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Form 990  Department of the Treasury Internal Revenue Service	Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation) ▶ The organization may have to use a copy of this return to satisfy state reporting requirements	OMB No 1545-0047 2012 Open to Public Inspection
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A For the 2012 calendar year, or tax year beginning 07-01-2012 , 2012, and ending 06-30-2013		
B Check if applicable ☐ Address change ☐ Name change ☐ Initial return ☐ Terminated ☐ Amended return ☐ Application pending	C Name of organization COUNCIL OF INDEPENDENT COLLEGES Doing Business As Number and street (or P O box if mail is not delivered to street address) Room/suite ONE DUPONT CIRCLE NW NO 320 City or town, state or country, and ZIP + 4 WASHINGTON, DC 20036	D Employer identification number 01-6004776 E Telephone number (202) 466-7230 G Gross receipts \$ 18,154,874
	F Name and address of principal officer RICHARD EKMAN ONE DUPONT CIRCLE NW NO 320 WASHINGTON,DC 20036	H(a) Is this a group return for affiliates? ☐ Yes ☒ No H(b) Are all affiliates included? ☐ Yes ☐ No If "No," attach a list (see instructions) H(c) Group exemption number ▶
	I Tax-exempt status ☒ 501(c)(3) ☐ 501(c) () ◀(insert no) ☐ 4947(a)(1) or ☐ 527	
	J Website: ▶ WWW.CIC.EDU	
	K Form of organization ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶	
L Year of formation 1956		M State of legal domicile ME

Part I	Summary
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Activities & Governance	1 Briefly describe the organization's mission or most significant activities 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 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets																		
	<table><tr><td>3 Number of voting members of the governing body (Part VI, line 1a)</td><td>3</td><td>34</td></tr><tr><td>4 Number of independent voting members of the governing body (Part VI, line 1b)</td><td>4</td><td>33</td></tr><tr><td>5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)</td><td>5</td><td>26</td></tr><tr><td>6 Total number of volunteers (estimate if necessary)</td><td>6</td><td>33</td></tr><tr><td>7a Total unrelated business revenue from Part VIII, column (C), line 12</td><td>7a</td><td>0</td></tr><tr><td>b Net unrelated business taxable income from Form 990-T, line 34</td><td>7b</td><td>0</td></tr></table>	3 Number of voting members of the governing body (Part VI, line 1a)	3	34	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	33	5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	26	6 Total number of volunteers (estimate if necessary)	6	33	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0	b Net unrelated business taxable income from Form 990-T, line 34	7b	0
	3 Number of voting members of the governing body (Part VI, line 1a)	3	34																
4 Number of independent voting members of the governing body (Part VI, line 1b)	4	33																	
5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	26																	
6 Total number of volunteers (estimate if necessary)	6	33																	
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0																	
b Net unrelated business taxable income from Form 990-T, line 34	7b	0																	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 6,834,946	Current Year 7,528,784																
	9 Program service revenue (Part VIII, line 2g)	1,585,267	1,622,755																
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	968,224	1,023,275																
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0																
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	9,388,437	10,174,814																
	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,415,721	2,810,002																
Expenses	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0																
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	3,540,471	3,754,169																
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0																
	b Total fundraising expenses (Part IX, column (D), line 25) ▶118,937																		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	3,366,364	3,813,077																
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	10,322,556	10,377,248																
	19 Revenue less expenses Subtract line 18 from line 12	-934,119	-202,434																
Net Assets or Fund Balances		Beginning of Current Year	End of Year																
	20 Total assets (Part X, line 16)	56,017,965	58,135,077																
	21 Total liabilities (Part X, line 26)	13,070,812	11,593,130																
	22 Net assets or fund balances Subtract line 21 from line 20	42,947,153	46,541,947																

Part II	Signature Block
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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	***** Signature of officer		2014-01-09 Date				
	RICHARD EKMAN PRESIDENT Type or print name and title						
Paid Preparer Use Only	Prnt/Type preparer's name RICHARD M JONES CPA		Preparer's signature		Date 2014-01-09	Check ☒ if self-employed	PTIN P00621721
	Firm's name ▶ KENDALL PREBOLA AND JONES LLC					Firm's EIN ▶ 46-2108854	
	Firm's address ▶ PO BOX 259 BEDFORD, PA 155220259					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 ☐ Yes ☒ No

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 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 \$ 1,461,600 including grants of \$ 1,461,600) (Revenue \$ 0)
	UPS SCHOLARSHIP PROGRAM CIC PROVIDED GRANTS TO STATE FUND MEMBERS TO DISTRIBUTE TO THEIR MEMBER COLLEGES HONORING THE BENEFACOR WHICH CREATED THE ENDOWMENT, THE SCHOLARSHIPS ARE PROVIDED IN THE NAME OF UPS TO FIRST-GENERATION, LOW-INCOME, MINORITY, OR NEW AMERICAN STUDENTS DURING 2012-2013, STUDENTS AT 609 INDEPENDENT COLLEGES RECEIVED A \$2,400 UPS SCHOLARSHIP, FOR A TOTAL OF \$1,461,600

4b	(Code) (Expenses \$ 873,571 including grants of \$ 760,675) (Revenue \$)
	NETVUE PROGRAM DEVELOPMENT GRANTS - WITH SUPPORT FROM LILLY ENDOWMENT INC , THIS PROGRAM WILL AWARD SMALL GRANTS TO 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

4c	(Code) (Expenses \$ 712,501 including grants of \$ 19,500) (Revenue \$ 404,425)
	PRESIDENTS INSTITUTE - THE LARGEST ANNUAL GATHERING OF COLLEGE AND UNIVERSITY PRESIDENTS IN THE COUNTRY, CIC'S PREMIER ANNUAL EVENT PROVIDES PRESIDENTS WITH IDEAS, PERSONAL SUPPORT, AND NETWORKING OPPORTUNITIES THE 33RD ANNUAL PRESIDENTS INSTITUTE EXPLORED THE WAYS IN WHICH INDEPENDENT COLLEGES, UNIVERSITIES, AND THEIR LEADERS ARE "CATALYSTS FOR THE COMMON GOOD " WITH 342 PRESIDENTS AND A TOTAL OF 773 PARTICIPANTS, A NEAR RECORD NUMBER OF PARTICIPANTS ATTENDED THE INSTITUTE, WHICH TOOK PLACE JANUARY 4-7, 2013, IN PALM HARBOR, FLORIDA

See Additional Data Table

4d	Other program services (Describe in Schedule O)
	(Expenses \$ 4,844,518 including grants of \$ 568,227) (Revenue \$ 1,218,330)

4e	Total program service expenses	7,892,190
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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)? <i>If "Yes," complete Schedule A</i> 	Yes	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (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? <i>If "Yes," complete Schedule C, Part I</i>		No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		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? <i>If "Yes," complete Schedule C, Part III</i>		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? <i>If "Yes," complete Schedule D, Part I</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? <i>If "Yes," complete Schedule D, Part II</i> 		No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> 		No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> 		No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> 	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? <i>If "Yes," complete Schedule D, Part VI</i> 	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? <i>If "Yes," complete Schedule D, Part VII</i> 	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? <i>If "Yes," complete Schedule D, Part VIII</i> 		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? <i>If "Yes," complete Schedule D, Part IX</i> 		No
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> 	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)? <i>If "Yes," complete Schedule D, Part X</i> 	Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> 	Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> 		No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		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? <i>If "Yes," complete Schedule F, Parts I and IV</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 United States? <i>If "Yes," complete Schedule F, Parts II and IV</i>		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 United States? <i>If "Yes," complete Schedule F, Parts III and IV</i>		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? <i>If "Yes," complete Schedule G, Part I (see instructions)</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? <i>If "Yes," complete Schedule G, Part II</i>		No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to any government or organization 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, line 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 lines 24b through 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	Section 501(c)(3) and 501(c)(4) organizations. 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, highest 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 employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <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 direct or indirect 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, Part II, III, or IV, and Part V, line 1</i>	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If 'Yes' to line 35a, 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		
36	Section 501(c)(3) organizations. 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 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

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

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	108	
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	0	
1c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	26	
2b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	Yes	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		No
3b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.		
4a	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, securities account, or other financial account)?		No
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		No
5b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		No
5c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		
6a	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 as charitable contributions?		No
6b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
7a	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?		No
7b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
7c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		No
7d	If "Yes," indicate the number of Forms 8282 filed during the year.		
7e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		No
7f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		No
7g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
7h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
9a	Did the organization make any taxable distributions under section 4966?		
9b	Did the organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter		
10a	Initiation fees and capital contributions included on Part VIII, line 12.		
10b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.		
11	Section 501(c)(12) organizations. Enter		
11a	Gross income from members or shareholders.		
11b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		
12b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
13a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.		
13b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.		
13c	Enter the amount of reserves on hand.		
14a	Did the organization receive any payments for indoor tanning services during the tax year?		No
14b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.		

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	34	
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O			
b	Enter the number of voting members included in line 1a, above, who are independent	1b	33	
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 this 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. ☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)	
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 during the tax year	
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization CINDY PAGE ONE DUPONT CIRCLE NW WASHINGTON, DC (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 all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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 organization compensated any current officer, director, or trustee

[illegible]

Part VII

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								1,732,045	0	362,958

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

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

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.

(A)	(B)	(C)
Name and business address	Description of services	Compensation

2 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

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns . . .	1a				
	b	Membership dues	1b	3,513,814			
	c	Fundraising events	1c				
	d	Related organizations	1d	100,000			
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	3,914,970			
	g	Noncash contributions included in lines 1a-1f \$					
	h	Total. Add lines 1a-1f			7,528,784		
Program Service Revenue	2a	REGISTRATION FEES	Business Code				
			900099	1,441,364	1,441,364		
	b	TUITION EXCHANGE FEES	900099	142,100	142,100		
	c	CONSULTING FEES	900099	30,545	30,545		
	d	PUB SALES & OTHER	900099	8,746	8,746		
	e						
	f	All other program service revenue					
	g	Total. Add lines 2a-2f			1,622,755		
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		966,717			966,717
	4	Income from investment of tax-exempt bond proceeds . .					
	5	Royalties					
	6a	Gross rents	(i) Real (ii) Personal				
	b	Less rental expenses					
	c	Rental income or (loss)					
	d	Net rental income or (loss)					
	7a	Gross amount from sales of assets other than inventory	(i) Securities (ii) Other				
		8,036,618					
	b	Less cost or other basis and sales expenses					
		7,980,060					
	c	Gain or (loss)					
		56,558					
	d	Net gain or (loss)		56,558			56,558
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) 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 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 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			10,174,814	1,622,755	0	1,023,275

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).

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) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.	2,782,975	2,782,975		
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.	27,027	27,027		
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.	2,154,838	1,124,550	965,575	64,713
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.	1,104,750	611,646	457,905	35,199
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	105,189	61,372	40,286	3,531
9	Other employee benefits.	217,362	126,818	83,247	7,297
10	Payroll taxes.	172,030	100,370	65,885	5,775
11	Fees for services (non-employees):				
a	Management.				
b	Legal.				
c	Accounting.	41,459	8,000	33,459	
d	Lobbying.				
e	Professional fundraising services. See Part IV, line 17.				
f	Investment management fees.	175,721	157,755	17,966	
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	925,369	924,444	925	
12	Advertising and promotion.	27,126	25,000	2,126	
13	Office expenses.	343,555	142,557	200,871	127
14	Information technology.	40,205	4,914	35,291	
15	Royalties.				
16	Occupancy.	341,904	42,886	299,018	
17	Travel.	452,335	439,346	11,116	1,873
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19	Conferences, conventions, and meetings.	1,169,736	1,152,181	17,521	34
20	Interest.	2,343		2,343	
21	Payments to affiliates.				
22	Depreciation, depletion, and amortization.	104,843		104,843	
23	Insurance.	13,228	2,625	10,603	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O).				
a	PRINTING & DUPLICATING	145,141	144,862	251	28
b	DUES & SUBSCRIPTIONS	13,723	4,245	9,118	360
c	AWARDS	5,187	4,940	247	
d	CONTRIBUTIONS	4,000	1,000	3,000	
e	All other expenses	7,202	2,677	4,525	
25	Total functional expenses. Add lines 1 through 24e.	10,377,248	7,892,190	2,366,121	118,937
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

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

☐

				(A)		(B)
				Beginning of year		End of year
Assets	1	Cash—non-interest-bearing		752,649	1	593,597
	2	Savings and temporary cash investments		14,318,970	2	13,006,444
	3	Pledges and grants receivable, net		77,017	3	358,250
	4	Accounts receivable, net		52,790	4	52,656
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) 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		59,784	9	147,566
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a1,435,721			
	b	Less accumulated depreciation	10b1,012,710	410,722	10c	423,011
	11	Investments—publicly traded securities		30,059,882	11	32,613,196
	12	Investments—other securities See Part IV, line 11		10,098,564	12	10,720,979
	13	Investments—program-related See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets See Part IV, line 11		187,587	15	219,378
	16	Total assets. Add lines 1 through 15 (must equal line 34)		56,017,965	16	58,135,077
Liabilities	17	Accounts payable and accrued expenses		378,136	17	406,072
	18	Grants payable			18	
	19	Deferred revenue		12,379,046	19	10,727,317
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D			21	
	22	Loans and other 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		18,944	24	15,923
	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		294,686	25	443,818
	26	Total liabilities. Add lines 17 through 25		13,070,812	26	11,593,130
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☒ and complete lines 27 through 29, and lines 33 and 34.					
	27	Unrestricted net assets		6,435,403	27	7,590,461
	28	Temporarily restricted net assets		32,276,710	28	34,716,446
	29	Permanently restricted net assets		4,235,040	29	4,235,040
	Organizations that do not follow SFAS 117 (ASC 958), check here ☐ 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		42,947,153	33	46,541,947
	34	Total liabilities and net assets/fund balances		56,017,965	34	58,135,077

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	10,174,814
2	Total expenses (must equal Part IX, column (A), line 25)	2	10,377,248
3	Revenue less expenses Subtract line 2 from line 1	3	-202,434
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	42,947,153
5	Net unrealized gains (losses) on investments	5	3,797,228
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	46,541,947

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 ☐ Cash ☒ Accrual ☐ Other _____ 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? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
2b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	Yes	
2c	If "Yes," to line 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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
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
3b	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		

Additional Data

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

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

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.				
(Code	) (Expenses \$	573,335	including grants of \$	4,887) (Revenue \$ 20,950)
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				
(Code	) (Expenses \$	501,971	including grants of \$	0) (Revenue \$ 16,988)
STATE FUND PROGRAMS - THIS PROGRAM AREA EMERGED FROM THE 2010 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				

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code)	(Expenses \$ 1,309,186	including grants of \$ 0)	(Revenue \$ 597,899)
OTHER CIC CONFERENCE AND WORKSHOPS ANNUAL INSTITUTES AND WORKSHOPS INCLUDING THE PRESIDENTS INSTITUTE, CHIEF ACADEMIC OFFICERS INSTITUTE, DIVISION AND DEPARTMENT CHAIR WORKSHOPS, AND COLLEGE MEDIA CONFERENCE PROVIDE ONGOING PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR PRESIDENTS, CHIEF ACADEMIC OFFICERS, DEPARTMENT CHAIRS, DIRECTORS OF STATE FUNDS, AND PUBLIC RELATIONS DIRECTORS			
(Code)	(Expenses \$ 315,446	including grants of \$)	(Revenue \$ 356,798)
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			

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code)	(Expenses \$ 188,164	including grants of \$ 0)	(Revenue \$ 9,200)
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			
(Code)	(Expenses \$ 180,267	including grants of \$ 41,703)	(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			

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

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	(Expenses \$	171,894	including grants of \$	40,000	(Revenue \$	3,450
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 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.						

(Code	(Expenses \$	170,540	including grants of \$	25,509	(Revenue \$	3,600
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)

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	152,500	including grants of \$	152,500) (Revenue \$	)
FIRST OPPORTUNITY PARTNERS VENTURE FUND PROGRAM - WITH FUNDING FROM THE UPS FOUNDATION, THE MISSION OF THE FIRST OPPORTUNITY PARTNERS VENTURE 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					
(Code	) (Expenses \$	122,152	including grants of \$	0) (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 ADDITIONALCOLLEGES AND UNIVERSITIES TO SUPPORT THEIR SUCCESSFUL PROGRAMS TO SUPPORT FIRST-GENERATION COLLEGE STUDENTS CIC WAS AWARDED ADDITIONAL FUNDING BY THE WALMART FOUNDATION TO HOLD A CULMINATING SYMPOSIUM IN WHICH REPRESENTATIVES OF THE 50 CIC/WALMART COLLEGE SUCCESS AWARDS WILL PRESENT THE RESULTS OF THEIR PROGRAMS TO FACULTY AND STAFF MEMBERS OF APPROXIMATELY 185 OTHER INSTITUTIONS					

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	108,396	including grants of \$	0	) (Revenue \$	)
TEACHING INTERFAITH UNDERSTANDING IN PARTNERSHIP WITH THE INTERFAITH YOUTH CORE (IFYC) AND WITH FUNDING FROM THE HENRY LUCE FOUNDATION, CIC WILL OFFER SEMINARS THAT WILL HELP FACULTY MEMBERS LEARN HOW TO ENGAGE INTERFAITH ISSUES IN THE CLASSROOM AND REACH A BROAD UNDERSTANDING OF WHAT STUDENTS IN INTERFAITH PROGRAMS SHOULD KNOW AND UNDERSTAND IN ADDITION, A RESOURCE BASE OF TEACHING MATERIALS FOR USE BY FACULTY MEMBERS AND A VIRTUAL COMMUNITY THAT ENCOURAGES FACULTY MEMBERS TO SHARE BEST PRACTICES, CURRICULA, AND PEDAGOGIES WILL BE DEVELOPED						

(Code	) (Expenses \$	106,996	including grants of \$	91,000	) (Revenue \$	)
COLLEGIATE LEARNING ASSESSMENT PATHWAYS PROJECT - WITH SUPPORT FROM THE CARNEGIE CORPORATION OF NEW YORK, CIC CREATED AN URBAN CLUSTER WITHIN THE COLLEGIATE LEARNING ASSESSMENT CONSORTIUM TO IMPROVE LEARNING AMONG AT-RISK AND UNDERREPRESENTED STUDENTS IN URBAN SETTINGS TEN NEW INSTITUTIONS WERE ADDED TO THE REMAINING CONSORTIUM MEMBERS, BRINGING THE NUMBER OF PATHWAYS PROJECT TEAMS TO 29 INSTITUTIONS						

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

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	(Expenses \$	88,534	including grants of \$	128	(Revenue \$	)
NETVUE SCHOLARLY RESOURCES PROJECT - WITH SUPPORT FROM LILLY ENDOWMENT INC , THIS INITIATIVE BRINGS 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 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 \$	87,473	including grants of \$	1,723) (Revenue \$	22,800)
SENIOR LEADERSHIP ACADEMY - WITH SUPPORT FROM AALI AND THE HENRY LUCE FOUNDATION, THE SENIOR LEADERSHIP ACADEMY (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)

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	84,587	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 \$	79,544	including grants of \$	) (Revenue \$	)
THE POWER OF LIBERAL ARTS EDUCATION - IN NOVEMBER 2012 CIC ANNOUNCED A MULTI-PRONGED NATIONAL PUBLIC INFORMATION INITIATIVE TO PROMOTE THE LIBERAL ARTS, LIBERAL ARTS COLLEGES, AND THE EFFECTIVENESS OF INDEPENDENT HIGHER EDUCATION THE CAMPAIGN, "SECURING AMERICA'S FUTURE THE POWER OF LIBERAL ARTS EDUCATION," GAINED SIGNIFICANT MOMENTUM OVER THE YEAR SUBSTANTIAL PROGRESS HAS BEEN ACHIEVED TOWARD SECURING FINANCIAL SUPPORT OF THE CAMPAIGN ACTIVITIES CIC CREATED A WEBSITE FOR MEMBER PRESIDENTS AND PR DIRECTORS THAT PROVIDES EASY ACCESS TO KEY MESSAGES AND DATA AS WELL AS ARTICLES, OP-EDS, AND MULTIMEDIA PIECES FOCUSED ON THE VALUE OF THE LIBERAL ARTS SEVERAL RESEARCH PROJECTS DESIGNED TO DOCUMENT THE EFFECTIVENESS OF INDEPENDENT LIBERAL ARTS COLLEGES WERE LAUNCHED WITH SUPPORT FROM A SOCIAL MEDIA FIRM A TWITTER FEED WAS STARTED TO COMMUNICATE CAMPAIGN MESSAGES MORE BROADLY, AND ADDITIONAL SOCIAL MEDIA PLATFORMS ARE IN DEVELOPMENT TO HELP REFINE CAMPAIGN MESSAGES AS WELL AS DEVELOP EFFECTIVE CAMPAIGN STRATEGIES TO DISSEMINATE THE MESSAGES, SEVERAL FOCUS GROUPS WITH STUDENTS AND STAFF AT CIC MEMBER INSTITUTIONS WERE CONDUCTED A MAJOR PUBLIC RELATIONS FIRM IS ASSISITNG STAFF WITH MESSAGE REFINEMENT, ORGANIZING MEETINGS WITH KEY JOURNALISTS, AND DRAFTING OF SPEECHES, OP-EDS, AND OTHER MATERIALS WITH THE HELP OF A PILOT GROUP OF 24 MEMBER COLLEGES AND UNIVERSITIES, CIC BEGAN TO COMPILE WRITTEN AND VIDEO TESTIMONIALS FROM PROMINENT AND RECENT ALUMNI, TRUSTEES, CIVIC LEADERS, AND OTHER "STARS" TO SUPPORT THE CAMPAIGN BY CONNECTING THEIR EDUCATIONAL EXPERIENCES AT CIC MEMBER INSTITUTIONS WITH THEIR CAREERS AND PERSONAL LIVES ADDITIONAL CAMPAIGN ELEMENTS ARE IN DEVELOPMENT CAMPAIGN ACTIVITIES ARE COORDINATED WITH OTHER ORGANIZATIONS THAT ARE PURSUING RELATED GOALS FOR THE LIBERAL ARTS AND HUMANITIES					

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code) (Expenses \$ 76,094 including grants of \$ 0) (Revenue \$)
NETVUE CHAPLAINS PROGRAM - WITH SUPPORT FROM LILLY ENDOWMENT INC , CIC ADDRESSES 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 \$ 75,250 including grants of \$ 75,250) (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)

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code)	(Expenses \$ 73,024	including grants of \$	) (Revenue \$)
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 WITH SUPPORT FROM TIAA-CREF			
(Code)	(Expenses \$ 51,796	including grants of \$ 0	) (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)

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	50,000	including grants of \$	50,000) (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 \$	38,222	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					

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	38,042	including grants of \$	) (Revenue \$	14,000)
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 \$	37,090	including grants of \$	) (Revenue \$	142,100)
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 III - 4 Program Service Accomplishments (See the Instructions)

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	33,053	including grants of \$	27,027	) (Revenue \$	)
THE AMERICAN GRADUATE FELLOWSHIPS - FELLOWSHIPS WERE 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 \$	30,545	including grants of \$		) (Revenue \$	30,545)
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						

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(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, FIHE 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)

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	23,483	including grants of \$	0	) (Revenue \$	)
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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

(Code	) (Expenses \$	10,000	including grants of \$	10,000	) (Revenue \$	)
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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

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	8,101	including grants of \$	0) (Revenue \$	)
COMMUNITY COLLEGE TRANSFER PROJECT WITH SUPPORT FROM THE KRESGE FOUNDATION, CIC WILL CONVENE LEADERS OF TWO- AND FOUR-YEAR HIGHER EDUCATIONAL INSTITUTIONS, CONSORTIA, AND ASSOCIATIONS THAT ARE ACTIVELY ENGAGED IN EFFORTS TO INCREASE THE NUMBER OF STUDENTS WHO TRANSFER FROM COMMUNITY COLLEGES TO FOUR-YEAR PRIVATE LIBERAL ARTS COLLEGES AND GRADUATE FROM THOSE INSTITUTIONS WITH BACCALAUREATE DEGREES THE GOAL OF THIS UNITED PLANNING EFFORT IS TO CREATE WITH ADDITIONAL GRANT SUPPORT A NATIONAL PROGRAM THAT WILL STRENGTHEN AND EXTEND THE SCALE OF CURRENT EFFORTS BY INDIVIDUAL COLLEGES AND SMALL CONSORTIA OF COLLEGES AND UNIVERSITIES TO INCREASE COLLEGE COMPLETION RATES AND THE NUMBER OF COLLEGE GRADUATES FROM BACCALAUREATE INSTITUTIONS IN THE UNITED STATES					
(Code	) (Expenses \$	6,569	including grants of \$	0) (Revenue \$	)
LEADERSHIP DEVELOPMENT GRANT - THE TIAA-CREF INSTITUTE IS SUPPORTING CIC'S DEVELOPMENT OF CAMPUS LEADERSHIP PROGRAMS INCLUDING THE EXECUTIVE LEADERSHIP ACADEMY AND SENIOR LEADERSHIP ACADEMY					

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

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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.

(Code	) (Expenses \$	3,764	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.					

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
CHRISTOPHER W KIMBALL CHAIR	2 00	X		X				0	0	0
TOM HELLIE ACTING VC FOR PROGRAMS	2 00	X						0	0	0
KATHLEEN OWENS SECRETARY & VC FOR MEMBERS	2 00	X		X				0	0	0
NORVAL C KNETEN TREASURER	2 00	X		X				0	0	0
NANCY OLIVER GRAY VC FOR RESOURCE DEVELOPMENT	2 00	X						0	0	0
WILLIAM L FOX VC FOR PUBLIC INFORMATION	2 00	X						0	0	0
KURT KUEHN VC FOR INVESTMENT	2 00	X						0	0	0
GEORGE E MARTIN IMMEDIATE PAST CHAIR	2 00	X						0	0	0
WILLIAM T ABARE DIRECTOR	2 00	X						0	0	0
TONY ARETZ DIRECTOR	2 00	X						0	0	0
STEVEN BAHLs DIRECTOR	2 00	X						0	0	0
STEPHEN BRIGGS DIRECTOR	2 00	X						0	0	0
JACK P CALARESO DIRECTOR	2 00	X						0	0	0
RONALD L CARTER DIRECTOR	2 00	X						0	0	0
CHRISTINA R CUTLIP DIRECTOR	2 00	X						0	0	0
MICHAEL GILLIGAN DIRECTOR	2 00	X						0	0	0
MARJORIE HASS DIRECTOR	2 00	X						0	0	0
BILLY C HAWKINS DIRECTOR	2 00	X						0	0	0
SHARON D HERZBERGER DIRECTOR	2 00	X						0	0	0
DAVID G HORNER DIRECTOR	2 00	X						0	0	0
MICHAEL LOMAX DIRECTOR	2 00	X						0	0	0
WILLIAM T LUCKEY DIRECTOR	2 00	X						0	0	0
SHERRY P MAGILL DIRECTOR	2 00	X						0	0	0
ELLEN MCCULLOCH-LOVELL DIRECTOR	2 00	X						0	0	0
LEX O MCMILLAN III 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) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
CAROL ANN MOONEY DIRECTOR	2 00	X						0	0	0
CHRISTOPHER NELSON DIRECTOR	2 00	X						0	0	0
JEROLD PANAS DIRECTOR	2 00	X						0	0	0
MICHELE PERKINS DIRECTOR	2 00	X						0	0	0
KIM PHIPPS DIRECTOR	2 00	X						0	0	0
KENNETH P RUSCIO DIRECTOR	2 00	X						0	0	0
HAYWOOD L STRICKLAND DIRECTOR	2 00	X						0	0	0
TIM SUMMERLIN DIRECTOR	2 00	X						0	0	0
A HOPE WILLIAMS DIRECTOR	2 00	X						0	0	0
J B WILSON DIRECTOR	2 00	X						0	0	0
EILEEN WILSON-OYELARAN DIRECTOR	2 00	X						0	0	0
RICHARD EKMAN EX OFFICIO AND PRESIDENT	35 00	X		X				528,773	0	156,616
HAROLD V HARTLEY III SENIOR VICE PRESIDENT	35 00				X			182,391	0	32,633
BARBARA HETRICK SENIOR VICE PRESIDENT	35 00				X			182,739	0	31,099
VIRGINIA M COOMBS VP FOR ANNUAL PROGRAMS	35 00					X		133,108	0	17,297
CHRISTOPH KUNKEL VP FOR OPERATIONS	35 00					X		149,214	0	21,818
EDWARD MOORE EXEC DIRECTOR FIHE/VP CIC	35 00				X			183,015	0	31,773
LAURA A WILCOX VP FOR COMMUNICATIONS	35 00					X		143,116	0	27,081
ALLISON BLACKBURN DIRECTOR OF CONFERENCES	35 00					X		108,646	0	18,008
CYNTHIA D PAGE DIRECTOR OF FINANCE	35 00			X				121,043	0	26,633

SCHEDULE A
(Form 990 or 990EZ)

Public Charity Status and Public Support

OMB No 1545-0047

2012

Open to Public Inspection

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.

Department of the Treasury
Internal Revenue Service

Name of the organization
COUNCIL OF INDEPENDENT COLLEGES

Employer identification number
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 described in **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 - Non-functionally integrated
- 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 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) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1 - 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in Sections 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 (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(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 (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(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 Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
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 2012 (line 6, column (f) divided by line 11, column (f))		14				
15 Public support percentage for 2011 Schedule A, Part II, line 14		15				
16a 33 1/3% support test—2012. 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—2011. If the organization did not check a 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—2012. 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—2011. 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 IIISupport Schedule for Organizations Described in Section 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) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	5,542,031	5,497,506	43,933,409	6,834,946	7,528,784	69,336,676
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	1,402,233	1,396,733	1,617,265	1,585,267	1,622,755	7,624,253
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	6,944,264	6,894,239	45,550,674	8,420,213	9,151,539	76,960,929
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.)						76,960,929

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
9 Amounts from line 6	6,944,264	6,894,239	45,550,674	8,420,213	9,151,539	76,960,929
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	237,413	184,799	726,429	952,359	966,717	3,067,717
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	237,413	184,799	726,429	952,359	966,717	3,067,717
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.)	7,181,677	7,079,038	46,277,103	9,372,572	10,118,256	80,028,646
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 ☐						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	15	96 170 %
16 Public support percentage from 2011 Schedule A, Part III, line 15	16	96 670 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2012 (line 10c, column (f) divided by line 13, column (f))	17	3 830 %
18 Investment income percentage from 2011 Schedule A, Part III, line 17	18	3 330 %
19a 33 1/3% support tests—2012. 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 ☒		
b 33 1/3% support tests—2011. 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 ☐		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐		

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

Facts And Circumstances Test

Explanation

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

OMB No 1545-0047

2012

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? ☐ Yes☐ No	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can 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? ☐ Yes☐ No	

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 education)☐ Preservation of an historically important land area☐ Protection of natural habitat☐ Preservation of a certified historic structure☐ Preservation of open space

2

Complete lines 2a through 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, and not on a historic structure listed in the National Register

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax 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 section 170(h)(4)(B)(ii)?

☐ Yes☐ No

9

In Part XIII, 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 (ASC 958), 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 XIII, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116 (ASC 958), 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 (ASC 958) relating to these items

a

Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

b

Assets included in Form 990, Part X

▶ \$ _____

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat No 52283D

Schedule D (Form 990) 2012

Part III

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

3

Using the organization's acquisition, 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

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

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

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 XIII 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 XIII Check here if the explanation has been provided in Part XIII

☐

Part V

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

	(a)Current year	(b)Prior year	b (c)Two years back	(d)Three years back	(e)Four years back
1a	Beginning of year balance	36,421,750	39,379,879		
b	Contributions		36,180,692		
c	Net investment earnings, gains, and losses	4,071,765	-1,133,824	3,400,150	
d	Grants or scholarships	1,909,100	1,725,850	130,223	
e	Other expenditures for facilities and programs				
f	Administrative expenses	93,929	98,455	70,740	
g	End of year balance	38,490,486	36,421,750	39,379,879	

2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a

Board designated or quasi-endowment

b

Permanent endowment11 000 %

c

Temporarily restricted endowment89 000 %

The percentages in lines 2a, 2b, and 2c should equal 100%

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 XIII 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		606,159	422,480	183,679
d Equipment		829,562	590,230	239,332
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				423,011

Part XIReconciliation of Revenue per Audited Financial Statements With Revenue per Return				
1	Total revenue, gains, and other support per audited financial statements	1	13,972,042	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12			
a	Net unrealized gains on investments	2a	3,797,228	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII)	2d		
e	Add lines 2a through 2d	2e	3,797,228	
3	Subtract line 2e from line 1	3	10,174,814	
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 XIII)	4b		
c	Add lines 4a and 4b	4c	0	
5	Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12)	5	10,174,814	

Part XIIReconciliation of Expenses per Audited Financial Statements With Expenses per Return				
1	Total expenses and losses per audited financial statements	1	10,377,248	
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 XIII)	2d		
e	Add lines 2a through 2d	2e	0	
3	Subtract line 2e from line 1	3	10,377,248	
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 XIII)	4b		
c	Add lines 4a and 4b	4c	0	
5	Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18)	5	10,377,248	

Part XIIISupplemental 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, line 2, Part XI, lines 2d and 4b, and Part XII, 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	AS OF JUNE 30, 2013, THE CIC-FIHE ENDOWMENT FUND HAD A DIVERSIFIED PORTFOLIO VALUED AT OVER \$39 MILLION. GRANT AND SCHOLARSHIP PROGRAMS IN SUPPORT OF CIC STATE FUND MEMBER AND THEIR MEMBER COLLEGES AND UNIVERSITIES ARE FUNDED THROUGH A DRAWDOWN FROM THE ENDOWMENT. SINCE ITS IMPLEMENTATION IN 1985, THE UPS SCHOLARSHIP PROGRAM HAS BEEN A CORE INITIATIVE OF FIRST FIHE AND NOW CIC. THROUGH ITS ENDOWMENT, FIHE AND CIC HAVE BEEN PLEASED TO BE ABLE TO AWARD OVER \$50 MILLION IN SCHOLARSHIP GRANTS TO DESERVING STUDENTS AT INDEPENDENT COLLEGES ACROSS THE COUNTRY. THE SCHOLARSHIPS ARE GIVEN IN THE NAME OF UNITED PARCEL SERVICE (UPS), WHOSE FINANCIAL SUPPORT ALLOWED THE ESTABLISHMENT OF THE ENDOWMENT. FOR THE 2012-2013 ACADEMIC YEAR, CIC AWARDED UPS SCHOLARSHIPS TOTALING OVER \$1.46 MILLION TO STATE FUND MEMBERS, PROVIDING FINANCIAL AID TO 609 STUDENTS NATIONWIDE. THE CIC-FIHE ENDOWMENT ALSO FUNDS GRANT PROGRAMS SUPPORTING STATE FUND MEMBERS' GRANT PROGRAMS, INCLUDING SCHOLARSHIP CHALLENGE GRANTS (RECIPIENTS WILL RAISE MATCHING FUNDS FOR THEIR INDIVIDUAL SCHOLARSHIP CAMPAIGNS), NATIONAL VENTURE FUND GRANTS (DEDICATED TO PROGRAMS BENEFITTING MEMBER COLLEGES COLLABORATING ON A PROJECT), FIRST OPPORTUNITY PARTNERS GRANTS (DEDICATED TO PROGRAMS BENEFITTING FIRST GENERATION, MINORITY, OR LOW-INCOME STUDENTS), AND THE CAPACITY-BUILDING GRANTS (PROVIDING SEED MONEY FOR INITIATIVES THAT ENHANCE THE STATE FUND'S ABILITY TO RAISE NEW MONEY TO BENEFIT THEIR MEMBER COLLEGES).
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X, LINE 2	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 740'S (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 COLLEGE'S FINANCIAL STATEMENTS IN ACCORDANCE WITH ASC 740'S 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 COLLEGE'S 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, 2013, 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, 2013, THE STATUTE OF LIMITATIONS FOR TAX YEARS 2009 THROUGH 2011 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, 2013, 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

2012

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. Part II can be duplicated 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.
Part III can be duplicated 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) SCHOLARSHIPS FOR GRADUATE STUDIES	2	20,000		COST	
(2) STIPENDS FOR AMERICAN GRADUATE FELLOWSHIPS	3	7,027		COST	

Part IV

Supplemental Information.

Complete this part to provide the information required in Part I, line 2, Part III, column (b), 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
ALABAMA ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES5950 CARMICHAEL PLACE SUITE 213 MONTGOMERY,AL 361172347	63-0422143	501(C)(3)	33,600				UPS SCHOLARSHIPS
ALASKA PACIFIC UNIVERSITY4101 UNIVERSITY DRIVE ANCHORAGE,AK 99508	92-0023588	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT

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
ALVERNIA UNIVERSITY400 SAINT BERNARDINE STREET READING,PA 196071799	23-1522643	501(C)(3)	21,250				NETVUE PROGRAM DEVELOPMENT GRANT
ARKANSAS' INDEPENDENT COLLEGES & UNIVERSITIESONE RIVERFRONT PLACE SUITE 610 NORTH LITTLE ROCK,AR 72114	71-0266514	501(C)(3)	26,400				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
ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREETSUITE 1418 CHICAGO,IL 60601	36-2252360	501(C)(3)	25,000				FIRST OPPORTUNITY PARTNERS FUND
ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 60601	36-2252360	501(C)(3)	52,800				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
ASSOCIATED COLLEGES OF ILLINOIS70 E LAKE STREET SUITE 1418 CHICAGO,IL 60601	36-2252360	501(C)(3)	3,500				NAMED SCHOLARSHIP GRANT
ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES OF PENNSYLVANIA101 NORTH FRONT STREET HARRISBURG,PA 171011404	25-1666617	501(C)(3)	40,050				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
ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES OF PENNSYLVANIA101 NORTH FRONT STREET HARRISBURG,PA 171011404	25-1666617	501(C)(3)	249,600				UPS SCHOLARSHIPS
ASSUMPTION COLLEGE500 SALISBURY STREET WORCESTER,MA 01609	04-2105796	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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
AUGSBURG COLLEGE2211 RIVERSIDE AVENUE MINNEAPOLIS, MN 55454	41-0694721	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
AUGSBURG COLLEGE2211 RIVERSIDE AVENUE MINNEAPOLIS,MA 55454	41-0694721	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT

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
AVILA UNIVERSITY11901 WORNALL ROAD KANSAS CITY, MO 641459990	44-0617326	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
BELLARMINE UNIVERSITY 2001 NEWBURG ROAD LOUISVILLE, KY 40205	61-0482955	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT

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
BELLARMINE UNIVERSITY 2001 NEWBURG ROAD LOUISVILLE,KY 40205	61-0482955	501(C)(3)	2,000				INFORMATION FLUENCY TRAVEL GRANT
BERRY COLLEGE2277 MARTHA BERRY HIGHWAY PO BOX 495038 MOUNT BERRY,GA 301495039	58-0566133	501(C)(3)	1,132				DEGREE QUALIFICATIONS PROFILE TRAVEL GRANT

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
BERRY COLLEGE2277 MARTHA BERRY HIGHWAY PO BOX 495038 MOUNT BERRY,GA 301495039	58-0566113	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
BETHEL UNIVERSITY3900 BETHEL DRIVE ST PAUL,MN 551126999	41-0708577	501(C)(3)	1,200				DEGREE QUALIFICATIONS PROFILE TRAVEL GRANT

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

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BETHEL UNIVERSITY3900 BETHEL DRIVE ST PAUL,MN 551126999	41-0708577	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
BLUEFIELD COLLEGE3000 COLLEGE DRIVE BLUEFIELD,VA 24605	54-0568200	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

(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
BLUEFIELD COLLEGE3000 COLLEGE DRIVE BLUEFIELD,VA 24605	54-0568200	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
CALIFORNIA LUTHERAN UNIVERSITY60 WEST OLSEN ROAD THOUSAND OAKS,CA 91360	95-2962604	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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

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CARLOW UNIVERSITY3333 FIFTH AVENUE PITTSBURGH, PA 152133109	25-0965438	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
CENTRAL METHODIST UNIVERSITY411 CENTRAL METHODIST SQUARE FAYETTE,MO 65248	43-0654854	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

(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
CENTRAL METHODIST UNIVERSITY411 CENTRAL METHODIST SQUARE FAYETTE,MA 65248	43-0654854	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT
CENTRAL METHODIST UNIVERSITY411 CENTRAL METHODIST SQUARE FAYETTE,MO 65248	43-0654854	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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
CHARLESTON SOUTHERN UNIVERSITY9200 UNIVERSITY BOULEVARD PO BOX 118087 CHARLESTON, SC 294238087	57-0474291	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
COLLEGE OF ST SCHOLASTICA1200 KENWOOD AVENUE DULUTH,MN 558114199	41-0698301	501(C)(3)	23,656				NETVUE PROGRAM DEVELOPMENT GRANT

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
COLUMBIA COLLEGE1301 COLUMBIA COLLEGE DRIVE COLUMBIA, SC 292035998	57-0324915	501(C)(3)	21,250				NETVUE PROGRAM DEVELOPMENT GRANT
CONCORDIA UNIVERSITY WISCONSIN12800 NORTH LAKE SHORE DRIVE MEQUON,WI 530972402	39-0833608	501(C)(3)	1,200				DEGREE QUALIFICATIONS PROFILE TRAVEL GRANT

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

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CONCORDIA UNIVERSITY WISCONSIN12800 NORTH LAKE SHORE DRIVE MEQUON, WI 530972402	39-0833608	501(C)(3)	23,946				NETVUE PROGRAM DEVELOPMENT GRANT
DOMINICAN UNIVERSITY 7900 WEST DIVISION STREET RIVER FOREST,IL 603059909	36-2167855	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT

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
DOMINICAN UNIVERSITY 7900 WEST DIVISION STREET RIVER FOREST,IL 603059909	36-2167855	501(C)(3)	398				NETVUE CONFERENCE TRAVEL GRANT
DOMINICAN UNIVERSITY 7900 WEST DIVISION STREET RIVER FOREST,IL 603059909	36-2167855	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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
ELIZABETHTOWN COLLEGE ONE ALPHA DRIVE ELIZABETHTOWN, PA 170222298	23-1352632	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
FLORIDA INDEPENDENT COLLEGE FUND542 EAST PARK AVENUE TALLAHASSEE,FL 32301	59-1919098	501(C)(3)	74,400				UPS SCHOLARSHIPS

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

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FONTBONNE UNIVERSITY 6800 WYDOWN BOULEVARD ST LOUIS,MO 631053098	43-0694556	501(C)(3)	16,525				NETVUE PROGRAM DEVELOPMENT GRANT
GEORGIA INDEPENDENT COLLEGE ASSOCIATION ONE GEORGIA CENTER SUITE 1510 ATLANTA,GA 30308	58-0684740	501(C)(3)	60,000				UPS SCHOLARSHIPS

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 ASSOCIATION ONE GEORGIA CENTER SUITE 1510 ATLANTA,GA 30308	58-0684740	501(C)(3)	5,000				NAMED SCHOLARSHIP GRANT
GEORGIAN COURT UNIVERSITY900 LAKEWOOD AVENUE LAKEWOOD,NJ 087012697	21-0634981	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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

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GORDON COLLEGE255 GRAPEVINE ROAD WENHAM,MA 019841899	04-2104258	501(C)(3)	5,000				WATERBURY SCHOLARSHIP
GRANDVIEW UNIVERSITY1200 GRAND VIEW AVENUE DES MOINES,IA 50316	42-0681049	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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

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HERTIGE UNIVERSITY3240 FORT ROAD TOPPENISH,WA 98948	91-1160585	501(C)(3)	500				NETVUE CONFERENCE TRAVEL GRANT
HERTIGE UNIVERSITY3240 FORT ROAD TOPPENISH,WA 98948	91-1160585	501(C)(3)	16,500				NETVUE PROGRAM DEVELOPMENT GRANT

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

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INDEPENDENT COLLEGE FUND OF MARYLAND3225 ELLERSLIE AVENUE SUITE C160 BALTIMORE, MD 212183519	52-0692469	501(C)(3)	24,000				UPS SCHOLARSHIPS
INDEPENDENT COLLEGE FUND OF NEW JERSEY797 SPRINGFIELD AVENUE SUMMIT,NJ 079015109	22-1551931	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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INDEPENDENT COLLEGE FUND OF NEW JERSEY797 SPRINGFIELD AVENUE SUMMIT,NJ 079015109	22-1551931	501(C)(3)	33,600				UPS SCHOLARSHIPS
INDEPENDENT COLLEGES AND UNIVERSITITES OF TEXAS FOUNDATIONPO BOX 13105 AUSTIN,TX 787113105	75-1540769	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

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INDEPENDENT COLLEGES OF INDIANA INC3135 NORTH MARIDIAN STREET INDIANAPOLIS,IN 462084717	31-0901001	501(C)(3)	5,000				CAPACITY BUILDING GRANT
INDEPENDENT COLLEGES OF INDIANA INC3135 NORTH MARIDIAN STREET INDIANAPOLIS,IN 462084717	31-0901001	501(C)(3)	74,400				UPS SCHOLARSHIPS

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

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INDPENDENT COLLEGES OF WASHINGTON600 STEWART STREET SUITE 600 SEATTLE,WA 981011268	91-0614877	501(C)(3)	50				NATIONAL VENTURE FUND
INDPENDENT COLLEGES OF WASHINGTON600 STEWART 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

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INDEPENDENT HIGHER EDUCATION OF COLORADO FUND1177 GRANT STREET 102 DENVER, CO 80203	72-6028332	501(C)(3)	50				NATIONAL VENTURE FUND
INDEPENDENT HIGHER EDUCATION OF COLORADO FUND1177 GRANT STREET 102 DENVER, CO 80203	72-6028332	501(C)(3)	7,200				UPS SCHOLARSHIPS

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

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IOWA COLLEGE FOUNDATION505 FIFTH AVENUE SUITE 1034 DES MOINES,IA 503092315	42-0745995	501(C)(3)	55,200				UPS SCHOLARSHIPS
IOWA COLLEGE FOUNDATION505 FIFTH AVENUE SUITE 1034 DES MOINES,IA 503092315	42-0745995	501(C)(3)	5,000				NAMED SCHOLARSHIP GRANT

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

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JAMESTOWN COLLEGE 6000 COLLEGE LANE JAMESTOWN,ND 58405	45-0231180	501(C)(3)	11,200				DEGREE QUALIFICATIONS PROFILE TRAVEL GRANT
JUNIATA COLLEGE1700 MOORE STREET HUNTINGDON,PA 166522196	23-1352652	501(C)(3)	22,463				DEGREE QUALIFICATIONS PROFILE TRAVEL 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 511 TOPEKA,KS 666033823	48-0636041	501(C)(3)	5,000				CAPACITY BUILDING GRANT
KANSAS INDEPENDENT COLLEGE FUND700 SOUTH KANSAS AVENUE SUITE 511 TOPEKA,KS 666033823	78-0636041	501(C)(3)	50				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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KANSAS INDEPENDENT COLLEGE FUND700 SOUTH KANSAS AVENUE SUITE 511 TOPEKA,KS 666033823	48-0636041	501(C)(3)	43,200				UPS SCHOLARSHIP FUND
LEWIS UNIVERSITYONE UNIVERSITY PARKWAY ROMEOVILLE,IL 60446	36-2167773	501(C)(3)	25,000				DEGREE QUALIFICATION PRIFILE TRAVEL GRANT

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

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LINDSEY WILSON COLLEGE 210 LINDSEY WILSON STREET COLUMBIA, KY 42728	61-0444763	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
LOUISIANA INDEPENDENT COLLEGE FOUNDATION320 THIRD STREET BATON ROUGE, LA 708011307	72-6028332	501(C)(3)	16,800				UPS SCHOLARSHIP

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

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MARTIN METHODIST COLLEGE433 WEST MADISON STREET PULASKI,TN 384782799	62-0483210	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
MICHIGAN COLLEGES FOUNDATION26555 EVERGREEN ROAD SUITE 870 SOUTHFIELD,MI 480764239	38-1332962	501(C)(3)	30,000				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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MICHIGAN COLLEGES FOUNDATION26555 EVERGREEN ROAD SUITE 870 SOUTHFIELD, MI 480764239	38-1332962	501(C)(3)	33,600				UPS SCHOLARSHIPS
MICHIGAN COLLEGES FOUNDATION26555 EVERGREEN ROAD SUITE 870 SOUTHFIELD, MI 480764239	38-1332962	501(C)(3)	5,000				NAMED SCHOLARSHIP 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 FUND445 MINNESOTA STREET SUITE 500 ST PAUL,MN 551012903	51-0166951	501(C)(3)	40,800				UPS SCHOLARSHIPS
MISSOURI COLLEGES FUND INC3401 WEST TRUMAN BLVD SUITE 202 JEFFERSON CITY,MO 651096892	43-0680952	501(C)(3)	40,800				UPS SCHOLARSHIPS

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

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MONTREAT COLLEGEPO BOX 1267 310 GAITHER CIRCLE MONTREAT,NC 28757	56-0543261	501(C)(3)	1,500				PRESIDENTS INSTITUTE TRAVEL GRANT
MONTREAT COLLEGEPO BOX 1267 310 GAITHER CIRCLE MONTREAT,NE 28757	56-0543261	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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

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NEBRASKA INDEPENDENT COLLEGE FUND INC4940 SOUTH 114TH STREET SUITE 5 OMAHA,NE 681372310	47-0399855	501(C)(3)	5,000				CAPACITY BUILDING GRANT
NEBRASKA INDEPENDENT COLLEGE FUND INC4940 SOUTH 114TH STREET SUITE 5 OMAHA,NE 681372310	47-0399855	501(C)(3)	10,000				FIRST OPPORTUNITY PARTNERS FUND

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NEBRASKA INDEPENDENT COLLEGE FUND INC4940 SOUTH 114TH STREET SUITE 5 OMAHA,NE 681372310	47-0399855	501(C)(3)	19,200				UPS SCHOLARSHIPS
NEBRASKA WESLEYAN UNIVERSITY5000 ST PAUL AVENUE LINCOLN,NE 685042796	47-0376524	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT

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

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NEBRASKA WESLEYAN UNIVERSITY5000 ST PAUL AVENUE LINCOLN,NE 685042796	47-0376524	501(C)(3)	24,500				NETVUE PROGRAM DEVELOPMENT GRANT
NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES530 N BLOUNT STREET RALEIGH,NC 276041120	56-0775353	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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NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES530 N BLOUNT STREET RALEIGH,NC 276041120	56-0775353	501(C)(3)	27,500				FIRST OPPORTUNITY PARTNERS GRANT
NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES530 N BLOUNT STREET RALEIGH,NC 276041120	56-0775353	501(C)(3)	86,400				UPS SCHOLARSHIPS

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NORTHWEST CHRISTIAN UNIVERSITY828 E ELEVENTH AVENUE EUGENE,OR 97401	93-0433696	501(C)(3)	750				NETVUE CONFERENCE TRAVEL GRANT
NORTHWEST CHRISTIAN UNIVERSITY828 E ELEVENTH AVENUE EUGENE,OR 97401	93-0433696	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT

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NOTRA DAME OF MARYLAND UNIVERSITY 4701 N CHARLES STREET BALTIMORE,MD 21210	52-0591641	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
NOTRA DAME OF MARYLAND UNIVERSITY 4701 N CHARLES STREET BALTIMORE,MD 21210	52-0591641	501(C)(3)	24,500				NETVUE PROGRAM DEVELOPMENT GRANT

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

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OHIO FOUNDATION OF INDEPENDENT COLLEGES 250 EAST BROAD STREET SUITE 1700 COLUMBUS, OH 432153722	31-4441082	501(C)(3)	50				NATIONAL VENTURE FUND
OHIO FOUNDATION OF INDEPENDENT COLLEGES 250 EAST BROAD STREET SUITE 1700 COLUMBUS, OH 432153722	31-4441082	501(C)(3)	50,000				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 FOUNDATION OF INDEPENDENT COLLEGES 250 EAST BROAD STREET SUITE 1700 COLUMBUS,OH 432153722	31-4441082	501(C)(3)	81,600				UPS SCHOLARSHIPS
OKLAHOMA INDEPENDENT COLLEGES AND UNIVERSITIESPO BOX 57148 OKLAHOMA CITY,OK 731577148	73-0632937	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
OREGON ALLIANCE OF INDEPENDENT COLLEGES AND UNIVERSITIES17600 PACIFIC HIGHWAY PO BOX 23 MARYLHURST,OR 970360023	93-0452083	501(C)(3)	5,000				CAPACITY BUILDING GRANT
OREGON ALLIANCE OF INDEPENDENT COLLEGES AND UNIVERSITIES17600 PACIFIC HIGHWAY PO BOX 23 MARYLHURST,OR 970360023	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

(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
OUR LADY OF THE LAKE UNIVERSITY411 SW 24TH STREET SAN ANTONIO,TX 78207	74-1109631	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
OUR LADY OF THE LAKE UNIVERSITY411 SW 24TH STREET SAN ANTONIO,TX 78207	74-1109631	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT

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
SAINT ANSELM COLLEGE 100 SAINT ANSELM DRIVE MANCHESTER,NH 031021310	02-0222182	501(C)(3)	5,000				WATERBURY SCHOLARSHIP
SAINT MARY'S COLLEGE 133 LEMANS HALL NOTRA DAME,IN 46556	35-0868158	501(C)(3)	24,000				NETVUE PROGRAM DEVELOPMENT GRANT

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
SAINT XAVIER UNIVERSITY3700 WEST 103RD STREET CHICAGO,IL 60655	36-2177133	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
SCHREINER UNIVERSITY 2100 MEMORIAL BLVD KERRVILLE,TX 78028	74-1193459	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT

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
SCHREINER UNIVERSITY 2100 MEMORIAL BLVD KERRVILLE,TX 78028	74-1193459	501(C)(3)	23,500				NETVUE PROGRAM DEVELOPMENT GRANT
SOUTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIESPO BOX 12007 COLUMBIA,SC 28211	57-0343998	501(C)(3)	10,000				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
SOUTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIESPO BOX 12007 COLUMBIA,SC 28211	57-0343998	501(C)(3)	36,000				UPS SCHOLARSHIPS
SOUTH DAKOTA FOUNDATION OF INDEPENDENT COLLEGES 1101 WEST 22ND STREET SIOUX FALLS,SD 57105	46-6003958	501(C)(3)	12,000				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
TENNESSEE INDEPENDENT COLLEGES AND UNIVERSITIES ASSOC 1031 17TH AVENUE SOUTH NASHVILLE, TN 37212	62-1155139	501(C)(3)	81,600				UPS SCHOLARSHIPS
TENNESSEE INDEPENDENT COLLEGES AND UNIVERSITIES ASSOC 1031 17TH AVENUE SOUTH NASHVILLE, TN 37212	62-1155139	501(C)(3)	25,000				SCHOLARSHIPS CHALLENGE GRANT

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
TRINITY CHRISTIAN COLLEGE6601 W COLLEGE DRIVE PALOS HEIGHTS,IL 60463	36-2387148	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
TRINITY CHRISTIAN COLLEGE6601 W COLLEGE DRIVE PALOS HEIGHTS,IL 60463	36-2387148	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT

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
TRINITY CHRISTIAN COLLEGE6601 W COLLEGE DRIVE PALOS HEIGHTS,IL 60463	36-2387148	501(C)(3)	25,000				NETVUE PROGRAM DEVELOPMENT GRANT
UNION COLLEGE3800 SOUTH 48TH STREET LINCOLN,NE 68506	47-0405319	501(C)(3)	24,575				NETVUE PROGRAM DEVELOPMENT GRANT

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
UNION COLLEGE3800 SOUTH 48TH STREET LINCOLN,NE 68506	47-0405319	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT
UNIVERSITY OF CHARLESTON2300 MACCOKLE AVENUE SE CHARLESTON,WV 25304	55-0357039	501(C)(3)	7,000				PATHWAYS PROJECT IMPLEMENTATION GRANT

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
UNIVERSITY OF CHARLESTON2300 MACCOKLE AVENUE SE CHARLESTON, WV 25304	55-0357039	501(C)(3)	638				DEGREE QUALIFICATIONS PROFILE TRAVEL GRANT
UNIVERSITY OF ST FRANCIS500 NORTH WILCOX STREET JOLIET,IL 604356188	36-2170999	501(C)(3)	21,000				NETVUE PROGRAM DEVELOPMENT GRANT

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
URSINUS COLLEGEPO BOX 1000 601 E MAIN STREET COLLEGEVILLE,PA 19426	23-1177930	501(C)(3)	19,360				NETVUE PROGRAM DEVELOPMENT GRANT
VIRGINIA FOUNDATION OF INDEPENDENT COLLEGES8010 RIDGE ROAD SUITE B RICHMOND,VA 232297288	54-0554396	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
VIRGINIA FOUNDATION OF INDEPENDENT COLLEGES 8010 RIDGE ROAD SUITE B RICHMOND,VA 232297288	54-0554396	501(C)(3)	25,000				SCHOLARSHIP CHALLENGE GRANT
WABASH COLLEGE410 WEST WABASH AVENUE PO BOX 352 CRAWFORDSVILLE, IN 479330352	35-0868202	501(C)(3)	23,000				NETVUE PROGRAM DEVELOPMENT GRANT

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
WABASH COLLEGE410 WEST WABASH AVENUE PO BOX 352 CRAWFORDSVILLE, IN 479330352	35-0868202	501(C)(3)	1,000				ENGAGING EVIDENCE ASSESSMENT GRANT
WEST VIRGINIA INDEPENDENT COLLEGES AND UNIVERSITIES900 LEE STREET SUITE 910 CHARLESTON, WV 25301	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 ASSN OF INDEPENDENT COLLEGES AND UNIVERSITIES122 WEST WASHINGTON AVENUE SUITE 700 MADISON,WI 537032723	39-1039417	501(C)(3)	55,200				UPS SCHOLARSHIPS
WISCONSIN ASSN OF INDEPENDENT COLLEGES AND UNIVERSITIES122 WEST WASHINGTON AVENUE SUITE 700 MADISON,WI 537032723	39-1039417	501(C)(3)	5,000				NAMED SCHOLARSHIP GRANT

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 LUTHERAN COLLEGE8800 WEST BLUEMOUND ROAD MILWAUKEE, WI 53226	23-7179639	501(C)(3)	19,750				NETVUE PROGRAM DEVELOPMENT FUND

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

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.

OMB No 1545-0047

2012

Open to Public Inspection

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 ☐ First-class or charter travel ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☒ Health or social club dues or initiation fees ☐ Personal services (e g , maid, chauffeur, chef)		
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 of the expenses described above? If "No," complete Part III to explain	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?	Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III ☒ Compensation committee ☐ Independent compensation consultant ☒ Form 990 of other organizations ☒ Written employment contract ☒ Compensation survey or study ☒ Approval by the board or compensation committee		
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?		No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?		No
c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		No
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?		No
b Any related organization? If "Yes," to line 5a or 5b, describe in Part III		No
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?		No
b Any related organization? If "Yes," to line 6a or 6b, describe in Part III		No
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		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 Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III		No
9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is 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, applicable column (D) and (E) amounts for that individual

(A) Name and Title		(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 as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1)RICHARD EKMAN EX OFFICIO AND PRESIDENT	(i)	527,554	0	1,219	117,340	39,276	685,389	0
	(ii)	0	0	0	0	0	0	0
(2)HAROLD V HARTLEY III SENIOR VICE PRESIDENT	(i)	177,617	4,000	774	0	32,633	215,024	0
	(ii)	0	0	0	0	0	0	0
(3)BARBARA HETRICK SENIOR VICE PRESIDENT	(i)	177,520	4,000	1,219	0	31,099	213,838	0
	(ii)	0	0	0	0	0	0	0
(4)VIRGINIA M COOMBS VP FOR ANNUAL PROGRAMS	(i)	131,889	0	1,219	0	17,297	150,405	0
	(ii)	0	0	0	0	0	0	0
(5)CHRISTOPH KUNKEL VP FOR OPERATIONS	(i)	144,944	4,000	270	0	21,818	171,032	0
	(ii)	0	0	0	0	0	0	0
(6)EDWARD MOORE EXEC DIRECTOR FIHE/VP CIC	(i)	182,241	0	774	0	31,773	214,788	0
	(ii)	0	0	0	0	0	0	0
(7)LAURA A WILCOX VP FOR COMMUNICATIONS	(i)	141,202	1,500	414	0	27,081	170,197	0
	(ii)	0	0	0	0	0	0	0

Part III **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. 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

2012

Open to Public
Inspection

Name of the organization COUNCIL OF INDEPENDENT COLLEGES	Employer identification number 01-6004776
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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, PART VI, SECTION B, 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, PART VI, SECTION B, 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, PART VI, SECTION B, 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 DATA 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

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

2012

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" to Form 990, Part IV, line 33.)

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) AMERICAN ACADEMIC LEADERSHIP INSTITUTE 1825 K STREET NW WASHINGTON, DC 20006 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" to Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

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

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" to 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) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end- of-year assets	(h) Percentage ownership	(i) Section 512 (b)(13) controlled entity?	
								Yes	No

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" to Form 990, Part IV, line 34, 35b, or 36.)

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

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 or (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

Dividends from related organization(s)

g

Sale of assets to related organization(s)

h

Purchase of assets from related organization(s)

i

Exchange of assets with related organization(s)

j

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

k

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

l

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

m

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

n

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

o

Sharing of paid employees with related organization(s)

p

Reimbursement paid to related organization(s) for expenses

q

Reimbursement paid by related organization(s) for expenses

r

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

s

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

1s

Yes

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) Name of other organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) AMERICAN ACADEMIC LEADERSHIP INSTITUTE	C	100,000	COST

Schedule R (Form 990) 2012

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]

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

Part VII Supplemental Information

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

Identifier	Return Reference	Explanation	
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