . .                                                                                                                                    |     |            | 170,787           | 15         | 187,587     |
| 16                                                                                                               | Total assets. Add lines 1 through 15 (must equal line 34) . . . . . |                                                                                                                                                                                 |     | 53,812,564 | 16                | 56,017,965 |             |
| Liabilities                                                                                                      | 17                                                                  | Accounts payable and accrued expenses . . . . .                                                                                                                                 |     |            | 398,580           | 17         | 378,136     |
|                                                                                                                  | 18                                                                  | Grants payable . . . . .                                                                                                                                                        |     |            |                   | 18         |             |
|                                                                                                                  | 19                                                                  | Deferred revenue . . . . .                                                                                                                                                      |     |            | 7,117,416         | 19         | 12,379,046  |
|                                                                                                                  | 20                                                                  | Tax-exempt bond liabilities . . . . .                                                                                                                                           |     |            |                   | 20         |             |
|                                                                                                                  | 21                                                                  | Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .                                                                                                 |     |            |                   | 21         |             |
|                                                                                                                  | 22                                                                  | Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .  |     |            |                   | 22         |             |
|                                                                                                                  | 23                                                                  | Secured mortgages and notes payable to unrelated third parties . . . . .                                                                                                        |     |            |                   | 23         |             |
|                                                                                                                  | 24                                                                  | Unsecured notes and loans payable to unrelated third parties . . . . .                                                                                                          |     |            |                   | 24         | 18,944      |
|                                                                                                                  | 25                                                                  | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . . |     |            | 166,348           | 25         | 294,686     |
|                                                                                                                  | 26                                                                  | Total liabilities. Add lines 17 through 25 . . . . .                                                                                                                            |     |            | 7,682,344         | 26         | 13,070,812  |
|                                                                                                                  | Net Assets or Fund Balances                                         | Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.                                       |     |            |                   |            |             |
| 27                                                                                                               |                                                                     | Unrestricted net assets . . . . .                                                                                                                                               |     |            | 6,364,341         | 27         | 6,435,403   |
| 28                                                                                                               |                                                                     | Temporarily restricted net assets . . . . .                                                                                                                                     |     |            | 35,530,839        | 28         | 32,276,710  |
| 29                                                                                                               |                                                                     | Permanently restricted net assets . . . . .                                                                                                                                     |     |            | 4,235,040         | 29         | 4,235,040   |
| Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34. |                                                                     |                                                                                                                                                                                 |     |            |                   |            |             |
| 30                                                                                                               |                                                                     | Capital stock or trust principal, or current funds . . . . .                                                                                                                    |     |            |                   | 30         |             |
| 31                                                                                                               |                                                                     | Paid-in or capital surplus, or land, building or equipment fund . . . . .                                                                                                       |     |            |                   | 31         |             |
| 32                                                                                                               |                                                                     | Retained earnings, endowment, accumulated income, or other funds . . . . .                                                                                                      |     |            |                   | 32         |             |
| 33                                                                                                               |                                                                     | Total net assets or fund balances . . . . .                                                                                                                                     |     |            | 46,130,220        | 33         | 42,947,153  |
| 34                                                                                                               | Total liabilities and net assets/fund balances . . . . .            |                                                                                                                                                                                 |     | 53,812,564 | 34                | 56,017,965 |             |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

|   |                                                                                                               |   |            |
|---|---------------------------------------------------------------------------------------------------------------|---|------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12)                                                     | 1 | 9,388,437  |
| 2 | Total expenses (must equal Part IX, column (A), line 25)                                                      | 2 | 10,322,556 |
| 3 | Revenue less expenses Subtract line 2 from line 1                                                             | 3 | -934,119   |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                     | 4 | 46,130,220 |
| 5 | Other changes in net assets or fund balances (explain in Schedule O)                                          | 5 | -2,248,948 |
| 6 | Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B)) | 6 | 42,947,153 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

|    |                                                                                                                                                                                                                                                                                                                                                  | Yes | No |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1  | Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O                                                                      |     |    |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant?                                                                                                                                                                                                                                                  |     | No |
| b  | Were the organization's financial statements audited by an independent accountant?                                                                                                                                                                                                                                                               | Yes |    |
| c  | If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O | Yes |    |
| d  | If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis             |     |    |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?                                                                                                                                                                                         |     | No |
| b  | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits                                                                                                                             |     |    |

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury  
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public  
Inspection

|                                                             |                                                  |
|-------------------------------------------------------------|--------------------------------------------------|
| Name of the organization<br>COUNCIL OF INDEPENDENT COLLEGES | Employer identification number<br><br>01-6004776 |
|-------------------------------------------------------------|--------------------------------------------------|

Part I Reason for Public Charity Status

(All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box )

- 1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E )
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II )
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II )
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )
- 9

☒

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III )
- 10

☐

An organization organized and operated exclusively to test for public safety See**section 509(a)(4).**
- 11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h  

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Other

e

☐

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?  

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

|          | Yes | No |
|----------|-----|----|
| 11g(i)   |     |    |
| 11g(ii)  |     |    |
| 11g(iii) |     |    |

| (i)<br>Name of supported organization | (ii)<br>EIN | (iii)<br>Type of organization (described on lines 1- 9 above or IRC section (see instructions)) | (iv)<br>Is the organization in col (i) listed in your governing document? |    | (v)<br>Did you notify the organization in col (i) of your support? |    | (vi)<br>Is the organization in col (i) organized in the U S ? |    | (vii)<br>Amount of support? |
|---------------------------------------|-------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----|--------------------------------------------------------------------|----|---------------------------------------------------------------|----|-----------------------------|
|                                       |             |                                                                                                 | Yes                                                                       | No | Yes                                                                | No | Yes                                                           | No |                             |
|                                       |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |
|                                       |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |
|                                       |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |
|                                       |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |
|                                       |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |
|                                       |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |
| Total                                 |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    |                             |

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

| Section A. Public Support                                                                                                                                                                             |          |          |          |          |          |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year                                                                                                                                                                                         | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")                                                                                                   |          |          |          |          |          |           |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                                                     |          |          |          |          |          |           |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge                                                                                             |          |          |          |          |          |           |
| 4 Total. Add lines 1 through 3                                                                                                                                                                        |          |          |          |          |          |           |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) |          |          |          |          |          |           |
| 6 Public Support. Subtract line 5 from line 4                                                                                                                                                         |          |          |          |          |          |           |

| Section B. Total Support                                                                                                                                                |          |          |          |          |          |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year                                                                                                                                                           | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
| 7 Amounts from line 4                                                                                                                                                   |          |          |          |          |          |           |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                        |          |          |          |          |          |           |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on                                                                    |          |          |          |          |          |           |
| 10 Other income (Explain in Part IV ) Do not include gain or loss from the sale of capital assets                                                                       |          |          |          |          |          |           |
| 11 Total support (Add lines 7 through 10)                                                                                                                               |          |          |          |          |          |           |
| 12 Gross receipts from related activities, etc (See instructions )                                                                                                      |          |          |          |          | 12       |           |
| 13 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here |          |          |          |          |          |           |

| Section C. Computation of Public Support Percentage                                                                                                                                                                                                                                                                                                                                        |    |  |  |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--|--|--|--|--|
| 14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))                                                                                                                                                                                                                                                                                                    | 14 |  |  |  |  |  |
| 15 Public Support Percentage for 2010 Schedule A, Part II, line 14                                                                                                                                                                                                                                                                                                                         | 15 |  |  |  |  |  |
| 16a 33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization                                                                                                                                                                         |    |  |  |  |  |  |
| b 33 1/3% support test—2010. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization                                                                                                                                                                    |    |  |  |  |  |  |
| 17a 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization    |    |  |  |  |  |  |
| b 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization |    |  |  |  |  |  |
| 18 Private Foundation If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions                                                                                                                                                                                                                                                        |    |  |  |  |  |  |

Part IIIPart III

Support Schedule for Organizations Described in IRC 509(a)(2)  
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

| Section A. Public Support                                                                                                                                                  |           |           |           |            |           |            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|------------|-----------|------------|
| Calendar year (or fiscal year beginning in)                                                                                                                                | (a) 2007  | (b) 2008  | (c) 2009  | (d) 2010   | (e) 2011  | (f) Total  |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")                                                                        | 3,778,670 | 5,542,031 | 5,497,506 | 43,933,409 | 6,834,946 | 65,586,562 |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | 1,085,569 | 1,402,233 | 1,396,733 | 1,617,265  | 1,585,267 | 7,087,067  |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513                                                                             |           |           |           |            |           |            |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                          |           |           |           |            |           |            |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge                                                                  |           |           |           |            |           |            |
| 6 Total. Add lines 1 through 5                                                                                                                                             | 4,864,239 | 6,944,264 | 6,894,239 | 45,550,674 | 8,420,213 | 72,673,629 |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                |           |           |           |            |           | 0          |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year           |           |           |           |            |           | 0          |
| c Add lines 7a and 7b                                                                                                                                                      |           |           |           |            |           | 0          |
| 8 Public Support (Subtract line 7c from line 6 )                                                                                                                           |           |           |           |            |           | 72,673,629 |

| Section B. Total Support                                                                                                                                                |                          |           |           |            |           |            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------|-----------|------------|-----------|------------|
| Calendar year (or fiscal year beginning in)                                                                                                                             | (a) 2007                 | (b) 2008  | (c) 2009  | (d) 2010   | (e) 2011  | (f) Total  |
| 9 Amounts from line 6                                                                                                                                                   | 4,864,239                | 6,944,264 | 6,894,239 | 45,550,674 | 8,420,213 | 72,673,629 |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                      | 405,285                  | 237,413   | 184,799   | 726,429    | 952,359   | 2,506,285  |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975                                                               |                          |           |           |            |           |            |
| c Add lines 10a and 10b                                                                                                                                                 | 405,285                  | 237,413   | 184,799   | 726,429    | 952,359   | 2,506,285  |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on                                          |                          |           |           |            |           |            |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)                                                                      |                          |           |           |            |           |            |
| 13 Total support (Add lines 9, 10c, 11 and 12.)                                                                                                                         | 5,269,524                | 7,181,677 | 7,079,038 | 46,277,103 | 9,372,572 | 75,179,914 |
| 14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here | <input type="checkbox"/> |           |           |            |           |            |

| Section C. Computation of Public Support Percentage                                     |    |          |
|-----------------------------------------------------------------------------------------|----|----------|
| 15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f)) | 15 | 96.670 % |
| 16 Public support percentage from 2010 Schedule A, Part III, line 15                    | 16 | 97.470 % |

| Section D. Computation of Investment Income Percentage                                                                                                                                                                                                             |                          |         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------|
| 17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))                                                                                                                                                                       | 17                       | 3.330 % |
| 18 Investment income percentage from 2010 Schedule A, Part III, line 17                                                                                                                                                                                            | 18                       | 2.530 % |
| 19a 33 1/3% support tests—2011. If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization         | <input type="checkbox"/> |         |
| b 33 1/3% support tests—2010. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization | <input type="checkbox"/> |         |
| 20 Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions                                                                                                                                          | <input type="checkbox"/> |         |

**Part IV** **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

|                              |
|------------------------------|
| Facts And Circumstances Test |
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| Explanation |
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Additional Data

Software ID:  
Software Version:  
EIN: 01-6004776  
Name: COUNCIL OF INDEPENDENT COLLEGES

Form 990, Special Condition Description:

|                               |
|-------------------------------|
| Special Condition Description |
|-------------------------------|

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                       |
| (Code ) (Expenses \$ 283,093 including grants of \$ ) (Revenue \$ 313,700 )<br>WOODROW WILSON VISITING FELLOWS - THE PROGRAM BRINGS PROMINENT ARTISTS, DIPLOMATS, JOURNALISTS, BUSINESS LEADERS, AND OTHER NONACADEMIC PROFESSIONALS TO CAMPUSES ACROSS THE UNITED STATES FOR FIVE DAYS OF TEACHING AND DIALOGUE WITH STUDENTS AND FACULTY MEMBERS                                               |
| (Code ) (Expenses \$ 237,832 including grants of \$ ) (Revenue \$ 9,000 )<br>PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION - WITH LILLY ENDOWMENT INC SUPPORT, CIC IS OFFERING A SECOND SERIES OF SEMINARS AND CONSULTATIONS TO HELP PRESIDENTS AND PROSPECTIVE PRESIDENTS ALIGN THEIR PERSONAL SENSE OF CALLING WITH THE MISSIONS OF THE INSTITUTIONS THAT THEY LEAD OR WILL CONSIDER LEADING |

**Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)**

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------|------------------------|----------------------|---------|
| <b>4d. Other program services</b>                                                                                                                                                                                                                                                                                                      |                |         |                        |                      |         |
| (Code                                                                                                                                                                                                                                                                                                                                  | ) (Expenses \$ | 241,299 | including grants of \$ | 42,977 ) (Revenue \$ | 1,650 ) |
| COLLEGIATE LEARNING ASSESSMENT - IN COOPERATION WITH THE COUNCIL FOR AID TO EDUCATION (CAE), CIC HAS WORKED WITH A CONSORTIUM OF INSTITUTIONS THAT ARE USING THE COLLEGIATE LEARNING ASSESSMENT INSTRUMENT, AN EVALUATION TOOL FOR LEARNING MORE ABOUT THE COGNITIVE GROWTH OF STUDENTS THE PROGRAM IS FUNDED BY THE TEAGLE FOUNDATION |                |         |                        |                      |         |
| (Code                                                                                                                                                                                                                                                                                                                                  | ) (Expenses \$ | 215,647 | including grants of \$ | 31,724 ) (Revenue \$ | 1,400 ) |
| NETVUE - WITH SUPPORT FROM THE LILLY ENDOWMENT INC , CIC LAUNCHED A NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NETVUE) THE NATIONAL CAMPUS-SUPPORTED NETWORK DEEPENS AND BROADENS THE THEOLOGICAL EXPLORATION OF VOCATION                                                                                                        |                |         |                        |                      |         |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------|-----------------------------------------------------|
| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |         |                                                     |
| (Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ) (Expenses \$ | 175,000 | including grants of \$ 175,000 ) (Revenue \$ )      |
| SCHOLARSHIP CHALLENGE GRANTS - WORKING THROUGH A COMPETITIVE PROPOSAL REVIEW PROCESS, THE SCHOLARSHIP CHALLENGE GRANT PROGRAM AWARDS \$25,000 GRANTS TO CIC STATE FUND MEMBERS AS LEVERAGE FOR THEM TO RAISE NEW OR INCREASED GIFTS FOR STUDENT SCHOLARSHIPS FOR THEIR MEMBER COLLEGES THE STATE FUNDS MUST RAISE MATCHING FUNDS TO EARN THE GRANT, WHILE \$1 \$1 IS THE BASIC CHALLENGE, SOME STATE FUNDS PLEDGE TO RAISE \$2 \$1 AND EVEN \$3 \$1                                                                                                             |                |         |                                                     |
| (Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ) (Expenses \$ | 135,420 | including grants of \$ 24,431 ) (Revenue \$ 2,500 ) |
| DEGREE QUALIFICATIONS PROFILE PROJECT - CIC HAS CREATED A CONSORTIUM OF 25 MEMBER COLLEGES AND UNIVERSITIES TO EXPLORE WHETHER THE DEGREE QUALIFICATIONS PROFILE HAS APPLICABILITY IN THE INDEPENDENT, LIBERAL ARTS-ORIENTED COLLEGE CONTEXT THE PROJECT IS FUNDED BY THE LUMINA FOUNDATION AND SEEKS TO DETERMINE WHETHER USING A COMMON FRAMEWORK OF STANDARDS FOR THE MEANING OF THE BACHELORS LEVEL DEGREE ACROSS A WIDE VARIETY OF U S COLLEGES AND UNIVERSITIES, SPECIFICALLY THE DQP, WILL LEAD TO IMPROVED STUDENT LEARNING AND HIGHER GRADUATION RATES |                |         |                                                     |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                      |                               |                     |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (Expenses \$ 126,717 | including grants of \$ 31,940 | (Revenue \$ )       |
| INFORMATION FLUENCY - WITH FUNDING FROM THE ANDREW W MELLON FOUNDATION AND IN CONJUNCTION WITH SEVERAL LEARNED SOCIETIES, CIC IS OFFERING A SERIES OF TWO-DAY WORKSHOPS TO IMPROVE THE INFORMATION LITERACY OF COLLEGE STUDENTS IN FOUR HUMANITIES DISCIPLINES, EACH OF WHICH FOCUSES ON A DIFFERENT DISCIPLINE IN THE HUMANITIES                                                                                                                                                                                      |                      |                               |                     |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (Expenses \$ 99,279  | including grants of \$        | (Revenue \$ 9,450 ) |
| KIT AND FIT - THE KEY INDICATORS TOOL (KIT) IS A CONFIDENTIAL ANNUAL BENCHMARKING REPORT THAT PROVIDES MEMBER INSTITUTIONS WITH COMPARATIVE PERFORMANCE INDICATORS ON STUDENTS, FACULTY, REVENUE, AND EXPENDITURES, AND THE FINANCIAL INDICATORS TOOL (FIT) IS A CONFIDENTIAL ANNUAL BENCHMARKING REPORT THAT PROVIDES MEMBER INSTITUTIONS WITH COMPARATIVE INDICATORS OF FINANCIAL PERFORMANCE DERIVED FROM FOUR KEY FINANCIAL RATIOS BOTH ARE PROVIDED FREE OF CHARGE BECAUSE THEIR COSTS ARE SUPPORTED BY TIAA-CREF |                      |                               |                     |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                      |                     |                               |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                         | (Expenses \$ 89,988 | including grants of \$ 77,500 | (Revenue \$ ) |
| THE AMERICAN GRADUATE FELLOWSHIPS - FELLOWSHIPS ARE PROVIDED FOR GRADUATE STUDY TO GRADUATES OF SMALL, LESSER-KNOWN COLLEGES WHO ARE ADMITTED TO PH D PROGRAMS AT THE MOST SELECTIVE RESEARCH UNIVERSITIES IN THE UNITED STATES AND GREAT BRITAIN                                                                                                                                                                               |                     |                               |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                         | (Expenses \$ 87,950 | including grants of \$ 87,950 | (Revenue \$ ) |
| FIRST OPPORTUNITY PARTNERS FUND PROGRAM - WITH FUNDING FROM THE UPS FOUNDATION, THE MISSION OF THE FIRST OPPORTUNITY PARTNERS FUND IS TO PROVIDE MATCHING GRANTS TO CICS STATE FUND MEMBERS IN SUPPORT OF NEW, COLLABORATIVE, AND INNOVATIVE APPROACHES TO INCREASING THE COLLEGE ACCESS AND SUCCESS OF FIRST-GENERATION, LOW-INCOME, MINORITY, AND NEW AMERICAN STUDENTS GRANTS MUST BE MATCHED (1 1 MINIMUM) BY A THIRD PARTY |                     |                               |               |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                        |                      |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (Expenses \$ 78,979 | including grants of \$ | (Revenue \$ )        |
| TEACHING ART IN CONTEXT - FUNDED BY THE SAMUEL H KRESS FOUNDATION, THIS PROJECT PROVIDES FACULTY MEMBERS WHO TEACH ART HISTORY IN LIBERAL ARTS COLLEGES WITH THE OPPORTUNITY TO PARTICIPATE IN WEEK-LONG SEMINARS ON ARTISTS, WORKS OF ART, AND THE CONTEXTS IN WHICH PRE-1830 EUROPEAN ART WAS CREATED THROUGH THESE SEMINARS, CIC, THREE MUSEUMS, AND THE KRESS FOUNDATION COLLABORATE TO STRENGTHEN THE TEACHING OF A DISCIPLINE THAT IS FUNDAMENTAL TO A LIBERAL ARTS CURRICULUM                                                                                                                                                                                                                |                     |                        |                      |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (Expenses \$ 83,252 | including grants of \$ | (Revenue \$ 17,500 ) |
| SENIOR LEADERSHIP ACADEMY - WITH SUPPORT FROM AALI AND THE HENRY LUCE FOUNDATION, THE SLA IS A YEAR-LONG PROGRAM CONSISTING OF SEVERAL COMPONENTS, INCLUDING MENTORSHIP BY YOU OR A SENIOR COLLEAGUE, A FALL SEMINAR HELD IN CONJUNCTION WITH THE CIC INSTITUTE FOR CHIEF ACADEMIC OFFICERS, A SPRING SEMINAR IN WASHINGTON, DC, EXPERIENTIAL ACTIVITIES THROUGHOUT THE YEAR, A SERIES OF READINGS AND CASE STUDIES, AND MENTORSHIP AND EXECUTIVE COACHING BY THE PROGRAM DIRECTOR THE PURPOSE OF THE SLA IS TO PREPARE COLLEGE AND UNIVERSITY LEADERS IN MID-LEVEL POSITIONS WHO POSSESS A SERIOUS INTEREST AND POTENTIAL TO MOVE INTO VICE PRESIDENCIES, AND PERHAPS EVENTUALLY INTO PRESIDENCIES |                     |                        |                      |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |                        |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | (Expenses \$ 60,967 | including grants of \$ | (Revenue \$ ) |
| LIBRARY LEADERSHIP - THIS PROGRAM OFFERED A SERIES OF WORKSHOPS ON TECHNOLOGY AND LIBRARIES WITH SUPPORT FROM FOUNDATIONS CIC HAS ALSO PARTNERED WITH THE COUNCIL ON LIBRARY AND INFORMATION RESOURCES (CLIR) TO OFFER PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR LIBRARY STAFF AT CIC INSTITUTIONS                                                                                                                                                                                                           |                     |                        |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | (Expenses \$ 45,675 | including grants of \$ | (Revenue \$ ) |
| ENGAGING EVIDENCE - THE CIC ENGAGING EVIDENCE PROJECT CREATED A NETWORK OF COLLEGES AND UNIVERSITIES THAT HAVE LEARNED HOW TO USE THE RESULTS OF LEARNING OUTCOMES ASSESSMENT TO IMPROVE STUDENT LEARNING CIC WILL USE GRANT FUNDS AWARDED BY THE TEAGLE FOUNDATION TO DEVELOP AND OFFER WEBINARS, ONE WORKSHOP FOR THREE-PERSON TEAMS FROM 40 COLLEGES AND UNIVERSITIES, PRE-WORKSHOP ACTIVITIES FOR THE TEAMS, AND IMPLEMENTATION OF CAMPUS PROJECTS BY THE TEAMS WITH THE GUIDANCE OF THE PROJECTS LEADERS |                     |                        |               |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |                          |               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------|---------------|
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (Expenses \$ 33,639 | including grants of \$ ) | (Revenue \$ ) |
| NETVUE SCHOLARLY RESOURCES PROJECT - WITH SUPPORT FROM LILLY ENDOWMENT INC , THIS INITIATIVE WILL BRING TOGETHER THREE GROUPS OF SENIOR SCHOLARS REPRESENTING A WIDE RANGE OF THEOLOGICAL TRADITIONS AND WHO HAVE EXPERTISE RELATED TO THREE DIFFERENT THEMES THE SEMINAR GROUPS WILL STUDY AND PRODUCE ARTICLES, BOOKS, AND OTHER RESOURCES THAT RESPOND TO THREE IMPORTANT VOCATIONAL QUESTIONS THESE MATERIALS WILL BE DEVELOPED PRIMARILY FOR USE ON COLLEGE CAMPUSES |                     |                          |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (Expenses \$ 27,147 | including grants of \$ ) | (Revenue \$ ) |
| NETWORK FOR EFFECTIVE LANGUAGE LEARNING - WITH FUNDING FROM THE W M KECK FOUNDATION AND IN PARTNERSHIP WITH DRAKE UNIVERSITY, CIC OFFERED WORKSHOPS AND MAINTAINS AN ONGOING ELECTRONIC COMMUNITY THAT HELPS INSTITUTIONS INVESTIGATE AND IMPLEMENT NEW MODELS OF FOREIGN LANGUAGE LEARNING                                                                                                                                                                               |                     |                          |               |

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                       |                |        |                        |                      |
| (Code                                                                                                                                                                                                                                                                                                                                                                                                            | ) (Expenses \$ | 25,000 | including grants of \$ | 25,000 ) (Revenue \$ |
| CAPACITY-BUILDING GRANT PROGRAMS - THE CAPACITY-BUILDING GRANT PROGRAM AWARDS \$5,000 GRANTS TO CIC STATE FUND MEMBERS AS SEED MONEY TO ENHANCE THEIR CAPACITY TO RAISE FUNDS, PARTICULARLY FOR STUDENT SCHOLARSHIPS, AND TO COORDINATE COLLABORATIVE PROJECTS ON BEHALF OF THEIR MEMBERS COLLEGES AND UNIVERSITIES                                                                                              |                |        |                        |                      |
| (Code                                                                                                                                                                                                                                                                                                                                                                                                            | ) (Expenses \$ | 23,500 | including grants of \$ | 23,500 ) (Revenue \$ |
| NAMED SCHOLARSHIPS - PRIOR TO ITS MERGER WITH CIC, THE FOUNDATION FOR INDEPENDENT HIGHER EDUCATION CREATED BY BOARD ACTION SEVERAL ANNUAL SCHOLARSHIPS HONORING RETIRING INDIVIDUALS WHO HAD SERVED THE ORGANIZATION WITH PARTICULAR DISTINCTION THESE SCHOLARSHIPS, FUNDED FROM THE DRAWDOWN OF THE CIC FIHE ENDOWMENT, ARE DISTRIBUTED ONCE A YEAR TO THE STATE FUNDS DESIGNATED IN THE CREATION OF THE AWARDS |                |        |                        |                      |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |        |                                             |
| (Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ) (Expenses \$ | 22,141 | including grants of \$ (Revenue \$ 22,141 ) |
| DAVIES-JACKSON SCHOLARSHIP - THIS IS AN AWARD THAT PROVIDES UP TO TWO YEARS OF SUPPORT AND TUITION FOR STUDY AT ST JOHNS COLLEGE AT THE UNIVERSITY OF CAMBRIDGE IN ENGLAND GRADUATING SENIORS AT SELECTED PRIVATE COLLEGES AND UNIVERSITIES MAY APPLY AND MUST BE THE FIRST IN THEIR FAMILIES TO GRADUATE FROM COLLEGE CIC ADMINISTERS THE ANNOUNCEMENT OF THE APPLICATION PERIOD AND PROCESS THE PROGRAM IS SUPPORTED BY AN ANONYMOUS DONOR                                        |                |        |                                             |
| (Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ) (Expenses \$ | 19,961 | including grants of \$ (Revenue \$ )        |
| DATA INITIATIVES - THIS SEVERAL-YEAR EFFORT, FUNDED IN PART INITIALLY BY THE WILLIAM RANDOLPH HEARST FOUNDATIONS AND LATER THE AMERICAN ACADEMIC LEADERSHIP INSTITUTE, ENABLES CIC TO COLLECT DATA ABOUT INDEPENDENT COLLEGES AND UNIVERSITIES AND DEVELOP A CAPACITY TO ANALYZE THOSE DATA THESE DATA ARE USEFUL IN PROMOTION OF THE INDEPENDENT SECTOR,IN ENABLING INSTITUTIONS TO USE COMPARATIVE DATA FOR DECISION-MAKING PURPOSES, AND TO ENRICH CIC'S MAKING THE CASE WEBSITE |                |        |                                             |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                        |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (Expenses \$ 17,389 | including grants of \$ | (Revenue \$ ) |
| COLLOQUIUM ON LEADERSHIP - WITH SUPPORT FROM AALI AND THE HENRY LUCE FOUNDATION, CIC IS OFFERING FOUR-DAY COLLOQUIA ON LEADERSHIP FOR CHIEF ACADEMIC OFFICERS CLASSIC AND CONTEMPORARY READINGS (FORMERLY LEADERSHIP FOR THE 21ST CENTURY FOR CHIEF ACADEMIC OFFICERS) THIS SEMINAR-STYLE COLLOQUIUM USES A SELECTION OF CASES DRAWN FROM CLASSICAL AND CONTEMPORARY THOUGHT AND ENGAGES PARTICIPANTS IN DISCUSSION OF THE READINGS IN RELATION TO SITUATIONS THEY FACE ON CAMPUS |                     |                        |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (Expenses \$ 28,489 | including grants of \$ | (Revenue \$ ) |
| AMERICAN HISTORY FACULTY SEMINARS - WITH SUPPORT FROM THE ANDREW W MELLON FOUNDATION AND IN COOPERATION WITH THE GILDER LEHRMAN INSTITUTE OF AMERICAN HISTORY, CIC OFFERS SEMINARS FOR FACULTY MEMBERS AT SMALL COLLEGES ON KEY TOPICS IN AMERICAN HISTORY THROUGH THESE SEMINARS, CIC REVITALIZES STUDENTS OPPORTUNITIES TO STUDY MAJOR TEXTS AND TOPICS OF WIDE RESONANCE IN AN ESSENTIAL DISCIPLINE IN THE HUMANITIES                                                          |                     |                        |               |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                        |                 |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (Expenses \$ 12,218 | including grants of \$ | ) (Revenue \$ ) |
| NETVUE CHAPLAINS PROGRAM - WITH SUPPORT FROM LILLY ENDOWMENT INC , CIC PLANS TO ADDRESS CURRENT ISSUES FACED BY CAMPUS CHAPLAINS BY ENCOURAGING CAMPUS LEADERS TO THINK STRATEGICALLY ABOUT THE ROLE OF THE CHAPLAINCY, ITS RELATIONSHIP TO VOCATIONAL EXPLORATION AND INSTITUTIONAL MISSION, AND ITS APPROPRIATE STRUCTURAL PLACE WITHIN THE INSTITUTION                                                                                                              |                     |                        |                 |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (Expenses \$ 11,915 | including grants of \$ | ) (Revenue \$ ) |
| FACULTY SEMINARS ON ANCIENT GREECE - IN PARTNERSHIP WITH THE CENTER FOR HELLENIC STUDIES AND WITH FUNDING INITIALLY FROM THE GLADYS KRIEBLE DELMAS FOUNDATION AND RECENTLY THE ANDREW W MELLON FOUNDATION, SEMINARS ARE OFFERED FOR FACULTY MEMBERS AT SMALL COLLEGES ON KEY TOPICS IN CLASSICAL STUDIES THROUGH THESE SEMINARS, CIC REVITALIZES STUDENTS OPPORTUNITIES TO STUDY MAJOR TEXTS AND TOPICS OF WIDE RESONANCE IN AN ESSENTIAL DISCIPLINE IN THE HUMANITIES |                     |                        |                 |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                        |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | (Expenses \$ 11,326 | including grants of \$ | (Revenue \$ ) |
| NETVUE PROGRAM DEVELOPMENT GRANTS - WITH SUPPORT FROM LILLY ENDOWMENT INC , THIS PROGRAM WILL AWARD SMALL GRANTS TO OVER 100 NETVUE MEMBER INSTITUTIONS AS A COST-EFFECTIVE WAY TO HELP PARTICIPATING INSTITUTIONS MAKE SIGNIFICANT IMPROVEMENTS IN THE OPPORTUNITIES UNDERGRADUATES HAVE TO EXPLORE VOCATION AND TO REWARD INSTITUTIONS THAT HAVE ALREADY MADE INSTITUTIONAL COMMITMENTS TO THIS OBJECTIVE                                                             |                     |                        |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | (Expenses \$ 17,500 | including grants of \$ | (Revenue \$ ) |
| PRESIDENTIAL VOCATION PUBLICATION - WITH SUPPORT FROM THE LILLY ENDOWMENT INC , THIS IS A BOOK PROJECT , WHICH INTERPRETS THE FINDINGS OF A STUDY OF THE EFFECTIVENESS OF THE VOCATION AND MISSION WORKSHOPS AND THEREBY BROADENS THE BENEFICIAL EFFECTS OF THE 2005-2009 PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION SEMINAR PROGRAM ON THE PRACTICE AND PROSPECTS OF THE AMERICAN COLLEGE AND UNIVERSITY PRESIDENCY THE MANUSCRIPT WAS PUBLISHED IN NOVEMBER 2012 |                     |                        |               |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                   |                     |                               |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                      | (Expenses \$ 10,000 | including grants of \$ 10,000 | (Revenue \$ ) |
| DOROTHY M WATERBURY TRUST SCHOLARSHIP PROGRAM - THE DOROTHY M WATERBURY TRUST SCHOLARSHIP PROVIDES FINANCIAL SUPPORT FOR STUDENTS ATTENDING CIC MEMBER INSTITUTIONS THAT WERE MEMBERS OF THE FORMER NEW ENGLAND COLLEGE FUND THE SCHOLARSHIP IS AWARDED TO SOPHOMORES AND IS RENEWABLE THROUGH THEIR SENIOR YEAR OF STUDY IF THEY CONTINUE TO MEET THE SCHOLARSHIPS GUIDELINES FOR RENEWAL                   |                     |                               |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                      | (Expenses \$ 10,000 | including grants of \$ )      | (Revenue \$ ) |
| PRESIDENTS INSTITUTE STUDENT LEARNING WORKSHOP - WITH A GRANT FROM THE TEAGLE FOUNDATION, CIC OFFERED A WORKSHOP, PRESIDENTIAL LEADERSHIP FOR STUDENT LEARNING IN INDEPENDENT COLLEGES AND UNIVERSITIES, AT THE 2012 PRESIDENTS INSTITUTE FOR APPROXIMATELY 60 COLLEGE AND UNIVERSITY PRESIDENTS TO ENCOURAGE THEM TO RECLAIM THEIR CENTRAL ROLE AS LEADERS OF THE EDUCATIONAL MISSION OF THEIR INSTITUTIONS |                     |                               |               |

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                            |                        |                          |                       |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                               | (Expenses \$ 4,304     | including grants of \$ ) | (Revenue \$ )         |
| LIBRARY PROGRAMS - CIC HAS PARTNERED WITH THE COUNCIL ON LIBRARY AND INFORMATION RESOURCES (CLIR) TO OFFER PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR LIBRARY STAFF AT CIC INSTITUTIONS. CLIR AND CIC ARE EXPANDING ACCESS TO SEVERAL EXISTING WORKSHOPS AND OFFERING A VARIETY OF NEW ONES THAT FOCUS ON TOPICS SUCH AS UNDERSTANDING STUDENT RESEARCH BEHAVIOR, MANAGING DIGITAL ASSETS, AND RESTRUCTURING WORK WITHIN THE LIBRARY. |                        |                          |                       |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                               | (Expenses \$ 1,269,262 | including grants of \$ ) | (Revenue \$ 649,038 ) |
| OTHER CIC CONFERENCES AND WORKSHOPS - ANNUAL INSTITUTES AND WORKSHOPS INCLUDING THE PRESIDENTS INSTITUTE, CHIEF ACADEMIC OFFICERS INSTITUTE, DIVISION AND DEPARTMENT CHAIR WORKSHOPS, COLLEGE MEDIA CONFERENCE, AND ANNUAL STATE FUND MEETING, PROVIDE ONGOING PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR PRESIDENTS, CHIEF ACADEMIC OFFICERS, DEPARTMENT CHAIRS, DIRECTORS OF STATE FUNDS, AND PUBLIC RELATIONS DIRECTORS.           |                        |                          |                       |

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| 4d. Other program services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |                                |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | (Expenses \$ 26,351  | including grants of \$         | (Revenue \$ ) |
| EXECUTIVE LEADERSHIP ACADEMY - THE EXECUTIVE LEADERSHIP ACADEMY (ELA) IS A YEAR-LONG PROGRAM ORGANIZED IN PARTNERSHIP WITH THE AMERICAN ACADEMIC LEADERSHIP INSTITUTE (AALI) AND THE AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (AASCU) AND SUPPORTED BY AALI AND THE HENRY LUCE FOUNDATION TO PREPARE EXPERIENCED VICE PRESIDENTS AND OTHER CABINET-LEVEL ADMINISTRATORS OF ALL DIVISIONS OF A COLLEGE OR UNIVERSITY TO SERVE AS EFFECTIVE COLLEGE PRESIDENTS THE PROGRAM FOCUSES ON ASPECTS OF INSTITUTIONAL LEADERSHIP THAT ARE OFTEN OUTSIDE THE VICE PRESIDENTIAL PURVIEW AND CONSISTS OF TWO SEMINARS, ONGOING WEBINARS AND READING EXERCISES, EXPERIENTIAL PROGRAMS AND ACTIVITIES FOCUSED ON SPECIFIC AREAS OF PRESIDENTIAL RESPONSIBILITY, CAREER COACHING, AND MENTORING |                      |                                |               |
| (Code )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | (Expenses \$ 159,950 | including grants of \$ 159,950 | (Revenue \$ ) |
| NATIONAL VENTURE FUND PROGRAM - DESIGNED TO SUPPORT MULTI-COLLEGE COLLABORATIONS TO ADDRESS CORE PROGRAMS TO ADVANCE THE INTERESTS OF INDEPENDENT COLLEGES, PROGRAM AWARDS BECOME AVAILABLE AFTER THE STATE FUND MEMBER RAISES GIFTS AND GRANTS TO MATCH THE AMOUNT OF THE CIC GRANT (1 1 MINIMUM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                      |                                |               |

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

| 4d. Other program services                                                                                                                                           |                |        |                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------|----------------------------------------------|
| (Code                                                                                                                                                                | ) (Expenses \$ | 36,180 | including grants of \$ (Revenue \$ 138,250 ) |
| TUITION EXCHANGE PROGRAM - TEP IS A NETWORK OF MEMBER COLLEGES AND UNIVERSITIES WILLING TO PROVIDE A STAFF BENEFIT BY WAIVING TUITION FOR STAFF AND THEIR DEPENDENTS |                |        |                                              |

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A)<br>Name and Title                            | (B)<br>Average<br>hours<br>per<br>week | (C)<br>Position (check all<br>that apply) |                       |         |              |                                 |        | (D)<br>Reportable<br>compensation<br>from the<br>organization (W-<br>2/1099-MISC) | (E)<br>Reportable<br>compensation<br>from related<br>organizations<br>(W- 2/1099-<br>MISC) | (F)<br>Estimated<br>amount of other<br>compensation<br>from the<br>organization and<br>related<br>organizations |
|--------------------------------------------------|----------------------------------------|-------------------------------------------|-----------------------|---------|--------------|---------------------------------|--------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|                                                  |                                        | Individual trustee<br>or director         | Institutional Trustee | Officer | Key employee | Highest compensated<br>employee | Former |                                                                                   |                                                                                            |                                                                                                                 |
| GEORGE E MARTIN<br>IMMEDIATE PAST CHAIR          | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| S GEORGIA NUGENT<br>CHAIR                        | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| STEVEN BAHLS<br>DIRECTOR                         | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| MICHELE PERKINS<br>DIRECTOR                      | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| TONY ARETZ<br>DIRECTOR                           | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| KURT KUEHN<br>VC FOR INVESTMENT                  | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| STEPHEN BRIGGS<br>DIRECTOR                       | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| JACK P CALARESO<br>DIRECTOR                      | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| RONALD L CARTER<br>DIRECTOR                      | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| CHRISTINA R CUTLIP<br>DIRECTOR                   | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| WILLIAM L FOX<br>VC FOR PUBLIC INFORMATION       | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| MICHAEL GILLIGAN<br>DIRECTOR                     | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| WILLIAM T LUCKEY<br>DIRECTOR                     | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| NANCY OLIVER GRAY<br>VC FOR RESOURCE DEVELOPMENT | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| SHARON D HERZBERGER<br>DIRECTOR                  | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| SHERRY P MAGILL<br>DIRECTOR                      | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| CHRISTOPHER W KIMBALL<br>VC FOR PROGRAMS         | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| NORVAL C KNETEN<br>TREASURER                     | 2 00                                   | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| TIM SUMMERLIN<br>DIRECTOR                        | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| MICHAEL LOMAX<br>DIRECTOR                        | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| ELLEN MCCULLOCH-LOVELL<br>DIRECTOR               | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| TOM HELLIE<br>DIRECTOR                           | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| LEX O MCMILLAN III<br>DIRECTOR                   | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| CAROL ANN MOONEY<br>DIRECTOR                     | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| CHRISTOPHER B NELSON<br>DIRECTOR                 | 2 00                                   | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A)<br>Name and Title                           | (B)<br>Average hours per week | (C)<br>Position (check all that apply) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-------------------------------------------------|-------------------------------|----------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                 |                               | Individual trustee or director         | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| EILEEN WILSON-OYELARAN<br>DIRECTOR              | 2 00                          | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| KATHLEEN OWENS<br>SECRETARY & VC FOR MEMBERSHIP | 2 00                          | X                                      |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| JEROLD PANAS<br>DIRECTOR                        | 2 00                          | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| J B WILSON<br>DIRECTOR                          | 2 00                          | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| HAYWOOD STRICKLAND<br>DIRECTOR                  | 2 00                          | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| KIM PHIPPS<br>DIRECTOR                          | 2 00                          | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| MARJORIE HASS<br>DIRECTOR                       | 2 00                          | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| RICHARD EKMAN<br>PRESIDENT                      | 35 00                         | X                                      |                       | X       |              |                              |        | 495,906                                                              | 0                                                                         | 147,000                                                                                       |
| CYNTHIA D PAGE<br>DIRECTOR OF FINANCE           | 35 00                         |                                        |                       | X       |              |                              |        | 110,113                                                              | 0                                                                         | 27,227                                                                                        |
| BARBARA HETRICK<br>SENIOR VICE PRESIDENT        | 35 00                         |                                        |                       |         | X            |                              |        | 166,312                                                              | 0                                                                         | 32,700                                                                                        |
| HAROLD V HARTLEY<br>SENIOR VICE PRESIDENT       | 35 00                         |                                        |                       |         | X            |                              |        | 161,211                                                              | 0                                                                         | 32,698                                                                                        |
| EDWARD MOORE<br>EXEC DIRECTOR FIHE/VP CIC       | 35 00                         |                                        |                       |         | X            |                              |        | 170,918                                                              | 0                                                                         | 33,117                                                                                        |
| LAURA A WILCOX<br>VP FOR COMMUNICATIONS         | 35 00                         |                                        |                       |         |              | X                            |        | 132,128                                                              | 0                                                                         | 31,370                                                                                        |
| CHRISTOPH KUNKEL<br>VP FOR OPERATIONS           | 35 00                         |                                        |                       |         |              | X                            |        | 132,563                                                              | 0                                                                         | 23,373                                                                                        |
| ALLISON BLACKBURN<br>DIRECTOR OF CONFERENCES    | 35 00                         |                                        |                       |         |              | X                            |        | 100,695                                                              | 0                                                                         | 19,350                                                                                        |
| VIRGINIA M COOMBS<br>VP FOR ANNUAL PROGRAMS     | 35 00                         |                                        |                       |         |              | X                            |        | 122,887                                                              | 0                                                                         | 18,727                                                                                        |

SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
COUNCIL OF INDEPENDENT COLLEGES

Employer identification number  
01-6004776

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

|   |                                                                                                                                                                                                                                                                                                                                         |                              |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
|   | (a) Donor advised funds                                                                                                                                                                                                                                                                                                                 | (b) Funds and other accounts |
| 1 | Total number at end of year                                                                                                                                                                                                                                                                                                             |                              |
| 2 | Aggregate contributions to (during year)                                                                                                                                                                                                                                                                                                |                              |
| 3 | Aggregate grants from (during year)                                                                                                                                                                                                                                                                                                     |                              |
| 4 | Aggregate value at end of year                                                                                                                                                                                                                                                                                                          |                              |
| 5 | Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>                                                            |                              |
| 6 | Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> |                              |

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)☐ Preservation of an historically importantly land area  
☐ Protection of natural habitat☐ Preservation of a certified historic structure  
☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

|   |                                                                                    |
|---|------------------------------------------------------------------------------------|
|   | Held at the End of the Year                                                        |
| a | Total number of conservation easements                                             |
| b | Total acreage restricted by conservation easements                                 |
| c | Number of conservation easements on a certified historic structure included in (a) |
| d | Number of conservation easements included in (c) acquired after 8/17/06            |

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ► \_\_\_\_\_

4

Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ► \_\_\_\_\_

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year  
► \$ \_\_\_\_\_

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

► \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X

► \$ \_\_\_\_\_

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

► \$ \_\_\_\_\_

b

Assets included in Form 990, Part X

► \$ \_\_\_\_\_

For Privacy Act and Paperwork Reduction Act Notice, see the Intructions for Form 990

Cat No 52283D

Schedule D (Form 990) 2011

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

d

☐ Loan or exchange programs

b

☐ Scholarly research

e

☐ Other

c

☐ Preservation for future generations

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

|    |        |
|----|--------|
|    | Amount |
| 1c |        |
| 1d |        |
| 1e |        |
| 1f |        |

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

|    |                                                          |               |                   |                     |                    |
|----|----------------------------------------------------------|---------------|-------------------|---------------------|--------------------|
|    | (a)Current Year                                          | (b)Prior Year | (c)Two Years Back | (d)Three Years Back | (e)Four Years Back |
| 1a | Beginning of year balance . . . . .                      | 39,379,879    |                   |                     |                    |
| b  | Contributions . . . . .                                  | 36,180,692    |                   |                     |                    |
| c  | Investment earnings or losses . . . . .                  | -1,133,824    | 3,400,150         |                     |                    |
| d  | Grants or scholarships . . . . .                         | 1,725,850     | 130,223           |                     |                    |
| e  | Other expenditures for facilities and programs . . . . . |               |                   |                     |                    |
| f  | Administrative expenses . . . . .                        | 98,455        | 70,740            |                     |                    |
| g  | End of year balance . . . . .                            | 36,421,750    | 39,379,879        |                     |                    |

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶ 11 620 %

c

Term endowment ▶ 88 380 %

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations . . . . .

3a(i)

☐ Yes

☐ No

(ii)

related organizations . . . . .

3a(ii)

☐ Yes

☐ No

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

☐ Yes

☐ No

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment. See Form 990, Part X, line 10.

|                                                                                                      |                                      |                                |                              |                |
|------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------|------------------------------|----------------|
| Description of property                                                                              | (a) Cost or other basis (investment) | (b)Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
| 1a Land . . . . .                                                                                    |                                      |                                |                              |                |
| b Buildings . . . . .                                                                                |                                      |                                |                              |                |
| c Leasehold improvements . . . . .                                                                   |                                      | 602,468                        | 385,268                      | 217,200        |
| d Equipment . . . . .                                                                                |                                      | 739,327                        | 545,805                      | 193,522        |
| e Other . . . . .                                                                                    |                                      |                                |                              |                |
| Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . . |                                      |                                |                              | 410,722        |

Schedule D (Form 990) 2011



| Part XIReconciliation of Change in Net Assets from Form 990 to Financial Statements |                                                                                 |    |            |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----|------------|
| 1                                                                                   | Total revenue (Form 990, Part VIII, column (A), line 12)                        | 1  | 9,388,437  |
| 2                                                                                   | Total expenses (Form 990, Part IX, column (A), line 25)                         | 2  | 10,322,556 |
| 3                                                                                   | Excess or (deficit) for the year Subtract line 2 from line 1                    | 3  | -934,119   |
| 4                                                                                   | Net unrealized gains (losses) on investments                                    | 4  | -2,248,948 |
| 5                                                                                   | Donated services and use of facilities                                          | 5  |            |
| 6                                                                                   | Investment expenses                                                             | 6  |            |
| 7                                                                                   | Prior period adjustments                                                        | 7  |            |
| 8                                                                                   | Other (Describe in Part XIV)                                                    | 8  |            |
| 9                                                                                   | Total adjustments (net) Add lines 4 - 8                                         | 9  | -2,248,948 |
| 10                                                                                  | Excess or (deficit) for the year per financial statements Combine lines 3 and 9 | 10 | -3,183,067 |

| Part XIIReconciliation of Revenue per Audited Financial Statements With Revenue per Return |                                                                                            |    |            |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----|------------|
| 1                                                                                          | Total revenue, gains, and other support per audited financial statements . . . . .         | 1  | 7,139,489  |
| 2                                                                                          | Amounts included on line 1 but not on Form 990, Part VIII, line 12                         |    |            |
| a                                                                                          | Net unrealized gains on investments . . . . .                                              | 2a | -2,248,948 |
| b                                                                                          | Donated services and use of facilities . . . . .                                           | 2b |            |
| c                                                                                          | Recoveries of prior year grants . . . . .                                                  | 2c |            |
| d                                                                                          | Other (Describe in Part XIV) . . . . .                                                     | 2d |            |
| e                                                                                          | Add lines 2a through 2d . . . . .                                                          | 2e | -2,248,948 |
| 3                                                                                          | Subtract line 2e from line 1 . . . . .                                                     | 3  | 9,388,437  |
| 4                                                                                          | Amounts included on Form 990, Part VIII, line 12, but not on line 1                        |    |            |
| a                                                                                          | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                 | 4a |            |
| b                                                                                          | Other (Describe in Part XIV) . . . . .                                                     | 4b |            |
| c                                                                                          | Add lines 4a and 4b . . . . .                                                              | 4c | 0          |
| 5                                                                                          | Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . . | 5  | 9,388,437  |

| Part XIIIReconciliation of Expenses per Audited Financial Statements With Expenses per Return |                                                                                             |    |            |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|----|------------|
| 1                                                                                             | Total expenses and losses per audited financial statements . . . . .                        | 1  | 10,322,556 |
| 2                                                                                             | Amounts included on line 1 but not on Form 990, Part IX, line 25                            |    |            |
| a                                                                                             | Donated services and use of facilities . . . . .                                            | 2a |            |
| b                                                                                             | Prior year adjustments . . . . .                                                            | 2b |            |
| c                                                                                             | Other losses . . . . .                                                                      | 2c |            |
| d                                                                                             | Other (Describe in Part XIV) . . . . .                                                      | 2d |            |
| e                                                                                             | Add lines 2a through 2d . . . . .                                                           | 2e | 0          |
| 3                                                                                             | Subtract line 2e from line 1 . . . . .                                                      | 3  | 10,322,556 |
| 4                                                                                             | Amounts included on Form 990, Part IX, line 25, but not on line 1:                          |    |            |
| a                                                                                             | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                  | 4a |            |
| b                                                                                             | Other (Describe in Part XIV) . . . . .                                                      | 4b |            |
| c                                                                                             | Add lines 4a and 4b . . . . .                                                               | 4c | 0          |
| 5                                                                                             | Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . . | 5  | 10,322,556 |

Part XIVSupplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

| Identifier                                          | Return Reference | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DESCRIPTION OF INTENDED USE OF ENDOWMENT FUNDS      | PART V, LINE 4   | FOLLOWING THE OCTOBER 2010 MERGER OF CIC AND THE FOUNDATION FOR INDEPENDENT HIGHER EDUCATION (FIHE), WHICH HAD BEEN THE NATIONAL PARTNER IN A NETWORK OF STATE FUNDRAISING CONSORTIA OF INDEPENDENT COLLEGES AND UNIVERSITIES, CIC CONTINUES TO ADMINISTER FORMER FIHE GRANT PROGRAMS TO BENEFIT THE NOW STATE FUND MEMBERS AND THEIR MEMBER COLLEGES. THE PROGRAMS ARE FUNDED THROUGH A DRAWDOWN FROM THE CIC-FIHE ENDOWMENT, SUPPLEMENTED BY GRANTS FROM CORPORATIONS AND FOUNDATIONS INCLUDING UPS, TIAA-CREF AND HSBC. GRANT PROGRAMS SUPPORTING STATE FUND MEMBERS INCLUDE SCHOLARSHIP CHALLENGE GRANTS (RECIPIENTS WILL RAISE MATCHING FUNDS AT A MINIMUM 1:1 RATIO FOR THEIR INDIVIDUAL SCHOLARSHIP CAMPAIGNS), NATIONAL VENTURE FUND GRANTS (DEDICATED TO PROGRAMS BENEFITTING MEMBER COLLEGES COLLABORATING ON A PROJECT TO ADDRESS AN ISSUE OF MUTUAL INTEREST), FIRST OPPORTUNITY PARTNERS GRANTS (DEDICATED TO PROGRAMS BENEFITTING FIRST GENERATION, MINORITY, OR LOW INCOME STUDENTS), AND THE CAPACITY-BUILDING GRANTS (PROVIDING \$5,000 IN SEED MONEY FOR INITIATIVES THAT ENHANCE THE STATE FUNDS ABILITY TO RAISE NEW MONEY TO BENEFIT THEIR MEMBER COLLEGES). IN 1974, THE UPS FOUNDATION BEGAN A PROGRAM OF SUPPORTING PRIVATE HIGHER EDUCATIONS BY MAKING A GRANT OF \$750,000 IN PREFERRED STOCK TO THE INDEPENDENT COLLEGE FUNDS OF AMERICA (WHICH LATER BECAME THE FOUNDATION FOR INDEPENDENT HIGHER EDUCATION (FIHE)) TO ESTABLISH THE UPS/FIHE EDUCATIONAL ENDOWMENT FUND. A SEQUENCE OF GIFTS OF UPS STOCK AS WELL AS CASH CONTINUED THROUGH 1981, AT WHICH TIME THE CORPUS WAS \$4,235,040. EARLY IN 1980, THE 7 PERCENT PREFERRED STOCK HELD IN THE FUND WAS CONVERTED INTO UPS COMMON STOCK, WHICH WAS SUBSEQUENTLY REPURCHASED BY THE COMPANY, WITH THE FUNDS THEN MANAGED BY THE INVESTMENT COMMITTEE OF THE FIHE BOARD (AND SINCE THE MERGER OF FIHE INTO THE COUNCIL OF INDEPENDENT COLLEGES (CIC) IN OCTOBER 2010 BY THE INVESTMENT COMMITTEE OF THE CIC BOARD). AS OF JUNE 30, 2012, THE FUND HAD A DIVERSIFIED PORTFOLIO VALUED AT NEARLY \$36 MILLION. THUS, A \$4.2 MILLION INVESTMENT BY THE UPS FOUNDATION HAS GENERATED A FUND WITH A MARKET VALUE OF OVER \$36 MILLION, AND OVER THE YEARS HAS GENERATED AN ADDITIONAL \$52 MILLION IN MOSTLY SCHOLARSHIP GRANTS TO PRIVATE COLLEGES AND UNIVERSITIES DISTRIBUTED THROUGH THE RESPECTIVE PRIVATE COLLEGE STATE ASSOCIATIONS THAT TODAY ARE STATE FUND MEMBERS OF CIC. SINCE ITS IMPLEMENTATION IN 1985, THE UPS SCHOLARSHIP PROGRAM HAS BEEN A CORE INITIATIVE OF FIRST FIHE AND NOW CIC. THE SCHOLARSHIPS ARE GIVEN IN THE NAME OF UNITED PARCEL SERVICE (UPS), WHOSE FINANCIAL SUPPORT ALLOWED THE ESTABLISHMENT OF THE ENDOWMENT, AND WHOSE CONTINUING SUPPORT HAS BEEN CRITICAL TO THE FURTHER GROWTH AND DEVELOPMENT OF THE NETWORK OF STATE ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES. AS PART OF THE UPS SCHOLARSHIP PROGRAM, EACH STATE FUND MEMBER IS PROVIDED WITH ONE SCHOLARSHIP FOR EACH OF ITS MEMBER COLLEGES. THE SCHOLARSHIPS VARY IN SIZE FROM YEAR TO YEAR BASED ON MARKET CONDITIONS AND INVESTMENT RETURNS, WITH THE BOARD OF DIRECTORS FOLLOWING THE TRADITIONAL COLLEGIATE DRAWDOWN POLICY USING A TWELVE-QUARTER MOVING AVERAGE VALUATION FOR THE ENDOWMENT. FOR THE 2012-2013 ACADEMIC YEAR, CIC IS AWARDING UPS SCHOLARSHIPS TOTALING OVER \$1.46 MILLION TO STATE FUND MEMBERS, PROVIDING FINANCIAL AID TO 609 STUDENTS NATIONWIDE. |
| DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48 | PART X           | IN JUNE 2006, THE FINANCIAL ACCOUNTING STANDARDS BOARD (FASB) ISSUED FASB ASC NO. 740-10 [FORMERLY INTERPRETATION NO. 48 (FIN 48)], ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES, WHICH IS AN INTERPRETATION OF ASC 740S (FORMERLY SFAS NO. 109), ACCOUNTING FOR INCOME TAXES. FASB ASC NO. 740-10 CLARIFIES THE ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES RECOGNIZED IN COUNCIL OF INDEPENDENT COLLEGES FINANCIAL STATEMENTS IN ACCORDANCE WITH ASC 740S AND PRESCRIBES A RECOGNITION THRESHOLD AND MEASUREMENT ATTRIBUTE FOR THE FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT OF A TAX POSITION TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN. FASB ASC NO. 740-10 REQUIRES THE EVALUATION OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN THE COURSE OF PREPARING THE COUNCIL OF INDEPENDENT COLLEGES TAX RETURN TO DETERMINE WHETHER THE TAX POSITIONS HAVE A MORE-LIKELY-THAN-NOT PROBABILITY OF BEING SUSTAINED BY THE APPLICABLE TAX AUTHORITY. THE COUNCIL OF INDEPENDENT COLLEGES PERFORMED AN EVALUATION OF UNCERTAIN TAX POSITIONS FOR THE YEAR ENDED JUNE 30, 2012, AND DETERMINED THAT THERE WERE NO MATTERS THAT WOULD REQUIRE RECOGNITION IN THE FINANCIAL STATEMENTS OR THAT MAY HAVE ANY EFFECT ON ITS TAX-EXEMPT STATUS. AS OF JUNE 30, 2012, THE STATUTE OF LIMITATIONS FOR TAX YEARS 2008 THROUGH 2010 REMAINS OPEN WITH THE U.S. FEDERAL JURISDICTION OR THE VARIOUS STATES AND LOCAL JURISDICTIONS IN WHICH THE ORGANIZATION FILES TAX RETURNS. IT IS THE COUNCIL'S POLICY TO RECOGNIZE INTEREST AND/OR PENALTIES RELATED TO UNCERTAIN TAX POSITIONS, IF ANY, IN INCOME TAX EXPENSE. AS OF JUNE 30, 2012, THE COUNCIL HAD NO ACCRUALS FOR INTEREST AND/OR PENALTIES.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

Schedule I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
COUNCIL OF INDEPENDENT COLLEGES

Grants and Other Assistance to Organizations,  
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990

OMB No 1545-0047

2011

Open to Public  
Inspection

Employer identification number  
01-6004776

Part I

General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed . . . . . ☐

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|----------------------------------------------------|---------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| See Additional Data Table                          |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . . ▶

3 Enter total number of other organizations listed in the line 1 table . . . . . ▶

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.  
Use Schedule I-1 (Form 990) if additional space is needed.

| (a)Type of grant or assistance                 | (b)Number of recipients | (c)Amount of cash grant | (d)Amount of non-cash assistance | (e)Method of valuation (book, FMV, appraisal, other) | (f)Description of non-cash assistance |
|------------------------------------------------|-------------------------|-------------------------|----------------------------------|------------------------------------------------------|---------------------------------------|
| (1) SCHOLARSHIP TO PURSUE PH D                 | 1                       | 50,000                  |                                  | COST                                                 |                                       |
| (2) STIPENDS FOR AMERICAN GRADUATE FELLOWSHIPS | 9                       | 22,500                  |                                  | COST                                                 |                                       |
|                                                |                         |                         |                                  |                                                      |                                       |
|                                                |                         |                         |                                  |                                                      |                                       |
|                                                |                         |                         |                                  |                                                      |                                       |
|                                                |                         |                         |                                  |                                                      |                                       |
|                                                |                         |                         |                                  |                                                      |                                       |

Part IV

Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.

| Identifier                                 | Return Reference | Explanation                                                                                                                                                                                                                                |
|--------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PROCEDURE FOR MONITORING GRANTS IN THE U S | PART I, LINE 2   | SCHEDULE I, PART I, LINE 2 LARGER GRANTS ARE MONITORED THROUGH NARRATIVE AND FINANCIAL REPORTS DUE AT SPECIFIC TIMES DURING THE GRANT PERIOD SMALLER TRAVEL GRANTS REQUIRE DOCUMENTATION OF EXPENDITURE FOR THE RELEASE OF THE GRANT FUNDS |

Software ID:  
Software Version:  
EIN: 01-6004776  
Name: COUNCIL OF INDEPENDENT COLLEGES

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                           | (b) EIN        | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance      |
|------------------------------------------------------------------------------|----------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|-----------------------------------------|
| ALMA COLLEGE614<br>WEST SUPERIOR<br>STREET<br>ALMA, MI<br>488011599          | 38-<br>1359083 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART<br>COLLEGE<br>SUCCESS<br>AWARDS |
| ALVERNO<br>COLLEGE3400<br>SOUTH 43RD<br>STREET<br>MILWAUKEE, WI<br>532343922 | 39-<br>0806263 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART<br>COLLEGE<br>SUCCESS<br>AWARDS |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                                  | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---------------------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES OF PENNSYLVANIA101 NORTH FRONT STREET HARRISBURG, PA 171011404 | 25-1666617 | 501(C)(3)                          | 199,200                  |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| BEREA COLLEGE101 CHESTNUT STREET BEREА, KY 404040003                                                                | 61-0444650 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government                | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|--------------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| CARDINAL STRITCH UNIVERSITY6801 NORTH YATES ROAD MILWAUKEE, WI 532173985 | 39-0806196     | 501(C)(3)                                 | 25,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| CATAWBA COLLEGE2300 W INNES STREET SALISBURY, NC 281442488               | 56-0530251     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                      | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| CHAMINADE UNIVERSITY3140 WAIALAE AVENUE HONALULU, HI 968161578          | 99-0272261 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| CLARK ATLANTA UNIVERSITY223 JAMES P BROWLEY DR SW ATLANTA, GA 303144391 | 58-1825259 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government                  | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|----------------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| COLLEGE OF NOTRE DAME OF MARYLAND4701 N CHARLES STREET BALTIMORE, MD 21210 | 52-0591641     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| COLLEGE OF NOTRE DAME OF MARYLAND4701 N CHARLES STREET BALTIMORE, MD 21210 | 52-0591641     | 501(C)(3)                                 | 1,046                           |                                          |                                                              |                                               | CLA PATHWAYS PROJECT                      |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government       | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|-----------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| DEFIANCE COLLEGE701 NORTH CLINTON STREET DEFIANCE, OH 435121695 | 34-4430762     | 501(C)(3)                                 | 25,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| DEPAUL UNIVERSITY1 EAST JACKSON BLVD CHICAGO, IL 606042287      | 36-2167048     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government        | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV , appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|---------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| ELIZABETHTOWN COLLEGEONE ALPHA DRIVE ELIZABETHTOWN, PA 170222298 | 23-1352632     | 501(C)(3)                                 | 50,000                          |                                          |                                                               |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| EMMANUEL COLLEGE 400 THE FENWAY BOSTON,MA 02115                  | 04-2105769     | 501(C)(3)                                 | 26,141                          |                                          |                                                               |                                               | WALMART COLLEGE SUCCESS AWARDS            |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government         | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|-------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| EUREKA COLLEGE<br>300 EAST COLLEGE AVENUE<br>EUREKA, IL 615301500 | 37-0673484     | 501(C)(3)                                 | 25,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| FRANKLIN COLLEGE101 BRANIGIN BLVD<br>FRANKLIN, IN 46131           | 35-0868086     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                    | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-----------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| GUILFORD COLLEGE<br>5800 WEST FRIENDLY AVENUE<br>GREENSBORO, NC 27410 | 56-0529982 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| HERITAGE UNIVERSITY3240 FORT ROAD TOPPENISH, WA 98948                 | 91-1160585 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                            | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-----------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| INDEPENDENT COLLEGE FUND OF MARYLAND3225 ELLERSLIE AVENUE SUITE C-160 BALTIMORE, MD 212183519 | 52-0692469 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | SCHOLARSHIP CHALLENGE GRANT        |
| INDEPENDENT COLLEGE FUND OF MARYLAND3225 ELLERSLIE AVENUE SUITE C-160 BALTIMORE, MD 212183519 | 52-0692469 | 501(C)(3)                          | 24,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government                           | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|-------------------------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| INDEPENDENT COLLEGE FUND OF NEW JERSEY797 SPRINGFIELD AVENUE SUMMIT,NJ 07901        | 22-1551931     | 501(C)(3)                                 | 33,600                          |                                          |                                                              |                                               | UPS SCHOLARSHIPS                          |
| INDEPENDENT COLLEGES OF INDIANA3135 NORTH MARIDIAN STREET INDIANAPOLIS,IN 462084717 | 31-0901001     | 501(C)(3)                                 | 2,200                           |                                          |                                                              |                                               | NATIONAL VENTURES FUND                    |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|-------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| INDEPENDENT COLLEGES OF WASHINGTON600 SEWART STREET SUITE 600 SEATTLE, WA 981011268 | 91-0614877 | 501(C)(3)                          | 49,750                   |                                   |                                                       |                                        | NATIONAL VENTURES FUND             |
| INDEPENDENT COLLEGES OF WASHINGTON600 SEWART STREET SUITE 600 SEATTLE, WA 981011268 | 91-0614877 | 501(C)(3)                          | 24,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government           | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| LYNCHBURG COLLEGE1501 LAKESIDE DRIVE LYNCHBURG, VA 245013199 | 54-0505922 | 501(C)(3)                          | 1,750                    |                                   |                                                       |                                        | CLA PATHWAY PROJECT                |
| LYNCHBURG COLLEGE1501 LAKESIDE DRIVE LYNCHBURG, VA 245013199 | 54-0505922 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government     | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| MARS HILL COLLEGEPO BOX 370<br>MARS HILL, NC 28754     | 56-0554207 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| MCKENDREE COLLEGE701 COLLEGE ROAD LEBANON,IL 622549990 | 37-0661219 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|-----------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| MERCYHURST COLLEGE501 EAST 38TH STREET ERIE, PA 165460001 | 25-0965430     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| MILLS COLLEGE 5000 MACARTHUR BLVD OAKLAND, CA 946131301   | 94-1156566     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                               | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| MISSOURI COLLEGES FUND<br>3401 WEST TRUMAN BLVD<br>SUITE 202<br>JEFFERSON CITY, MD 651096892     | 43-0680952 | 501(C)(3)                          | 38,400                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES530 N BLOUNT STREET<br>RALEIGH, NC 276041120 | 56-0775353 | 501(C)(3)                          | 86,400                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                             | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| NOTRE DAME DE NAMUR UNIVERSITY1500 RALSTON AVENUE BELMONT, CA 940021997                        | 94-1156646 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| OHIO FOUNDATION OF INDEPENDENT COLLEGES250 EAST BROAD STREET SUITE 1700 COLUMBUS, OH 432153722 | 31-4441082 | 501(C)(3)                          | 5,000                    |                                   |                                                       |                                        | CAPACITY BUILDING GRANT            |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government          | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|--------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| ROSEMONT COLLEGE1400 MONTGOMERY AVENUE ROSEMONT, PA 190101699      | 23-1365966     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| SAINT AUGUSTINE'S COLLEGE1315 OAKMONT AVENUE RALEIGH, NC 276102298 | 56-0547478     | 501(C)(3)                                 | 1,500                           |                                          |                                                              |                                               | PRESIDENTS INSTITUTE TRAVEL GRANT         |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|--------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| SAINT AUGUSTINE'S COLLEGE1315 OAKMONT AVENUE RALEIGH, NC 276102298 | 56-0547478 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| STETSON UNIVERSITY421 NORTH WOODLAND BLVD DELAND, FL 327230001     | 59-0624416 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government            | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|----------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| STEVENSON UNIVERSITY1525 GREENSPRING VALLEY ROAD STEVENSON, MD 21153 | 52-0705392     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |
| THOMAS COLLEGE 180 WEST RIVER ROAD WATERVILLE, ME 049015097          | 01-0263385     | 501(C)(3)                                 | 50,000                          |                                          |                                                              |                                               | WALMART COLLEGE SUCCESS AWARDS            |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| UNIVERSITY OF ST FRANCIS500 NORTH WILCOX STREET JOLIET,IL 604356188                      | 36-2170999 | 501(C)(3)                          | 50,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| VIRGINIA FOUNDATION OF INDEPENDENT COLLEGES8010 RIDGE ROAD SUITE B RICHMOND,VA 232297288 | 54-0554396 | 501(C)(3)                          | 5,000                    |                                   |                                                       |                                        | CAPACITY BUILDING GRANT            |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|-------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| VIRGINIA FOUNDATION OF INDEPENDENT COLLEGES8010 RIDGE ROAD SUITE B RICHMOND, VA 232297288 | 54-0554396 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | FIRST OPPORTUNITY PARTNERS FUND    |
| WABASH COLLEGE410 WEST WABASH STREET CRAWFORDSVILLE, IN 479330352                         | 35-0868202 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                                 | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--------------------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| WOODBURY UNIVERSITY7500 GLENOAKS BLVD BURBANK, CA 915107846                                                        | 95-2786163 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | WALMART COLLEGE SUCCESS AWARDS     |
| ALABAMA ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES5950 CARMICHAEL PLACE SUITE 213 MONTGOMERY, AL 361172347 | 63-0422143 | 501(C)(3)                          | 31,200                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|------------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| ARKANSAS' INDEPENDENT COLLEGES & UNIVERSITIESONE RIVERFRONT PLACE SUITE 610 NORTH LITTLE ROCK,AR 721145646 | 71-0266514 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | SCHOLARSHIP CHALLENGE GRANT        |
| ARKANSAS' INDEPENDENT COLLEGES & UNIVERSITIESONE RIVERFRONT PLACE SUITE 610 NORTH LITTLE ROCK,AR 721145646 | 71-0266514 | 501(C)(3)                          | 26,400                   |                                   |                                                       |                                        | UPS SCHLOARSHIPS                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|---------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 606017450 | 36-2252360 | 501(C)(3)                          | 5,000                    |                                   |                                                       |                                        | CAPACITY BUILDING GRANT            |
| ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 606017450 | 36-2252360 | 501(C)(3)                          | 45,000                   |                                   |                                                       |                                        | FIRST OPPORTUNITY PARTNERS FUND    |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|---------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|--------------------------------------------------------|----------------------------------------|------------------------------------|
| ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 606017450 | 36-2252360 | 501(C)(3)                          | 3,500                    |                                   |                                                        |                                        | NAMED SCHOLARSHIP GRANT            |
| ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 606017450 | 36-2252360 | 501(C)(3)                          | 35,000                   |                                   |                                                        |                                        | NATIONAL VENTURE FUND              |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|---------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 606017450 | 36-2252360 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | SCHOLARSHIP CHALLENGE GRANT        |
| ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 606017450 | 36-2552360 | 501(C)(3)                          | 55,200                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|--------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| ASSOCIATION OF INDEPENDENT KENTUCKY COLLEGES AND UNIVERSITIES484 CHENAULT ROAD FRANKFORT, KY 406019260 | 61-0469277 | 501(C)(3)                          | 48,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| CALIFORNIA LUTHERAN UNIVERSITY60 WEST OLSEN ROAD THOUSAND OAKS, CA 91360                               | 95-2962604 | 501(C)(3)                          | 5,948                    |                                   |                                                       |                                        | NET-VUE GRANT                      |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|--------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| CLARK ATLANTA UNIVERSITY223 JAMES P BROWLEY DR SW ATLANTA,GA 303144391         | 58-1825259 | 501(C)(3)                          | 1,500                    |                                   |                                                       |                                        | PRESIDENTS INSTITUTE TRAVEL GRANT  |
| FLORIDA INDEPENDENT COLLEGE FUND542 EAST PARK AVENUE TALLAHASSEE, FL 323012589 | 59-1919098 | 501(C)(3)                          | 69,600                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

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|--------------------------------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| FRANKLIN COLLEGE<br>101 BRANIGIN BLVD<br>FRANKLIN, IN 46131                                | 35-0868086     | 501(C)(3)                                 | 200                             |                                          |                                                              |                                               | DQP CONSORTIUM                            |
| GEORGIA INDEPENDENT COLLEGE ASSOCIATIONONE GEORGIA CENTER SUITE 1510 ATLANTA, GA 303083625 | 58-0684740     | 501(C)(3)                                 | 5,000                           |                                          |                                                              |                                               | CAPACITY BUILDING GRANT                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|-------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| GEORGIA INDEPENDENT COLLEGE ASSOCIATIONONE GEORGIA CENTER SUITE 1510 ATLANTA,GA 303083625 | 58-0684740 | 501(C)(3)                          | 5,000                    |                                   |                                                       |                                        | NAMED SCHOLARSHIP GRANT            |
| GEORGIA INDEPENDENT COLLEGE ASSOCIATIONONE GEORGIA CENTER SUITE 1510 ATLANTA,GA 303083625 | 58-0684740 | 501(C)(3)                          | 57,600                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government                                                        | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| GORDON COLLEGE<br>REGISTRARS OFFICE<br>WENHAM, MA<br>019841899                                                   | 04-<br>2104258 | 501(C)(3)                                 | 5,000                           |                                          |                                                              |                                               | WESTBURY<br>SCHOLARSHIP                   |
| INDEPENDENT<br>COLLEGES AND<br>UNIVERSITITES OF<br>TEXAS<br>FOUNDATIONPO<br>BOX 13105<br>AUSTIN, TX<br>787113105 | 75-<br>1540769 | 501(C)(3)                                 | 86,400                          |                                          |                                                              |                                               | UPS<br>SCHOLARSHIP                        |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| INDEPENDENT COLLEGES OF INDIANA3135 NORTH MARIDIAN STREET INDIANAPOLIS, IN 462084717           | 31-0901001 | 501(C)(3)                          | 74,400                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| INDEPENDENT HIGHER EDUCATION OF COLORADO FUND 1177 GRANT STREET SUITE 102 DENVER, CO 802032362 | 72-6028332 | 501(C)(3)                          | 7,200                    |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

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|----------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|--------------------------------------------------------|----------------------------------------|------------------------------------|
| IOWA COLLEGE FOUNDATION505 FIFTH AVENUE SUITE 1034 DES MOINES,IA 503092315 | 42-0745995 | 501(C)(3)                          | 5,000                    |                                   |                                                        |                                        | NAMED SCHOLARSHIP GRANT            |
| IOWA COLLEGE FOUNDATION505 FIFTH AVENUE SUITE 1034 DES MOINES,IA 503092315 | 42-0745995 | 501(C)(3)                          | 25,000                   |                                   |                                                        |                                        | NATIONAL VENTURE FUND              |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| IOWA COLLEGE FOUNDATION505 FIFTH AVENUE SUITE 1034 DES MOINES,IA 503092315   | 42-0745995 | 501(C)(3)                          | 55,200                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| JOHN CARROLL UNIVERSITY20700 NORTH PARK BLVD UNIVERSITY HEIGHTS,OH 441184581 | 34-0714681 | 501(C)(3)                          | 9,350                    |                                   |                                                       |                                        | NET-VUE GRANT                      |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|---------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| KANSAS INDEPENDENT COLLEGE FUND700 SOUTH KANSAS AVENUE SUITE 622 TOPEKA, KS 666033823 | 48-0636041 | 501(C)(3)                          | 43,200                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| LAGRANGE COLLEGE601 BROAD STREET LAGRANGE,GA 302402999                                | 58-0566199 | 501(C)(3)                          | 3,450                    |                                   |                                                       |                                        | NET-VUE GRANT                      |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|-----------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|--------------------------------------------------------|----------------------------------------|------------------------------------|
| LAGRANGE COLLEGE601 BROAD STREET LAGRANGE,GA 302402999                                        | 58-0566199 | 501(C)(3)                          | 2,000                    |                                   |                                                        |                                        | INFORMATION FLUENCY                |
| LOUISISIANA INDEPENDENT COLLEGE FOUNDATION320 THIRD STREET SUITE 104 BATON ROUGE,LA 708011307 | 72-6028332 | 501(C)(3)                          | 25,000                   |                                   |                                                        |                                        | SCHOLARSHIP CHALLENGE GRANT        |

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|------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| LOUISISIANA INDEPENDENT COLLEGE FOUNDATION320 THIRD STREET SUITE 104 BATON ROUGE, LA 708011307 | 72-6028332 | 501(C)(3)                          | 14,400                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| MCKENDREE UNIVERSITY701 COLLEGE ROAD LEBANON,IL 622549990                                      | 37-0061219 | 501(C)(3)                          | 306                      |                                   |                                                       |                                        | DQP CONSORTIUM                     |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|--------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|--------------------------------------------------------|----------------------------------------|------------------------------------|
| MICHIGAN COLLEGES FOUNDATION<br>26555 EVERGREEN ROAD SUITE 870<br>SOUTHFIELD, MI 480764239 | 38-1332962 | 501(C)(3)                          | 5,000                    |                                   |                                                        |                                        | NAMED SCHOLARSHIP GRANT            |
| MICHIGAN COLLEGES FOUNDATION<br>26555 EVERGREEN ROAD SUITE 870<br>SOUTHFIELD, MI 480764239 | 38-1332962 | 501(C)(3)                          | 25,000                   |                                   |                                                        |                                        | SCHOLARSHIP CHALLENGE GRANT        |

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|--------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| MICHIGAN COLLEGES FOUNDATION<br>26555 EVERGREEN ROAD SUITE 870<br>SOUTHFIELD, MI 480764239 | 38-1332962 | 501(C)(3)                          | 33,600                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| MINNESOTA PRIVATE COLLEGE FUND445<br>MINNESOTA STREET SUITE 500<br>ST PAUL, MN 551012903   | 51-0166951 | 501(C)(3)                          | 14,000                   |                                   |                                                       |                                        | NATIONAL VENTURE FUND              |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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|-------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| MINNESOTA PRIVATE COLLEGE FUND<br>445 MINNESOTA STREET SUITE 500<br>ST PAUL, MN 551012903 | 51-0166951 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | SCHOLARSHIP CHALLENGE GRANT        |
| MINNESOTA PRIVATE COLLEGE FUND<br>445 MINNESOTA STREET SUITE 500<br>ST PAUL, MN 551012903 | 51-0166951 | 501(C)(3)                          | 40,800                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

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|--------------------------------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| NEBRASKA INDEPENDENT COLLEGE FOUNDATION4940 SOUTH 114TH STREET SUITE 5 OMAHA, NE 681372310 | 47-0399855     | 501(C)(3)                                 | 21,600                          |                                          |                                                              |                                               | UPS SCHOLARSHIPS                          |
| NEW MEXICO INDEPENDENT COLLEGE FUNDPO BOX 2004 SANTA FE, NM 875042004                      | 85-6005787     | 501(C)(3)                                 | 4,800                           |                                          |                                                              |                                               | UPS SCHOLARSHIPS                          |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                    | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| NORTH DAKOTA INDEPENDENT COLLEGE FUND CO UNIVERSITY OF MARY7500 UNIVERSITY DRIVE BISMARK,ND 585049634 | 45-6013925 | 501(C)(3)                          | 4,800                    |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| OHIO FOUNDATION OF INDEPENDENT COLLEGES250 EAST BROAD STREET SUITE 1700 COLUMBUS,OH 432153722         | 31-4441082 | 501(C)(3)                          | 17,950                   |                                   |                                                       |                                        | FIRST OPPORTUNITY PARTNERS FUND    |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                                    | (b) EIN        | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-----------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| OHIO<br>FOUNDATION OF<br>INDEPENDENT<br>COLLEGES250<br>EAST BROAD<br>STREET SUITE<br>1700<br>COLUMBUS,OH<br>432153722 | 31-<br>4441082 | 501(C)(3)                          | 25,000                   |                                   |                                                       |                                        | SCHOLARSHIP<br>CHALLENGE FUND      |
| OHIO<br>FOUNDATION OF<br>INDEPENDENT<br>COLLEGES250<br>EAST BROAD<br>STREET SUITE<br>1700<br>COLUMBUS,OH<br>432153722 | 31-<br>4441082 | 501(C)(3)                          | 81,600                   |                                   |                                                       |                                        | UPS<br>SCHOLARSHIPS                |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                           | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--------------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| OKLAHOMA INDEPENDENT COLLEGES AND UNIVERSITIESPO BOX 57148 OKLAHOMA CITY, OK 731577148                       | 73-0632937 | 501(C)(3)                          | 24,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| OREGON ALLIANCE OF INDEPENDENT COLLEGES AND UNIVERSITIES16101 SW 72ND AVENUE SUITE 100 PORTLAND,OR 972247231 | 93-0452083 | 501(C)(3)                          | 24,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| <b>(a)</b> Name and address of organization or government           | <b>(b)</b> EIN | <b>(c)</b> IRC Code section if applicable | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of non-cash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of non-cash assistance | <b>(h)</b> Purpose of grant or assistance |
|---------------------------------------------------------------------|----------------|-------------------------------------------|---------------------------------|------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| SAINT ANSELM COLLEGE100 SAINT ANSELM DRIVE MANCHESTER, NH 031021310 | 02-0222182     | 501(C)(3)                                 | 5,000                           |                                          |                                                              |                                               | WATERBURY SCHOLARSHIP                     |
| SAINT AUGUSTINE'S COLLEGE1315 OAKMONT AVENUE RALEIGH, NC 276102298  | 56-0547478     | 501(C)(3)                                 | 1,200                           |                                          |                                                              |                                               | DQP CONSORTIUM                            |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                      | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-----------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| SOUTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIESPO BOX 12007 COLUMBIA, SC 292112007 | 57-0343998 | 501(C)(3)                          | 5,000                    |                                   |                                                       |                                        | CAPACITY BUILDING GRANT            |
| SOUTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIESPO BOX 12007 COLUMBIA, SC 292112007 | 57-0343998 | 501(C)(3)                          | 36,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                                     | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| SOUTH DAKOTA FOUNDATION OF INDEPENDENT COLLEGES UNIVERSITY OF SIOUX FALLS 1101 W 22ND STREET SIOUX FALLS, SD 571051600 | 46-6003958 | 501(C)(3)                          | 12,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| TENNESSEEE INDEPENDENT COLLEGES & UNIVERSITIES ASSOCIATION1301 17TH AVENUE SOUTH NASHVILLE, TN 372122201               | 62-1155139 | 501(C)(3)                          | 10,000                   |                                   |                                                       |                                        | NATIONAL VENTURE FUND              |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                                               | (b) EIN        | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|----------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| TENNESSEEE<br>INDEPENDENT<br>COLLEGES &<br>UNIVERSITIES<br>ASSOCIATION1301<br>17TH AVENUE<br>SOUTH<br>NASHVILLE, TN<br>372122201 | 62-<br>1155139 | 501(C)(3)                          | 81,600                   |                                   |                                                       |                                        | UPS<br>SCHOLARSHIPS                |
| VIRGINIA<br>FOUNDATION OF<br>INDEPENDENT<br>COLLEGES8010<br>RIDGE ROAD SUITE<br>B<br>RICHMOND, VA<br>232297288                   | 54-<br>0554396 | 501(C)(3)                          | 24,000                   |                                   |                                                       |                                        | NATIONAL<br>VENTURE FUND           |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                   | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| VIRGINIA FOUNDATION OF INDEPENDENT COLLEGES8010 RIDGE ROAD SUITE B RICHMOND, VA 232297288            | 54-0554396 | 501(C)(3)                          | 36,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |
| WEST VIRGINIA INDEPENDENT COLLEGES AND UNIVERSITIES900 LEE STREET SUITE 910 CHARLESTON, WV 253011721 | 55-0465880 | 501(C)(3)                          | 19,200                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government                                                          | (b) EIN    | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|-------------------------------------------------------------------------------------------------------------|------------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| WISCONSIN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES122 W WASHINGTON AVENUE MADISON, WI 537032723 | 39-1039417 | 501(C)(3)                          | 5,000                    |                                   |                                                       |                                        | NAMED SCHOLARSHIP GRANT            |
| WISCONSIN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES122 W WASHINGTON AVENUE MADISON, WI 537032723 | 39-1039417 | 501(C)(3)                          | 48,000                   |                                   |                                                       |                                        | UPS SCHOLARSHIPS                   |

Schedule J  
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization  
COUNCIL OF INDEPENDENT COLLEGES

Employer identification number  
  
01-6004776

Part I

Questions Regarding Compensation

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |     |     |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Yes | No  |
| 1a | Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items                                                                                                                                                                                                                                                                                                                                                                                                                      |     |     |
|    | <div><div><input type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Discretionary spending account</div></div> <div><div><input type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div> |     |     |
| b  | If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1b  | Yes |
| 2  | Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2   | Yes |
| 3  | Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |     |     |
|    | <div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div></div> <div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>                                                                                                                                                 |     |     |
| 4  | During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |     |
| a  | Receive a severance payment or change-of-control payment?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 4a  | No  |
| b  | Participate in, or receive payment from, a supplemental nonqualified retirement plan?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4b  | No  |
| c  | Participate in, or receive payment from, an equity-based compensation arrangement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4c  | No  |
|    | If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |     |     |
|    | Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |     |     |
| 5  | For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |     |     |
| a  | The organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 5a  | No  |
| b  | Any related organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 5b  | No  |
|    | If "Yes," to line 5a or 5b, describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |     |     |
| 6  | For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |     |     |
| a  | The organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 6a  | No  |
| b  | Any related organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 6b  | No  |
|    | If "Yes," to line 6a or 6b, describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |     |     |
| 7  | For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 7   | No  |
| 8  | Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                 | 8   | No  |
| 9  | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 9   |     |

**Part II** **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

| (A) Name             |      | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported in prior Form 990 or Form 990-EZ |
|----------------------|------|----------------------------------------------------|-------------------------------------|-------------------------------------|------------------------------------------------|-------------------------|---------------------------------|------------------------------------------------------------|
|                      |      | (i) Base compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |                                                |                         |                                 |                                                            |
| (1) RICHARD EKMAN    | (i)  | 494,687                                            | 0                                   | 1,219                               | 108,148                                        | 38,852                  | 642,906                         | 0                                                          |
|                      | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                          |
| (2) BARBARA HETRICK  | (i)  | 165,093                                            | 0                                   | 1,219                               | 0                                              | 32,700                  | 199,012                         | 0                                                          |
|                      | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                          |
| (3) HAROLD V HARTLEY | (i)  | 160,797                                            | 0                                   | 414                                 | 0                                              | 32,698                  | 193,909                         | 0                                                          |
|                      | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                          |
| (4) EDWARD MOORE     | (i)  | 170,144                                            | 0                                   | 774                                 | 0                                              | 33,117                  | 204,035                         | 0                                                          |
|                      | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                          |
| (5) LAURA A WILCOX   | (i)  | 131,714                                            | 0                                   | 414                                 | 0                                              | 31,370                  | 163,498                         | 0                                                          |
|                      | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                          |
| (6) CHRISTOPH KUNKEL | (i)  | 132,293                                            | 0                                   | 270                                 | 0                                              | 23,373                  | 155,936                         | 0                                                          |
|                      | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                          |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (i)  |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
|                      | (ii) |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |

**Part III**   **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

| Identifier | Return Reference | Explanation                                                                                              |
|------------|------------------|----------------------------------------------------------------------------------------------------------|
|            | PART I, LINE 1A  | THE SOCIAL CLUB IS USED AS A VENUE FOR THE PRESIDENT TO MEET PRIVATELY WITH KEY HIGHER EDUCATION LEADERS |

SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2011

Open to Public  
Inspection

|                                                             |                                              |
|-------------------------------------------------------------|----------------------------------------------|
| Name of the organization<br>COUNCIL OF INDEPENDENT COLLEGES | Employer identification number<br>01-6004776 |
|-------------------------------------------------------------|----------------------------------------------|

| Identifier | Return Reference                     | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | FORM 990, PART VI, SECTION A, LINE 6 | CIC HAS MEMBERS SPECIFICALLY, THE COUNCIL OF INDEPENDENT COLLEGES (CIC) IS AN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES INSTITUTIONAL MEMBERSHIP IN THE COUNCIL IS OPEN TO ALL AMERICAN NON-PROFIT, INDEPENDENT, BACCALAUREATE DEGREE-GRANTING COLLEGES OF LIBERAL ARTS AND SCIENCES INTERNATIONAL MEMBERSHIP IS OPEN TO INDEPENDENT BACCALAUREATE DEGREE-GRANTING INSTITUTIONS WHOSE MAIN EDUCATIONAL PROGRAMS AND FACILITIES ARE LOCATED OUTSIDE THE UNITED STATES ASSOCIATE MEMBERSHIP IS OPEN TO ASSOCIATE'S DEGREE-GRANTING, NON-PROFIT, INDEPENDENT, LIBERAL ARTS COLLEGES AFFILIATE MEMBERSHIP IS OPEN TO ALL EDUCATIONAL ASSOCIATIONS AND ORGANIZATIONS WITH 501(C)(3) STATUS THAT SERVE INDEPENDENT COLLEGES AND UNIVERSITIES |

| Identifier | Return Reference                      | Explanation                                                                                                                                                                                                                                                                                                                                                                 |
|------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | FORM 990, PART VI, SECTION A, LINE 7A | THE BOARD WILL BE SELF-PERPETUATING IT WILL ELECT EACH INCOMING CLASS OF NEW DIRECTORS, ELECT MEMBERS OF THE EXECUTIVE COMMITTEE, AND FILL ALL VACANCIES FOR THE REMAINDER OF UNEXPIRED TERMS EXCEPT THAT OF CHAIR THE BOARD WILL SEEK NOMINATIONS FOR NEW DIRECTORS FROM MEMBER COLLEGE PRESIDENTS, CHIEF EXECUTIVES OF STATE FUND MEMBERS, AND OTHER MEMBERS OF THE BOARD |

| Identifier | Return Reference                      | Explanation                                                                                                                                                                                                                                                                                                                |
|------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | FORM 990, PART VI, SECTION A, LINE 7B | POLICY MATTERS OF MAJOR IMPORTANCE, INCLUDING AMENDMENT, REPEAL, OR ALTERATION OF THE CIC BY LAWS, IN WHOLE OR PART, MAY BE PERMITTED FROM TIME TO TIME BY EITHER A MAIL REFERENDUM OR SPECIAL MEETING OF THE INSTITUTIONAL MEMBERS. IN ADDITION, ANNUAL MEMBERSHIP DUES HAVE TO BE APPROVED BY THE INSTITUTIONAL MEMBERS. |

| Identifier | Return Reference                               | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | FORM 990,<br>PART VI,<br>SECTION B,<br>LINE 11 | THE EXECUTIVE COMMITTEE, WHEN IT MEETS IN JANUARY PRIOR TO THE FULL BOARD OF DIRECTORS MEETING, WILL REVIEW THE DRAFT FORM 990, AS PREPARED BY CIC'S AUDITORS AND RECOMMEND IT TO THE BOARD OF DIRECTORS FOR ACCEPTANCE, INCLUDING POSSIBLE REVISIONS, AND AT ITS JANUARY MEETING, THE BOARD OF DIRECTORS WILL REVIEW THE DRAFT FORM 990 AND ACCEPT IT, INCLUDING POSSIBLE REVISIONS, AT THE ANNUAL MEETING OF THE MEMBERSHIP IN JANUARY, THE TREASURER WILL REPORT ON THE PROCEDURES AND OUTCOMES OF THE REVIEW OF THE DRAFT FORM 990 |

| Identifier | Return Reference                                | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | FORM 990,<br>PART VI,<br>SECTION B,<br>LINE 12C | ANNUALLY BOARD MEMBERS AND STAFF COMPLETE A CONFLICT OF INTEREST DISCLOSURE FORM IDENTIFYING ANY RELATIONSHIPS OR CIRCUMSTANCES WHICH THE BOARD OR STAFF MEMBER BELIEVES COULD CONTRIBUTE TO A CONFLICT OF INTEREST CIC COLLECTS THE DISCLOSURES PROCEDURES A PRIOR TO BOARD ACTION ON A CONTRACT OR OTHER TRANSACTION INVOLVING A CONFLICT OF INTEREST, A BOARD MEMBER HAVING A CONFLICT OF INTEREST SHALL DISCLOSE ALL FACTS MATERIAL TO THE CONFLICT OF INTEREST SUCH DISCLOSURE SHALL BE REFLECTED IN THE MINUTES OF THE MEETING B A PERSON WHO HAS A CONFLICT OF INTEREST SHALL NOT PARTICIPATE IN THE DECISION EXCEPT TO DISCLOSE MATERIAL FACTS AND TO RESPOND TO QUESTIONS C THE PERSON HAVING A CONFLICT OF INTERST MAY NOT VOTE ON THE CONTRACT OR TRANSACTION D STAFF MEMBERS WHO HAVE A CONFLICT OF INTEREST WITH RESPECT TO A CONTRACT OR TRANSACTION THAT IS NOT THE SUBJECT OF BOARD ACTION SHALL DISCLOSE TO THE PRESIDENT OF CIC ANY SUCH CONFLICT OF INTEREST THAT STAFF MEMBER SHALL REFRAIN FROM ANY ACTION THAT MAY AFFECT CIC'S PARTICIPATION IN SUCH CONTRACT OR TRANSACTION IN THE EVENT IT IS NOT ENTIRELY CLEAR THAT A CONFLICT OF INTEREST EXISTS, THE INDIVIDUAL WITH THE POTENTIAL CONFLICT SHALL DISCLOSE THE CIRCUMSTANCES TO THE PRESIDENT OF CIC |

| Identifier | Return Reference                               | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | FORM 990,<br>PART VI,<br>SECTION B,<br>LINE 15 | PROCESS USED TO DETERMINE THE COMPENSATION OF A CEO - COMPENSATION COMMITTEE INCLUDES THE BOARD CHAIR AND TWO MEMBERS OF THE EXECUTIVE COMMITTEE APPOINTED BY THE CHAIR THE COMPENSATION COMMITTEE REVIEWS SALARIES OF CEOS AND EXECUTIVE DIRECTORS OF HIGHER EDUCATION ASSOCIATIONS BASED IN THE DISTRICT OF COLUMBIA THE STANDING POLICY IS THE CIC PRESIDENT WOULD RECEIVE A SALARY AT OR NEAR THE 75TH PERCENTILE OF THE REVIEWED SALARIES, IF PERFORMANCE WERE SATISFACTORY THE COMPENSATION COMMITTEE REPORTS TO THE EXECUTIVE COMMITTEE ON SALARY RECOMMENDATIONS BASED ON THE COMPARISON RESEARCH AND PERFORMANCE BENCHMARKS THE EXECUTIVE COMMITTEE APPROVES THE CEO'S ANNUAL COMPENSATION AT THE JUNE BOARD MEETING B OTHER OFFICERS OR KEY EMPLOYEES - THE CIC PRESIDENT, ACTING UNDER THE TOTAL COMPENSATION GUIDELINES SET BY THE BOARD, EVALUATES POSITIONS AND PERFORMANCE OF THE STAFF THE PRESIDENT REVIEWS RESEARCH AND COMPARISONS FROM SIMILAR ORGANIZATIONS USING FORM 990 AS WELL AS THE WASHINGTON HIGHER EDUCATION SECRETARIAT COMPENSATION SURVEY |

| Identifier | Return Reference                      | Explanation                                            |
|------------|---------------------------------------|--------------------------------------------------------|
|            | FORM 990, PART VI, SECTION C, LINE 19 | THESE DOCUMENTS AND POLICIES ARE PROVIDED UPON REQUEST |

| Identifier                             | Return Reference          | Explanation                                     |
|----------------------------------------|---------------------------|-------------------------------------------------|
| CHANGES IN NET ASSETS OR FUND BALANCES | FORM 990, PART XI, LINE 5 | NET UNREALIZED LOSSES ON INVESTMENTS -2,248,948 |

SCHEDULE R  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.  
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
COUNCIL OF INDEPENDENT COLLEGES

Employer identification number  
01-6004776

Part I

Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

| (a)<br>Name, address, and EIN of disregarded entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Total income | (e)<br>End-of-year assets | (f)<br>Direct controlling entity |
|-----------------------------------------------------|-------------------------|--------------------------------------------------|---------------------|---------------------------|----------------------------------|
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |

Part II

Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

| (a)<br>Name, address, and EIN of related organization                                                        | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if section 501(c)(3)) | (f)<br>Direct controlling entity | (g)<br>Section 512(b)(13) controlled organization |    |
|--------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------|----------------------------|-----------------------------------------------------|----------------------------------|---------------------------------------------------|----|
|                                                                                                              |                         |                                                  |                            |                                                     |                                  | Yes                                               | No |
| (1) AMERICAN ACADEMIC LEADERSHIP INSTITUTE<br><br>1825 K STREET NW<br><br>WASHINGTON, DC 20006<br>52-1572800 | EDUCATION               | DC                                               | 501(C)(3)                  | LINE 11A, I                                         | N/A                              |                                                   | No |
|                                                                                                              |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                                                                              |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                                                                              |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                                                                              |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                                                                              |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                                                                              |                         |                                                  |                            |                                                     |                                  |                                                   |    |

Part III

Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

| (a)<br>Name, address, and EIN<br>of<br>related organization | (b)<br>Primary activity | (c)<br>Legal<br>domicile<br>(state or<br>foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Predominant income<br>(related, unrelated,<br>excluded from tax<br>under sections 512-<br>514) | (f)<br>Share of total<br>income | (g)<br>Share of end-of-<br>year<br>assets | (h)<br>Disproportionate<br>allocations? |    | (i)<br>Code V—UBI<br>amount in box 20 of<br>Schedule K-1<br>(Form 1065) | (j)<br>General or<br>managing<br>partner? |    | (k)<br>Percentage<br>ownership |
|-------------------------------------------------------------|-------------------------|--------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------|-----------------------------------------|----|-------------------------------------------------------------------------|-------------------------------------------|----|--------------------------------|
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           | Yes                                     | No |                                                                         | Yes                                       | No |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile<br>(state or<br>foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Type of entity<br>(C corp, S corp,<br>or trust) | (f)<br>Share of total<br>income | (g)<br>Share of<br>end-of-year<br>assets | (h)<br>Percentage<br>ownership |
|-------------------------------------------------------|-------------------------|-----------------------------------------------------------|-------------------------------------|--------------------------------------------------------|---------------------------------|------------------------------------------|--------------------------------|
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                       |                         |                                                           |                                     |                                                        |                                 |                                          |                                |

Part V

Transactions With Related Organizations

(Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Sale of assets to related organization(s)

g Purchase of assets from related organization(s)

h Exchange of assets with related organization(s)

i Lease of facilities, equipment, or other assets to related organization(s)

j Lease of facilities, equipment, or other assets from related organization(s)

k Performance of services or membership or fundraising solicitations for related organization(s)

l Performance of services or membership or fundraising solicitations by related organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

n Sharing of paid employees with related organization(s)

o Reimbursement paid to related organization(s) for expenses

p Reimbursement paid by related organization(s) for expenses

q Other transfer of cash or property to related organization(s)

r Other transfer of cash or property from related organization(s)

Yes

No

1a

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

No

No

Yes

No

No

No

No

No

No

No

No

No

No

No

No

No

No

No

| 2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds |                                 |                        |                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------|-------------------------------------------------|
| (a)<br>Name of other organization                                                                                                                                             | (b)<br>Transaction<br>type(a-r) | (c)<br>Amount involved | (d)<br>Method of determining amount<br>involved |
| (1) AMERICAN ACADEMIC LEADERSHIP INSTITUTE                                                                                                                                    | C                               | 100,000                | COST                                            |
| (2)                                                                                                                                                                           |                                 |                        |                                                 |
| (3)                                                                                                                                                                           |                                 |                        |                                                 |
| (4)                                                                                                                                                                           |                                 |                        |                                                 |
| (5)                                                                                                                                                                           |                                 |                        |                                                 |
| (6)                                                                                                                                                                           |                                 |                        |                                                 |

Schedule R (Form 990) 2011

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII

Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

| Identifier | Return Reference | Explanation |  |
|------------|------------------|-------------|--|
|------------|------------------|-------------|--|