

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

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form **990** (2018)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐ ☒**1** Briefly describe the organization's mission:

THE COUNCIL OF INDEPENDENT COLLEGES IS AN ASSOCIATION OF NONPROFIT INDEPENDENT COLLEGES AND UNIVERSITIES, STATE-BASED COUNCILS OF INDEPENDENT COLLEGES, AND OTHER HIGHER EDUCATION AFFILIATES, THAT WORKS TO SUPPORT COLLEGE AND UNIVERSITY LEADERSHIP, ADVANCE INSTITUTIONAL EXCELLENCE, AND ENHANCE PUBLIC UNDERSTANDING OF PRIVATE HIGHER EDUCATION'S CONTRIBUTIONS TO SOCIETY. CIC IS THE MAJOR NATIONAL ORGANIZATION THAT FOCUSES ON PROVIDING SERVICES TO LEADERS OF INDEPENDENT COLLEGES AND UNIVERSITIES. CIC OFFERS CONFERENCES, SEMINARS, AND OTHER PROGRAMS THAT HELP INSTITUTIONS IMPROVE EDUCATIONAL QUALITY, ADMINISTRATIVE AND FINANCIAL PERFORMANCE, STUDENT OUTCOMES, 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 \$	6,576,826	including grants of \$	3,464,212)	(Revenue \$	350,096)
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See Additional Data

4b	(Code)	(Expenses \$	1,731,621	including grants of \$	34,200)	(Revenue \$	850,378)
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See Additional Data

4c	(Code)	(Expenses \$	798,177	including grants of \$		(Revenue \$	231,245)
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See Additional Data

(Code)	(Expenses \$	3,242,473	including grants of \$	354,500)	(Revenue \$	155,262)
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FACULTY DEVELOPMENT PROGRAMS 720,318 STUDENT FELLOWSHIP PROGRAMS 36,533 RESEARCH AND ADVANCEMENT PROGRAMS 108,342 TUITION EXCHANGE PROGRAM 51,363 COMMUNICATIONS 295,676 ADVISORS 93,535 OTHER PROGRAMS 1,855,175 MEMBERSHIP SERVICES 81,531

4d Other program services (Describe in Schedule O)

(Expenses \$	3,242,473	including grants of \$	354,500)	(Revenue \$	155,262)
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4e Total program service expenses **▶** 12,349,097

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	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? If "Yes," complete Schedule C, Part II	4	No
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	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? If "Yes," complete Schedule D, Part IV	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	10 Yes	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b Yes	
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e Yes	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	No
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	No
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 Yes	
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	No

Part IV Checklist of Required Schedules (continued)

		Yes	No
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 25a</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), 501(c)(4), and 501(c)(29) 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	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <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 ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	142
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	

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		2a	27			
b 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)				2b	Yes	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?				3a	Yes	
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O				3b	Yes	
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)?				4a		No
b If "Yes," enter the name of the foreign country ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)						
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?				5a		No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?				5b		No
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?				5c		
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?				6a		No
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?				6b		
7 Organizations that may receive deductible contributions under section 170(c).						
a 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?				7a		No
b If "Yes," did the organization notify the donor of the value of the goods or services provided?				7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?				7c		No
d If "Yes," indicate the number of Forms 8282 filed during the year				7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?				7e		No
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?				7f		No
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?				7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?				7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?						
				8		
9a Did the sponsoring organization make any taxable distributions under section 4966?				9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?				9b		
10 Section 501(c)(7) organizations. Enter						
a Initiation fees and capital contributions included on Part VIII, line 12				10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities				10b		
11 Section 501(c)(12) organizations. Enter						
a Gross income from members or shareholders				11a		
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)				11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?						
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year				12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.						
a 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				13a		
b 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				13b		
c Enter the amount of reserves on hand				13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?				14a		No
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O				14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N				15		No
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O				16		No

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 or note to any line in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	1a 33		
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 31		
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	No
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-A 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, address, and telephone number of the person who possesses the organization's books and records:
 ▶ CYNTHIA D PAGE ONE DUPONT CIRCLE NW SUITE 320 WASHINGTON, DC 20036 (202) 466-7230

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

1

● 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 Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

[illegible]

1b Sub-Total			
c Total from continuation sheets to Part VII, Section A			
d Total (add lines 1b and 1c)	2,475,056		654,154

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 ► 11

		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
EDCERT LLC 85 BROAD STREET 18TH FLOOR NEW YORK, NY 10004	FACULTY DEV'T	685,000
NORTHERN TRUST 50 S LASALLE ST CHICAGO, IL 60675	INVESTMENT SVC	183,065
ARTSTOR 2 RECTOR STREET NEW YORK, NY 10006	TECHNOLOGY	129,089

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 ► 3	
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Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

Contributions, Gifts, Grants
and Other Similar Amounts

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
1a	Federated campaigns	1a			
b	Membership dues	1b	4,425,482		
c	Fundraising events	1c			
d	Related organizations	1d	25,000		
e	Government grants (contributions)	1e			
f	All other contributions, gifts, grants, and similar amounts not included above	1f	5,795,279		
g	Noncash contributions included in lines 1a - 1f \$				
h Total.	Add lines 1a-1f		10,245,761		

Program Service Revenue

	Business Code				
2a	REGISTRATION FEES	900099	1,387,623	1,387,623	
b	TUITION EXCHANGE FEES	900099	155,050	155,050	
c	CONSULTING FEES	900099	42,256	42,256	
d	PUBLICATION SALES & OTHER	900099	2,052	2,052	
e					
f	All other program service revenue				
g Total.	Add lines 2a-2f		1,586,981		

Other Revenue

3	Investment income (including dividends, interest, and other similar amounts)		1,726,691		1,726,691
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		
b	Less cost or other basis and sales expenses				
c	Gain or (loss)				
d	Net gain or (loss)		496,719	496,719	
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	K-1 PARTNERSHIP INCOME	900099	1,000	1,000	
b					
c					
d	All other revenue				
e Total.	Add lines 11a-11d		1,000		
12 Total revenue.	See Instructions		14,057,152	2,083,700	1,000

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 or note to any line 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 domestic organizations and domestic governments. See Part IV, line 21.	3,852,912	3,852,912		
2 Grants and other assistance to domestic individuals. See Part IV, line 22.				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16.				
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	2,741,241	1,966,184	657,443	117,614
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.	1,393,849	987,847	346,898	59,104
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions).	141,108	110,791	23,699	6,618
9 Other employee benefits.	251,493	197,459	42,239	11,795
10 Payroll taxes.	209,757	164,690	35,230	9,837
11 Fees for services (non-employees):				
a Management.				
b Legal.	5,166		5,166	
c Accounting.	52,117	8,195	43,410	512
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.	230,291		230,291	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	1,603,783	1,579,549	24,234	
12 Advertising and promotion.	4,284	920	3,364	
13 Office expenses.	350,646	317,153	26,376	7,117
14 Information technology.	105,086	89,506	10,449	5,131
15 Royalties.				
16 Occupancy.	478,583	393,312	56,847	28,424
17 Travel.	907,468	869,233	20,369	17,866
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.	1,469,628	1,445,491	23,812	325
20 Interest.	409		409	
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	131,962	108,209	15,835	7,918
23 Insurance.	35,535	30,067	3,645	1,823
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	242,624	213,181	29,443	
b DUES & SUBSCRIPTIONS	20,949	10,315	9,830	804
c INCOME TAXES	12,223		12,223	
d STAFF DEVELOPMENT & EVENT	3,348	2,079	347	922
e All other expenses	2,383	2,004	379	
25 Total functional expenses. Add lines 1 through 24e.	14,246,845	12,349,097	1,621,938	275,810
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 SheetCheck if Schedule O contains a response or note to any line in this Part IX ☐

				(A) Beginning of year		(B) End of year	
Assets	1	Cash—non-interest-bearing		225	1	225	
	2	Savings and temporary cash investments		15,166,856	2	8,992,565	
	3	Pledges and grants receivable, net		445,076	3	708,365	
	4	Accounts receivable, net		97,079	4	239,473	
	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		137,478	9	176,598	
	10a	Land, buildings, and equipment—cost or other basis. Complete Part VI of Schedule D	10a	1,714,433			
	b	Less: accumulated depreciation	10b	1,509,186	305,024	10c	205,247
	11	Investments—publicly traded securities		39,159,082	11	58,585,369	
	12	Investments—other securities. See Part IV, line 11		11,313,180	12	7,230,602	
	13	Investments—program-related. See Part IV, line 11			13		
	14	Intangible assets			14		
	15	Other assets. See Part IV, line 11		472,872	15	551,942	
16	Total assets. Add lines 1 through 15 (must equal line 34)		67,096,872	16	76,690,386		
Liabilities	17	Accounts payable and accrued expenses		1,021,863	17	811,246	
	18	Grants payable			18		
	19	Deferred revenue		11,477,963	19	19,275,363	
	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			24		
	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		450,823	25	659,919	
	26	Total liabilities. Add lines 17 through 25		12,950,649	26	20,746,528	
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		11,081,720	27	12,398,539	
	28	Temporarily restricted net assets		38,829,463	28	39,310,279	
	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		54,146,223	33	55,943,858		
34	Total liabilities and net assets/fund balances		67,096,872	34	76,690,386		

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	14,057,152
2	Total expenses (must equal Part IX, column (A), line 25)	2	14,246,845
3	Revenue less expenses Subtract line 2 from line 1	3	-189,693
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	54,146,223
5	Net unrealized gains (losses) on investments	5	1,987,328
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	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	55,943,858

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line 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
b 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	
c 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
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

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

Form 990 (2018)

Form 990, Part III, Line 4a:

INSTITUTIONAL DEVELOPMENT PROGRAMS AND SERVICES CIC'S PROJECTS, PROGRAMS, AND SERVICES PROVIDE OPPORTUNITIES FOR PROGRAM DEVELOPMENT AND INSTITUTIONAL IMPROVEMENT IN KEY CAMPUS AREAS, PARTICIPATION IN TOPICAL-FOCUSED CONSORTIA, PROGRAMS AND SERVICES FOR NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION AND STATE COUNCILS MEMBERS, AND AN ARRAY OF RESEARCH ACTIVITIES INCLUDING ANNUAL BENCHMARKING REPORTS ON KEY INSTITUTIONAL METRICS SEVERAL INITIATIVES PROVIDE INFORMATION AND TECHNICAL ASSISTANCE TO INSTITUTIONS NETVUE - WITH GENEROUS SUPPORT FROM LILLY ENDOWMENT INC , CIC LAUNCHED IN 2009 AND CONTINUED TO STRENGTHEN A NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NETVUE) THE NATIONAL CAMPUS-SUPPORTED NETWORK BROADENS AND DEEPENS THE THEOLOGICAL EXPLORATION OF VOCATION AMONG UNDERGRADUATE STUDENTS TO DATE, A TOTAL OF 256 COLLEGE AND UNIVERSITY MEMBERS AND FIVE ORGANIZATIONAL MEMBERS HAVE JOINED NETVUE SEVERAL DISTINCT PROGRAMS AND EVENTS ARE PART OF THE BROADER NETVUE PROJECT NETVUE NATIONAL CONFERENCE AND REGIONAL WORKSHOPS - BIANNUALLY CAMPUS TEAMS GATHER FOR PROFESSIONAL DEVELOPMENT AND SHARING OF BEST PRACTICES REGIONAL GATHERINGS ARE HELD IN OFF YEARS NETVUE TEACHING VOCATIONAL EXPLORATION SEMINARS - MULTIDISCIPLINARY SEMINARS ARE DESIGNED TO HELP FACULTY MEMBERS STRENGTHEN THE TEACHING OF VOCATIONAL EXPLORATION, DEVELOP NEW COURSES, DESIGN NEW COURSE CONTENT, DEVELOP OR IMPROVE PEDAGOGICAL RESOURCES, AND ESTABLISH AN EXPANDING NETWORK OF FACULTY MEMBERS WHO ARE COMMITTED TO TEACHING THE INTELLECTUAL AND THEOLOGICAL EXPLORATION OF VOCATION NETVUE VOCATION ACROSS THE ACADEMY GRANTS - CIC AWARDS GRANTS TO SUPPORT INSTITUTION-WIDE INITIATIVES AT NETVUE MEMBER COLLEGES AND UNIVERSITIES OVER A THREE-YEAR PERIOD TO EXPAND ONGOING PROGRAMMING IN THE INTELLECTUAL AND THEOLOGICAL EXPLORATION OF VOCATION ACROSS THE LIBERAL ARTS AND APPLIED PROFESSIONAL FIELDS NETVUE PROGRAM DEVELOPMENT GRANTS - CIC AWARDS GRANTS FOR USE OVER APPROXIMATELY TWO YEARS TO NETVUE MEMBER INSTITUTIONS TO HELP PARTICIPATING INSTITUTIONS DEVELOP AND EXPAND EXISTING CAMPUS PROGRAMS FOR THE INTELLECTUAL AND THEOLOGICAL EXPLORATION OF VOCATION AT COLLEGES AND UNIVERSITIES THAT ARE NETVUE MEMBERS AND MEET OTHER REQUIREMENTS NETVUE PROFESSIONAL DEVELOPMENT AWARDS - CIC AWARDS GRANTS FOR USE OVER A ONE-YEAR PERIOD TO ENHANCE THE KNOWLEDGE, SKILLS, AND EXPERTISE OF FACULTY AND STAFF MEMBERS WHO SUPPORT UNDERGRADUATE VOCATIONAL INITIATIVES AT NETVUE MEMBER INSTITUTIONS NETVUE SCHOLARLY RESOURCES PROJECT - THREE DISTINCT GROUPS OF SENIOR SCHOLARS, REPRESENTING A WIDE RANGE OF THEOLOGICAL TRADITIONS AND WITH EXPERTISE RELATED TO RESPECTIVE THEMES, STUDY AND PRODUCE ARTICLES, BOOKS, AND OTHER RESOURCES FOR USE ON CAMPUSES THAT RESPOND TO THREE BROADER VOCATIONAL QUESTIONS ONLINE RESOURCES - CIC PROVIDES A NUMBER OF ONLINE RESOURCES FOR ITS NETVUE MEMBERS, INCLUDING A DEDICATED WEBSITE, AN ONLINE COMMUNITY SITE, A PUBLICLY-ACCESSIBLE BLOG, AND A SOCIAL MEDIA PRESENCE ON TWITTER DIVERSITY, CIVILITY, AND THE LIBERAL ARTS - WITH A GRANT FROM THE ANDREW W MELLON FOUNDATION, CIC OFFERED INSTITUTES IN 2018 AND 2019 FOR FACULTY AND ADMINISTRATORS AT INDEPENDENT COLLEGES AND UNIVERSITIES TO DEEPEN UNDERSTANDING OF CURRENT SCHOLARSHIP THAT CAN INFORM CAMPUS DISCUSSIONS AROUND SUCH ISSUES AS IDENTITY, RACISM, INTOLERANCE, HISTORIES OF DISCRIMINATION AND INEQUALITY, AND EFFECTIVE METHODS FOR ACHIEVING SOCIAL AND POLITICAL CHANGE HUMANITIES RESEARCH FOR THE PUBLIC GOOD - WITH A GRANT FROM THE ANDREW W MELLON FOUNDATION, CIC IS DEVELOPING OVER THREE YEARS THE CAPACITY OF PARTICIPATING INSTITUTIONS TO MAKE GREATER PUBLIC USE OF MATERIALS IN THEIR SPECIAL ARCHIVAL AND LIBRARY COLLECTIONS IN TWO COHORTS SELECTED INSTITUTIONS ARE ENGAGING STUDENTS IN RESEARCH PROJECTS THAT USE THE COLLEGES' SPECIAL LIBRARY COLLECTIONS, ARCHIVES, OR MUSEUM RESOURCES TO ADDRESS AN ISSUE OF IMPORTANCE TO THEIR RESPECTIVE COMMUNITIES OR REGIONS IN WHICH THE INSTITUTIONS ARE LOCATED TALKING ABOUT PRIVATE COLLEGES WORKSHOPS - CIC IS DEVELOPING A SERIES OF SEVEN REGIONAL WORKSHOPS DESIGNED TO SHARE KEY DATA ABOUT THE IMPACT AND VALUE OF INDEPENDENT COLLEGES AND GIVE PARTICIPANTS PRACTICE IN SHAPING COMMUNITY ATTITUDES ABOUT PRIVATE HIGHER EDUCATION THROUGH INFORMAL CONVERSATIONS THE INNOVATIVE PERSON-TO-PERSON APPROACH TO MAKING THE CASE FOR INDEPENDENT HIGHER EDUCATION WILL COMBINE INFORMATION FROM MULTIPLE NATIONAL DATA SOURCES WITH ACTIVE LEARNING, STORY-TELLING STRATEGIES, AND ADVICE ABOUT INSTITUTION-SPECIFIC FOLLOW-UP ACTIVITIES INTERGENERATIONAL CONNECTIONS STUDENTS SERVING OLDER ADULTS - IN COORDINATION WITH AND SUPPORTED BY A GRANT FROM THE AARP FOUNDATION, THE PROJECT DEVELOPED A NATIONAL NETWORK OF STUDENT PROGRAMS ON INDEPENDENT COLLEGE CAMPUSES THAT RECOGNIZE THE MUTUAL BENEFITS OF INTERGENERATIONAL INTERACTION WITH OLDER MEMBERS OF THE INSTITUTIONS' COMMUNITIES GRANTS SUPPORT STRENGTHENING OR DEVELOPING NEW PROGRAMS ON CAMPUSES FOCUSED PRIMARILY ON SERVING THE BASIC NEEDS - HUNGER, HOUSING, INCOME, AND ISOLATION - OF ADULTS IN THEIR COMMUNITIES CIC ONLINE COURSE SHARING CONSORTIUM - IN NOVEMBER 2018, CIC ANNOUNCED A NEW MEMBER SERVICE OFFERED THROUGH AN ARRANGEMENT WITH ACADEUM COLLEGE CONSORTIUM, A TECHNOLOGY COMPANY WITH AN ONLINE PLATFORM WHERE INDEPENDENT COLLEGES CAN SHARE COURSES AND EASILY TRANSFER CREDITS AND FINANCIAL AID AS WELL AS ARRANGE FOR TUITION PAYMENTS THE MAIN GOAL OF THE INITIATIVE IS TO HELP STUDENTS STAY ON TRACK AND COMPLETE THEIR DEGREES BY THE OCCASIONAL USE OF ONLINE COURSES OFFERED BY OTHER CIC INSTITUTIONAL MEMBER CONSORTIUM PARTICIPANTS THAT ARE CLOSELY ALIGNED IN ACADEMIC STANDARDS, AVOIDING THE BURDEN OF TRANSFERRING COURSES FROM OUTSIDE INSTITUTIONS, UTILIZING CAPACITY AT CIC INSTITUTIONS, AND PREVENTING REVENUE LOSSES THAT OCCUR WHEN STUDENTS SEEK CREDITS AT COMMUNITY COLLEGES OR PUBLIC INSTITUTIONS CIC IS OFFERING WEBINARS TO FAMILIARIZE INSTITUTIONS WITH THE PROGRAM CONSORTIA FOR ONLINE HUMANITIES INSTRUCTION - WITH GRANTS FROM THE ANDREW W MELLON FOUNDATION, CIC CREATED TWO CONSORTIA STARTING IN 2014 OF MEMBER INSTITUTIONS TO ASSESS OVER ROUGHLY THREE YEARS THE EFFECTIVENESS OF ONLINE TEACHING IN UPPER-LEVEL HUMANITIES COURSES AT LIBERAL ARTS COLLEGES THE GOALS OF THE PROJECT WERE TO A) EXPLORE HOW ONLINE HUMANITIES INSTRUCTION CAN IMPROVE STUDENT LEARNING OUTCOMES, B) DETERMINE WHETHER SMALLER, INDEPENDENT LIBERAL ARTS INSTITUTIONS CAN MAKE MORE EFFECTIVE USE OF THEIR INSTRUCTIONAL RESOURCES AND REDUCE COSTS THROUGH ONLINE HUMANITIES INSTRUCTION, AND C) PROVIDE AN OPPORTUNITY FOR CIC MEMBER INSTITUTIONS TO BUILD THEIR CAPACITY FOR ONLINE HUMANITIES INSTRUCTION AND SHARE THEIR SUCCESSSES WITH OTHER LIBERAL ARTS COLLEGES THE SECOND CONSORTIA FOCUSED ON ONLINE COURSES THAT ARE POTENTIAL SUBSTITUTES FOR UPPER-LEVEL HUMANITIES COURSES IN THE SAME MAJOR AT COMPARABLE INSTITUTIONS ITHAKA S&R SERVES AS THE PROJECT EVALUATOR CONSORTIUM ON DIGITAL RESOURCES FOR TEACHING AND RESEARCH - SUPPORTED BY A GRANT FROM THE ANDREW W MELLON FOUNDATION TO BE USED OVER FOUR YEARS, CIC CREATED IN SPRING 2015, A CONSORTIUM OF CAMPUS TEAMS THAT USE OVER FOUR ACADEMIC YEARS ARTSTOR/ITHAKA S&R'S SHARED SHELF/JSTOR FORUM APPLICATION TO ORGANIZE, PRESERVE, AND SHARE UNIQUE COLLECTIONS OF DIGITAL TEACHING AND RESEARCH ARTIFACTS THE GOALS OF THIS PROJECT ARE TO A) IMPROVE TEACHING AND LEARNING AT LIBERAL ARTS COLLEGES, B) ALLOW FACULTY MEMBERS AT SMALL INSTITUTIONS TO COLLABORATE IN BOTH SCHOLARSHIP AND TEACHING THROUGH USE OF THEIR COLLECTIONS OF RESEARCH AND TEACHING RESOURCES, AND C) MAKE CATALOGING AND USE OF DIGITAL IMAGES AND OTHER MATERIALS FOR RESEARCH AND INSTRUCTION MORE COST-EFFECTIVE FORTY-TWO PROJECTS WERE ACCEPTED AND CAMPUS TEAMS PARTICIPATE IN IN-PERSON WORKSHOPS AND ONLINE WEBINARS TO DEVELOP AND ADVANCE THEIR PROJECTS INDEPENDENT PATHWAYS COMMUNITY COLLEGE TRANSFER IN THE LIBERAL ARTS - SUPPORTED BY A GRANT FROM THE TEAGLE FOUNDATION CIC IN COOPERATION WITH ITS STATE COUNCIL MEMBER NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES IS DEVELOPING A PROJECT TO CREATE PATHWAYS THAT ENCOURAGE COMMUNITY COLLEGE STUDENTS TO PURSUE DEGREES IN LIBERAL ARTS DISCIPLINES AT INDEPENDENT COLLEGES FOCUSED ON PATHWAYS IN PSYCHOLOGY AND SOCIOLOGY, INDEPENDENT AND COMMUNITY COLLEGES WILL WORK TOGETHER TO CREATE A "CULTURE OF TRANSFER" THAT ENSURES STUDENTS GET THE FULLEST POSSIBLE INFORMATION AND ARE CAREFULLY ADVISED FROM THEIR FIRST YEAR AT A TWO-YEAR COLLEGE UNTIL GRADUATION WITH A BACHELOR'S DEGREE WOODROW WILSON VISITING FELLOWS - THE PROGRAM BRINGS PROMINENT ARTISTS, DIPLOMATS, JOURNALISTS, BUSINESS LEADERS, AND OTHER NONACADEMIC PROFESSIONALS TO CAMPUSES ACROSS THE UNITED STATES FOR UP TO FIVE DAYS OF TEACHING AND DIALOGUE WITH STUDENTS, FACULTY MEMBERS, ADMINISTRATORS, AND OTHER CAMPUS COMMUNITY MEMBERS IN CLASSES, SEMINARS, WORKSHOPS, LECTURES, AND INFORMAL DISCUSSIONS FORTY VISITS WERE SCHEDULED IN 2017-2018, THIRTY-NINE TOOK PLACE IN 2018-

Form 990, Part III, Line 4b:

CONFERENCES AND OTHER EVENTS CIC'S CONFERENCES AND EVENTS PROVIDE SENIOR CAMPUS LEADERS AND OTHER ADMINISTRATORS OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT AND PERSONAL RENEWAL THE PRESIDENTS INSTITUTE IS THE LARGEST YEARLY GATHERING OF COLLEGE AND UNIVERSITY PRESIDENTS IN THE COUNTRY THE INSTITUTE FOR CHIEF ACADEMIC OFFICERS PROVIDES A FRAMEWORK FOR DISCUSSION OF HOW TO INTEGRATE ADAPTATION AND CONTINUITY, ENSURE INSTITUTIONAL SUCCESS, AND SUSTAIN ROBUST LEARNING COMMUNITIES OTHER EVENTS INCLUDE THE STATE COUNCILS ANNUAL CONFERENCE, AND THE BIENNIAL CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS THE 2019 PRESIDENTS INSTITUTE EXPLORED THE THEME "LEADING STRATEGIC CHANGE " THE INSTITUTE FOCUSED ON HELPING INDEPENDENT COLLEGE AND UNIVERSITY PRESIDENTS WEIGH LONG-STANDING COMMITMENTS TO INSTITUTIONAL MISSION AND TRADITIONS WITH NEW OPPORTUNITIES AND STRATEGIC IMPERATIVES, IT ALSO FOCUSED ON FINDING RELIABLE GUIDANCE AMONG COMPETING INSTITUTIONAL VISIONS AND THEIR IMPLICATIONS FOR ENROLLMENT, ACADEMIC QUALITY, MODES OF TEACHING AND LEARNING, AND NEW BUSINESS MODELS THE 2018 INSTITUTE FOR CHIEF ACADEMIC OFFICERS THEME "ACADEMICS, ALLOCATIONS, AND ANALYTICS COLLABORATING FOR A SUSTAINABLE FUTURE" PROVIDED A FRAMEWORK FOR DELIBERATION AND ACTION ON CREATING AND SUSTAINING STRONG COOPERATION BETWEEN CHIEF ACADEMIC, FINANCIAL, AND ENROLLMENT OFFICERS TO ADDRESS COLLEGE AND UNIVERSITY BUSINESS MODEL CHALLENGES THE 2018 CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS PROVIDED OPPORTUNITIES TO ENGAGE THE THEME "PHILANTHROPY IN A CHANGING CONTEXT FOUNDATIONS AND INDEPENDENT HIGHER EDUCATION" IN PLENARY SESSIONS LED BY FOUNDATION LEADERS AS WELL AS SMALL GROUP DISCUSSIONS

Form 990, Part III, Line 4c:

LEADERSHIP DEVELOPMENT PROGRAMS CIC'S LEADERSHIP DEVELOPMENT PROGRAMS FOR PRESIDENTS, CHIEF ACADEMIC OFFICERS, FACULTY MEMBERS, AND OTHER CAMPUS LEADERS PROVIDE OPPORTUNITIES FOR PERSONAL AND PROFESSIONAL GROWTH AND PRACTICAL PREPARATION FOR CAREER ADVANCEMENT. THEY INCLUDE PROGRAMS AND WORKSHOPS FOR NEW PRESIDENTS, SENIOR OFFICERS CONSIDERING A PRESIDENCY, MID-LEVEL CAMPUS ADMINISTRATORS SEEKING GROWTH IN RESPONSIBILITIES, DEPARTMENT AND DIVISION CHAIRS, AND FACULTY MEMBERS IN THE HUMANITIES AND SCIENCES. WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS - LATELY WITH ACADEMIC SEARCH SUPPORT, CIC HAS OFFERED FOR MANY YEARS AN ANNUAL SERIES OF FOUR PROFESSIONAL DEVELOPMENT WORKSHOPS FOR NEW AND EXPERIENCED DEPARTMENT AND DIVISION CHAIRS. SESSION TOPICS INCLUDE REALIZING RESPONSIBILITIES BEYOND THE JOB DESCRIPTION, UNDERSTANDING THE DEPARTMENTAL AND DIVISIONAL BUDGET, DEALING WITH DIFFICULT CONVERSATIONS, MANAGING THE FACULTY HIRING AND EVALUATION PROCESS, BECOMING A CAMPUS LEADER, STRATEGIES FOR COLLECTING AND SHARING DATA, AND BUILDING AND MAINTAINING A COLLEGIAL DEPARTMENT. FOR SOME SESSIONS, PARTICIPANTS BREAK OUT INTO GROUPS BY SUBJECT MATTER EXPERIENCE LEVEL. PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION - WITH LILLY ENDOWMENT INC., SUPPORT, CIC OFFERS SEMINARS AND CONSULTATIONS TO HELP PROSPECTIVE PRESIDENTS IN WORKSHOPS AND THROUGH FOLLOW UP ACTIVITIES ALIGN THEIR PERSONAL SENSE OF CALLING WITH THE MISSIONS OF THE INSTITUTIONS THAT THEY MAY CONSIDER LEADING. THIRTY-THREE PERCENT OF THE PARTICIPANTS IN THE SEMINARS FOR PROSPECTIVE PRESIDENTS HAVE SINCE BEEN APPOINTED AS PRESIDENTS. NEW PRESIDENTS PROGRAM - CIC OFFERS ANNUALLY, JUST PRIOR TO THE PRESIDENTS INSTITUTE, A PROGRAM FOR COLLEGE PRESIDENTS IN THEIR FIRST OR SECOND YEAR - AND CONCURRENTLY A PROGRAM FOR THEIR SPOUSES OR PARTNERS - THAT ADDRESSES THE PRACTICAL NEEDS AND STRATEGIC SUCCESS QUESTIONS OF NEW LEADERS OF INDEPENDENT COLLEGES AND UNIVERSITIES. THE INTENSIVE AND HIGHLY PARTICIPATORY TWO-DAY WORKSHOP INCLUDES SESSIONS ON FINANCIAL FUNDAMENTALS, ENROLLMENT AND MARKETING, BOARD RELATIONS, LEADING THE SENIOR TEAM, ADVANCEMENT, AND STRATEGIC AND INNOVATIVE PRESIDENTIAL LEADERSHIP AMONG OTHER KEY TOPICS. THE PROGRAM ENCOURAGES PARTICIPANTS TO NETWORK WITH OTHERS WHO ARE NEW TO THE ROLE AND TO CONSIDER, INTENTIONALLY, HOW TO DEFINE THE ROLE TO FIT THEMSELVES AND THEIR INDIVIDUAL SITUATIONS. PRESIDENTS GOVERNANCE ACADEMY - SINCE 2015 CIC HAS BEEN OFFERING, JUST PRIOR TO THE PRESIDENTS INSTITUTE, A PROGRAM TO HELP PRESIDENTS RESPOND EFFECTIVELY TO TODAY'S CAMPUS LEADERSHIP CHALLENGES BY STRENGTHENING THE GOVERNANCE OF THEIR INSTITUTIONS. THE TWO-DAY INTENSIVE AND HIGHLY PARTICIPATORY WORKSHOP IS LIMITED TO 25 PRESIDENTS AND INCLUDES THE THOROUGH REVIEW BY EXPERTS OF THE BYLAWS OF THE PARTICIPANTS' INSTITUTIONS. EXECUTIVE LEADERSHIP ACADEMY - THE EXECUTIVE LEADERSHIP ACADEMY (ELA) IS A YEAR-LONG PROGRAM TO PREPARE EXPERIENCED VICE PRESIDENTS AND OTHER CABINET-LEVEL ADMINISTRATORS OF ALL DIVISIONS OF A COLLEGE OR UNIVERSITY TO SERVE AS EFFECTIVE COLLEGE PRESIDENTS. IT IS ORGANIZED IN PARTNERSHIP WITH THE AMERICAN ACADEMIC LEADERSHIP INSTITUTE (AALI) AND THE AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (AASCU). 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. SINCE 2010, 26 PERCENT OF THE PARTICIPANTS HAVE BEEN APPOINTED AS PRESIDENTS OR CHANCELLORS. SENIOR LEADERSHIP ACADEMY - THE SENIOR LEADERSHIP ACADEMY (SLA) IS A YEAR-LONG PROGRAM TO PREPARE COLLEGE AND UNIVERSITY LEADERS IN MID-LEVEL POSITIONS WHO HAVE SERIOUS INTEREST AND POTENTIAL TO MOVE INTO VICE PRESIDENCIES, AND PERHAPS EVENTUALLY INTO PRESIDENCIES. IT CONSISTS OF MENTORSHIP, 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 PROGRAM IS SUPPORTED BY THE AMERICAN ACADEMIC LEADERSHIP INSTITUTE (AALI). SINCE 2010, NEARLY 30 PERCENT OF PARTICIPANTS HAVE ADVANCED IN THEIR CAREERS.

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			
MARYANN BAENNINGER CHAIR	2 00	X		X				0	0	0
KATHERINE BERGERON - VICE CHAIR FOR PROGRAMS	2 00	X		X				0	0	0
ROBERT R LINDGREN - SECRETARY VC FOR MEMBERSH	2 00	X		X				0	0	0
LESTER C NEWMAN TREASURER	2 00	X		X				0	0	0
MARY B MARCY - VICE CHAIR FOR RESOURCE DEV	2 00	X		X				0	0	0
NAYEF H SAMHAT - VICE CHAIR FOR PUBLIC INFOR	2 00	X		X				0	0	0
BARBARA K MISTICK - VICE CHAIR FOR INVESTME	2 00	X		X				0	0	0
GEORGE E MARTIN PAST CHAIR	2 00	X		X				0	0	0
ROSYLN CLARK ARTIS DIRECTOR	2 00	X						0	0	0
KELSEY SHERMAN CREECH ASSISTANT SE	40 00	X						72,843	0	28,946

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			
EDWARD B BURGER DIRECTOR	2 00	X						0	0	0
MARY-BETH A COOPER DIRECTOR	2 00	X						0	0	0
J BRADLEY CREED DIRECTOR	2 00	X						0	0	0
CHRISTINA R CUTLIP DIRECTOR	2 00	X						0	0	0
ELIZABETH DAVIS DIRECTOR	2 00	X						0	0	0
BARBARA A FARLEY DIRECTOR	2 00	X						0	0	0
MICHAEL GILLIGAN DIRECTOR	2 00	X						0	0	0
JORGE G GONZALEZ DIRECTOR	2 00	X						0	0	0
MARK A HECKLER DIRECTOR	2 00	X						0	0	0
MARY DANA HINTON 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			
ARVID C JOHNSON DIRECTOR	2 00	X						0	0	0
COLLEEN PERRY KEITH DIRECTOR	2 00	X						0	0	0
MICHAEL LOMAX DIRECTOR	2 00	X						0	0	0
MICHAEL C MAXEY DIRECTOR	2 00	X						0	0	0
SUZANNE K MELLON DIRECTOR	2 00	X						0	0	0
ELIZABETH L PAUL DIRECTOR	2 00	X						0	0	0
PAUL C PRIBBENOW DIRECTOR	2 00	X						0	0	0
CELESTE M SCHENCK DIRECTOR	2 00	X						0	0	0
ELIZABETH J STROBLE DIRECTOR	2 00	X						0	0	0
SUSAN D STUEBNER 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			
A HOPE WILLIAMS DIRECTOR	2 00	X						0	0	0
H JAMES WILLIAMS DIRECTOR	2 00	X						0	0	0
DONALD J FARISH DIRECTOR - O	2 00	X						0	0	0
JUDITH MAXWELL GREIG DIRECTOR- OU	2 00	X						0	0	0
DAVID G HORNER DIRECTOR - O	2 00	X						0	0	0
KEVIN M ROSS DIRECTOR - O	2 00	X						0	0	0
LISA MARSH RYERSON DIRECTOR - O	2 00	X						0	0	0
NANCY J CABLE DIRECTOR - O	2 00	X						0	0	0
RICHARD EKMAN PRESIDENT	40 00	X		X				794,045	0	88,197
HAROLD V HARTLEY III SR VICE PRE	40 00			X				233,430	0	69,204

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			
CHRISTOPH KUNKEL - SR VICE PRESIDENT & CHIEF OF STAFF	40 00			X				209,409	0	84,228
KATHERINE M WHATLEY - SENIOR VICE PRESIDENT	40 00			X				199,551	0	53,770
CAROL SCHULER - VP FOR STATE COUNCIL PROGRAM	40 00				X			159,208	0	25,560
DAVID BRAILOW - VICE PRESIDENT FOR DEVELOPMENT	40 00					X		143,693	0	45,425
LYNN DONHAM - VICE PRESIDENT FOR COMMUNICATIONS	40 00					X		145,848	0	42,569
CYNTHIA D PAGE DIRECTOR OF OPERATIONS	40 00			X				160,558	0	61,366
ALLISON BLACKBURN - DIRECTOR OF CONFERENCE SERVICES	40 00					X		137,522	0	60,694
KEITH A WALLACE - DIRECTOR OF ADMINISTRATIVE SERVICES	40 00					X		110,812	0	41,961
STEPHEN GIBSON DIRECTOR OF OPERATIONS	40 00					X		108,137	0	52,234

SCHEDULE A (Form 990 or 990-EZ) Department of the Treasury Internal Revenue Service	Public Charity Status and Public Support Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust. ▶ Attach to Form 990 or Form 990-EZ. ▶ Go to www.irs.gov/Form990 for the latest information.	OMB No 1545-0047 2018 Open to Public Inspection
	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 12, 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 (Form 990 or 990-EZ))
- 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 agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university _____
- 10 ☒ 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)
- 11 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
- 12 ☐ 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 in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
 - a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**
 - b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**
 - c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**
 - d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**
 - e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization
 - f Enter the number of supported organizations _____
- g Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170(b)(1)(A)(ix)
(Complete only if you checked the box on line 5, 7, 8, or 9 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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant ")						
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)2014	(b)2015	(c)2016	(d)2017	(e)2018	(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 VI)						
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 section 501(c)(3) organization, check this box and stop here ► ☐						

Section C. Computation of Public Support Percentage		
14	Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14
15	Public support percentage for 2017 Schedule A, Part II, line 14	15
16a	33 1/3% support test—2018. 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—2017. 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—2018. 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 VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐	
b	10%-facts-and-circumstances test—2017. 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 VI 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 III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	9,138,493	10,626,986	9,903,605	9,977,224	10,245,761	49,892,069
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	1,781,315	1,730,984	1,606,925	1,709,039	1,586,981	8,415,244
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	10,919,808	12,357,970	11,510,530	11,686,263	11,832,742	58,307,313
7a	Amounts included on lines 1, 2, and 3 received from disqualified persons						
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						
c	Add lines 7a and 7b						
8	Public support. (Subtract line 7c from line 6.)						58,307,313

Section B. Total Support

Calendar year (or fiscal year beginning in) ►		(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9	Amounts from line 6	10,919,808	12,357,970	11,510,530	11,686,263	11,832,742	58,307,313
10a	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	1,582,933	1,095,085	1,648,708	2,039,277	1,726,691	8,092,694
b	Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c	Add lines 10a and 10b	1,582,933	1,095,085	1,648,708	2,039,277	1,726,691	8,092,694
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 VI.)						
13	Total support. (Add lines 9, 10c, 11, and 12.)	12,502,741	13,453,055	13,159,238	13,725,540	13,559,433	66,400,007

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2018 (line 8, column (f) divided by line 13, column (f))	15	87.810 %
16	Public support percentage from 2017 Schedule A, Part III, line 15	16	88.030 %

Section D. Computation of Investment Income Percentage

17	Investment income percentage for 2018 (line 10c, column (f) divided by line 13, column (f))	17	12.000 %
18	Investment income percentage from 2017 Schedule A, Part III, line 17	18	12.000 %

19a 33 1/3% support tests—2018. 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—2017. 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 Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	1	
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	2	
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>	3a	
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	3b	
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	3c	
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>	4a	
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>	4b	
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>	4c	
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>	5a	
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b	
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	5c	
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	6	
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	7	
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	8	
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	9a	
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	9b	
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	9c	
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>	10a	
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	10b	

Part IV

Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b A family member of a person described in (a) above?		
c A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI</i>		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)		
a ☐ The organization satisfied the Activities Test. Complete line 2 below.		
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.		
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations			
1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.			
Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).		

Part V

Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 Total annual distributions. Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2018			
a From 2013.			
b From 2014.			
c From 2015.			
d From 2016.			
e From 2017.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2018 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2018, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2018 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2019. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2014.			
b Excess from 2015.			
c Excess from 2016.			
d Excess from 2017.			
e Excess from 2018.			

Additional Data

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

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6 Also complete this part for any additional information (See instructions)

Facts And Circumstances Test

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
► Attach to Form 990.
► Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

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" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of 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" on 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	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

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, handling of violations, and enforcing conservation easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, 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" on 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) Revenue included on 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 Revenue included on Form 990, Part VIII, line 1

► \$

b Assets included in Form 990, Part X

► \$

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" on 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

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . .

☐ 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" on Form 990, Part IV, line 10.

	(a)Current year	(b)Prior year	(c)Two years back	(d)Three years back	(e)Four years back
1a Beginning of year balance	42,483,414	41,372,898	38,648,969	41,414,963	42,760,760
b Contributions					
c Net investment earnings, gains, and losses	2,836,358	3,481,965	4,445,809	-693,472	830,721
d Grants or scholarships	2,139,528	2,281,184	1,626,050	1,973,835	2,070,875
e Other expenditures for facilities and programs					
f Administrative expenses	188,253	90,265	95,830	98,687	105,643
g End of year balance	42,991,991	42,483,414	41,372,898	38,648,969	41,414,963

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 endowment ▶ 9 850 %

c

Temporarily restricted endowment ▶ 90 150 %

The percentages on 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

(ii) related organizations

b

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

	Yes	No
3a(i)		No
3a(ii)		No
3b		

4

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

Part VI

Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. 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		615,800	612,070	3,730
d Equipment		1,098,633	897,116	201,517
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				205,247

Schedule D (Form 990) 2018

Part VII

Investments—Other Securities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.
See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests	611,541	F
(3) Other		
See Additional Data Table (A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12)	7,230,602	

Part VIII

Investments—Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 13)		

Part IX

Other Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 15)	

Part X

Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f.
See Form 990, Part X, line 25.

(a) Description of liability	(b) Book value
(1) Federal income taxes	
RETIREMENT ANNUITY CONTRACTS	511,893
DEFERRED RENT ABATEMENT	148,026
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25)	659,919

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII ☒

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	15,814,189
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	1,987,328
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	1,987,328
3	Subtract line 2e from line 1	3	13,826,861
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	230,291
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	230,291
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	14,057,152

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	14,016,554
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	
3	Subtract line 2e from line 1	3	14,016,554
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	230,291
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	230,291
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)	5	14,246,845

Part XIII Supplemental Information

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.

Return Reference	Explanation
See Additional Data Table	

Part XIII **Supplemental Information** *(continued)*

Return Reference	Explanation

Additional Data

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

Form 990, Schedule D, Part VII - Investments Other Securities

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(A) TIFF PRIVATE EQUITY	1,214,605	F
(A) DAVIDSON KEMPER DISTRESSED INTRNTL	1,107,183	F
(B) FORESTER DIVERSIFIED	956,587	F
(C) AG REALITY FUND	709,522	F
(D) VENTURE INVESTMENT ENERGY	546,564	F
(E) GREENSPRING GLOBAL PARTNERS	509,520	F
(F) RCP FUND	449,491	F
(G) GREENSPRING OPPORTUNITIES FUND V LP	339,811	F
(H) METROPOLITAN REAL ESTATE PARTNERS	291,112	F
(I) HRJ SPECIAL OPPORTUNITIES	143,119	F

Form 990, Schedule D, Part VII - Investments Other Securities		
(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(K) LANDMARK EQUITY PARTNERS	128,559	F
(A) WELLINGTON HEDGE FUND	116,951	F
(B) EVANSTON ALTERNATIVE OPPORTUNITIES	53,151	F
(C) AG REALITY FUND IX	42,429	F
(D) GLEACHER DIVERSIFIED STRATEGIES	10,457	F

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PAGE 3, PART X	ACCOUNTING PRINCIPLES GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA PROVIDE CONSISTENT GUIDANCE FOR THE ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES RECOGNIZED IN THE COUNCIL OF INDEPENDENT COLLEGES' FINANCIAL STATEMENTS AND PRESCRIBE A THRESHOLD OF "MORE LIKELY THAN NOT" FOR RECOGNITION OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN THE COUNCIL OF INDEPENDENT COLLEGES PERFORMED AN EVALUATION OF UNCERTAIN TAX POSITIONS FOR THE YEAR ENDED JUNE 30, 2019 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, 2019, THE STATUTE OF LIMITATIONS FOR TAX YEARS 2015 THROUGH 2017 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 ORGANIZATION'S POLICY TO RECOGNIZE INTEREST AND/OR PENALTIES RELATED TO UNCERTAIN TAX POSITIONS, IF ANY, IN INCOME TAX EXPENSE AS OF JUNE 30, 2019, THE ORGANIZATION HAD NO ACCRUALS FOR INTEREST AND/OR PENALTIES

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I
(Form 990)

Grants and Other Assistance to Organizations,
Governments and Individuals in the United States
Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public
Inspection

Department of the
Treasury
Internal Revenue Service

Name of the organization

COUNCIL OF INDEPENDENT COLLEGES

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 Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on 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 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 noncash assistance	(h) Purpose of grant or assistance
(1) See Additional Data							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 176
- 3 Enter total number of other organizations listed in the line 1 table ▶

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on 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 noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
SCHEDULE I, PAGE 1, 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.

Additional Data

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

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ADVENTHEALTH UNIVERSITY INC 671 WINYAH DRIVE ORLANDO, FL 328031204	59-3069793	501C3	25,000				NETVUE VOCATION
ALABAMA ASSN OF INDEPENDENT COLL & 5950 CARMICHAEL PLACE SUITE 213 MONTGOMERY, AL 361172347	63-0422143	501C3	42,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ALASKA PACIFIC UNIVERSITY 4101 UNIVERSITY DRIVE ANCHORAGE, AK 99508	92-0023588	501C3	10,000				PUBLIC HUMANITIES
ALBERTUS MAGNUS COLLEGE 700 PROSPECT STREET NEW HAVEN, CT 06511189	06-0646520	501C3	6,500				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ALBION COLLEGE 611 EAST PORTER STREET ALBION, MI 492241899	38-1359081	501C3	25,000				NETVUE VOCATION
ALBION COLLEGE 611 EAST PORTER STREET ALBION, MI 492241899	38-1359081	501C3	13,000				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ALDERSON BROADDUS UNIVERSITY 101 COLLEGE HILL DRIVE PHILLIPPI, WV 26416	55-0357072	501C3	13,000				INSTRUCT EXCELLENCE
ANDREWS UNIVERSITY 8975 US HIGHWAY 31 BERRIEN SPRINGS, MI 491040001	38-1627600	501C3	9,624				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ARKANSAS INDEPENDENT COLLEGES & UNIV - ONE RIVERFRONT PL STE 610 NORTH LITTLE ROCK, AR 72114	71-0266514	501C3	30,000				UPS SCHOLARSHIPS
ASSN OF INDEPENDENT COLL & UNIV OF PENNSYLVANIA - 101 N FRONT ST HARRISBURG, PA 171011404	25-1666617	501C3	248,150				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ASSN OF INDEPENDENT COLL & UNIV OF PENNSYLVANIA - 101 N FRONT ST HARRISBURG, PA 171011404	25-1666617	501C3	30,000				NATIONAL VENTURE
ASSN OF INDEPENDENT KENTUCKY COLL UNIV - 484 CHENAULT ROAD FRANKFORT, KY 40601	61-0469277	501C3	56,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 ILLINOIS 70 E LAKE ST SUITE 1418 CHICAGO, IL 60601	36-2252360	501C3	9,539				MULTIPLE PROGRAMS
ASSOCIATED COLLEGES OF ILLINOIS 70 E LAKE ST SUITE 1418 CHICAGO, IL 60601	36-2252360	501C3	19,050				1ST OPPORTUNITY PART

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 ILLINOIS 70 E LAKE ST SUITE 1418 CHICAGO, IL 60601	36-2252360	501C3	75,000				UPS SCHOLARSHIPS
AUGSBURG UNIVERSITY 2211 RIVERSIDE AVENUE MINNEAPOLIS, MN 554541398	41-0694721	501C3	14,850				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
AUGUSTANA COLLEGE 639 38TH STREET ROCK ISLAND, IL 612012296	36-2166962	501C3	25,000				NETVUE PROGRAM GRANT
AUGUSTANA UNIVERSITY 2001 S SUMMIT AVE SIOUX FALLS, SD 57197	46-0224588	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
AZUSA PACIFIC UNIVERSITY 901 EAST ALOSTA AVENUE AZUSA, CA 917027000	95-1744369	501C3	25,000				NETVUE VOCATION
BAY PATH UNIVERSITY 588 LONGMEADOW STREET LONGMEADOW, MA 011062292	04-2103865	501C3	22,500				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 402050671	61-0482955	501C3	24,998				NETVUE VOCATION
BERRY COLLEGE 2277 MARTHA BERRY HIGHWAY NW PO BOX 490129 MOUNT BERRY, GA 30149	58-0566133	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
BETHANY COLLEGE 335 E SWENSSON STREET LINDSBORG, KS 67456	48-0543734	501C3	25,000				NETVUE PROGRAM GRANT
BETHANY COLLEGE 335 E SWENSSON STREET LINDSBORG, KS 67456	48-0543734	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
BETHEL UNIVERSITY 3900 BETHEL DRIVE ST PAUL, MN 551126999	41-0708577	501C3	24,030				NETVUE PROGAM GRANT
BLACKBURN UNIVERSITY 700 COLLEGE AVE CARLINVILLE, IL 62626	37-0661491	501C3	9,908				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
BLOOMFIELD COLLEGE 467 FRANKLIN STREET BLOOMFIELD, NJ 07003	22-1494428	501C3	13,354				MULTIPLE PROGRAMS
BLUEFIELD COLLEGE 3000 COLLEGE DRIVE BLUEFIELD, VA 246051799	54-0568200	501C3	24,775				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
BRIAR CLIFF COLLEGE 3303 REBECCA STREET SIOUX CITY, IA 511042100	42-0707124	501C3	13,000				INSTRUCT EXCELLENCE
BRYN ATHYN COLLEGE OF THE NEW CHURCH - 2945 COLLEGE DRIVE PO BOX 462 BRICKMAN CENTER BRYN ATHYN, PA 19009	23-1433899	501C3	9,599				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
BUTLER UNIVERSITY 4600 SUNSET AVENUE INDIANAPOLIS, IN 46208	35-0867977	501C3	13,000				INSTRUCT EXCELLENCE
BUTLER UNIVERISTY 4600 SUNSET AVENUE INDIANAPOLIS, IN 46208	35-0867977	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
CARLOW UNIVERSITY 3333 FIFTH AVENUE PITTSBURGH, PA 152133109	25-0965438	501C3	31,133				ONLINE HUMANITIES
CENTRAL METHODIST UNIVERSITY 411 CENTRAL METHODIST SQUARE FAYETTE, MO 65248	43-0654854	501C3	9,515				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
CHAMPLAIN COLLEGE 163 S WILLIARD STREET PO BOX 670 BURLINGTON, VT 054020670	03-0220266	501C3	10,000				PUBLIC HUMANITIES
CHATHAM UNIVERSITY 1 WOODLAND ROAD PITTSBURGH, PA 15232	25-0717890	501C3	6,000				DIGITAL RESOURCES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
CLARKE UNIVERSITY 1550 CLARKE DRIVE DUBUQUE, IA 520013198	42-0680408	501C3	17,450				ONLINE HUMANITIES
COE COLLEGE 1220 FIRST AVE NE CEDAR RAPIDS, IA 52402	42-0686467	501C3	10,000				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
THE COLLEGE OF ST SCHOLASTICA 1200 KENWOOD AVENUE DULUTH, MN 558114199	41-0698301	501C3	23,916				NETVUE PROGRAM GRANT
COLLEGE OF THE OZARKS 100 OPPORTUNITY AVENUE PO BOX 17 POINT LOOKOUT, MO 657260017	44-0556862	501C3	7,732				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
CONCORDIA UNIVERSITY OF ST PAUL 1282 CONCORDIA AVENUE ST PAUL, MN 551045494	41-0696906	501C3	19,468				NETVUE PROGRAM GRANT
CONCORDIA UNIVERSITY TEXAS 11400 CONCORDIA UNIVERSITY DRIVE AUSTIN, TX 78726	74-1161941	501C3	14,149				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
CONCORDIA UNIVERSITY WISCONSIN 12800 NORTH LAKE SHORE DRIVE MEQUON, WI 530972402	39-0833608	501C3	24,922				NETVUE PROGRAM GRANT
CONNECTICUT COLLEGE 270 MOHEGAN AVENUE NEW LONDON, CT 06320	06-0646587	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
COUNCIL OF INDEPENDENT NEBRASKA COLLEGES - 4940 S 114TH ST STE 5 OMAHA, NE 681372310	47-0399855	501C3	40,000				SCHOLARSHIP CHALLENG
COUNCIL OF INDEPENDENT NEBRASKA COLLEGES - 4940 S 114TH ST STE 5 OMAHA, NE 681372310	47-0399855	501C3	39,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
DAEMEN COLLEGE 4380 MAIN STREET AMHERST, NY 14226	16-0759798	501C3	10,000				PUBLIC HUMANITIES
DILLARD UNIVERSITY 2601 GENTILLY BLVD NEW ORLEANS, LA 70122	72-0408929	501C3	10,000				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
D'YOUVILLE COLLEGE 320 PORTER AVENUE BUFFALO, NY 14201	16-0743989	501C3	10,000				NETVUE DEVT AWARD
EASTERN MENNONITE UNIVERSITY 1200 PARK ROAD HARRISONBURG, VA 228022462	54-0575812	501C3	8,048				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ECKERD COLLEGE 4200 54TH AVENUE SOUTH ST PETERSBURG, FL 337114700	59-0859121	501C3	12,450				MULTIPLE PROGRAMS
ELMHURST COLLEGE 190 PROSPECT AVENUE ELMHURST, IL 601263296	36-2169145	501C3	23,920				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ELMHURST COLLEGE 190 PROSPECT AVENUE ELMHURST, IL 601263296	36-2169145	501C3	13,200				MULTIPLE PROGRAMS
FINLANDIA UNIVERSITY 601 QUINCY STREET HANCOCK, MI 49930	38-1359570	501C3	25,000				NETVUE VOCATION

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
FISK UNIVERSITY 1000 17TH AVE NORTH NASHVILLE, TN 37208	62-0202000	501C3	11,800				MULTIPLE PROGAMS
FLORIDA INDEPENDENT COLLEGE FUND 542 EAST PARK AVENUE TALLAHASSEE, FL 32301	59-1919098	501C3	90,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
FRANKLIN COLLEGE 101 BRANIGIN BLVD FRANKLIN, IN 46131	35-0868086	501C3	10,000				PUBLIC HUMANITIES
FRIENDS UNIVERSITY 2100 WEST UNIVERSITY AVENUE WICHITA, KS 672133379	48-0547702	501C3	10,000				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
FURMAN UNIVERSITY 3300 POINSETT HIGHWAY GREENVILLE, SC 296130001	57-0314395	501C3	25,000				NETVUE PROGRAM GRANT
GEORGIAN COURT UNIVERSITY 900 LAKEWOOD AVENUE LAKEWOOD, NJ 087012697	21-0634981	501C3	25,000				NETVUE VOCATION

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
GETTYSBURG COLLEGE 300 NORTH WASHINGTON STREET GETTYSBURG, PA 173251486	23-1352641	501C3	6,157				MULTIPLE PROGRAMS
GORDON COLLEGE 255 GRAPEVINE ROAD WENHAM, MA 019841899	04-2104258	501C3	20,840				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
GOSHEN COLLEGE 1700 SOUTH MAIN STREET GOSHEN, IN 465264794	35-2158366	501C3	8,863				MULTIPLE PROGRAMS
GUILFORD COLLEGE 5800 WEST FRIENDLY AVENUE GREENSBORO, NC 27410	56-0529982	501C3	5,950				DIGITAL RESOURCES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
GUSTAVUS ADOLPHUS COLLEGE 800 W COLLEGE AVENUE SAINT PETER, MN 56082	41-0695524	501C3	25,000				NETVUE VOCATION
GUSTAVUS ADOLPHUS COLLEGE 800 W COLLEGE AVENUE SAINT PETER, MN 56082	41-0695524	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
HAMPDEN-SYDNEY COLLEGE PO BOX 127 COLLEGE ROAD HAMPDENSYDNEY, VA 23943	54-0505906	501C3	5,700				DIGITAL RESOURCES
HARDING UNIVERSITY 915 EAST MARKET AVENUE SEARCY, AR 721490001	71-0236896	501C3	8,330				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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HOLLINS UNIVERSITY 7916 WILLIAMSON ROAD ROANOKE, VA 24020	54-0506314	501C3	10,000				PUBLIC HUMANITIES
HOPE COLLEGE 141 EAST 12TH STREET HOLLAND, MI 494233607	38-1381271	501C3	25,000				NETVUE VOCATION

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
HUSSON UNIVERSITY ONE COLLEGE CIRCLE BANGOR, ME 044012929	01-0271210	501C3	13,000				INSTRUCT EXCELLENCE
INDEPENDENT COLLEGE FUND OF MARYLAND -3225 ELLERSLIE AVE C160 BALTIMORE, MD 212183519	52-0692469	501C3	38,000				MULTIPLE PROGRAMS

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(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
INDEPENDENT COLLEGE FUND OF MARYLAND -3225 ELLERSLIE AVE C160 BALTIMORE, MD 212183519	52-0692469	501C3	30,000				1ST OPPORTUNITY PART
INDEPENDENT COLLEGE FUND OF NEW JERSEY - 797 SPRINGFIELD AVENUE SUMMIT, NJ 079015109	22-1551931	501C3	42,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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INDEPENDENT COLLEGE FUND OF NEW JERSEY - 797 SPRINGFIELD AVENUE SUMMIT, NJ 079015109	22-1551931	501C3	22,000				MULTIPLE PROGRAMS
INDEPENDENT COLLEGES & UNIVERSITIES OF TEXAS - PO BOX 13105 AUSTIN, TX 787113105	75-1540769	501C3	120,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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INDEPENDENT COLLEGES & UNIVERSITIES OF TEXAS - PO BOX 13105 AUSTIN, TX 787113105	75-1540769	501C3	16,450				CAPACITY BUILDING
INDEPENDENT COLLEGES OF INDIANA INC - 3135 NORTH MERIDIAN STREET INDIANAPOLIS, IN 462084717	31-0901001	501C3	90,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
INDEPENDENT COLLEGES OF INDIANA INC - 3135 NORTH MERIDIAN STREET INDIANAPOLIS, IN 462084717	31-0901001	501C3	32,000				MULTIPLE PROGRAMS
INDEPENDENT COLLEGES OF WASHINGTON 600 STEWART STREET SUITE 600 SEATTLE, WA 981011268	91-0614877	501C3	13,250				MULTIPLE PROGRAMS

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INDEPENDENT COLLEGES OF WASHINGTON 600 STEWART STREET SUITE 600 SEATTLE, WA 981011268	91-0614877	501C3	30,000				UPS SCHOLARSHIPS
INDEPENDENT HIGHER EDUCATION OF COLORADO - 1177 GRANT ST 102 DENVER, CO 80203	72-6028332	501C3	9,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
IOWA COLLEGE FOUNDATION 505 FIFTH AVENUE SUITE 1034 DES MOINES, IA 503092315	42-0745995	501C3	9,650				CAPACITY BUILDING
IOWA COLLEGE FOUNDATION 505 FIFTH AVENUE SUITE 1034 DES MOINES, IA 503092315	42-0745995	501C3	10,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
IOWA COLLEGE FOUNDATION 505 FIFTH AVENUE SUITE 1034 DES MOINES, IA 503092315	42-0745995	501C3	20,000				NATIONAL VENTURE
IOWA COLLEGE FOUNDATION 505 FIFTH AVENUE SUITE 1034 DES MOINES, IA 503092315	42-0745995	501C3	69,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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ILLINOIS COLLEGE 1101 WEST COLLEGE AVENUE JACKSONVILLE, IL 626502299	37-0661211	501C3	6,200				MULTIPLE PROGRAMS
ILLINOIS WESLEYAN UNIVERSITY 1312 PARK STREET PO BOX 2900 BLOOMINGTON, IL 61701	37-0662594	501C3	8,050				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
KENTUCY WESLEYAN COLLEGE 3000 FREDERICA STREET OWENSBORO, KY 42301	61-0466713	501C3	9,836				NETVUE DEVT AWARD
LASELL COLLEGE 1844 COMMONWEALTH AVENUE NEWTON, MA 02466	04-2103585	501C3	16,877				ONLINE HUMANITIES

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LEBANON VALLEY COLLEGE 101 NORTH COLLEGE AVENUE ANNVILLE, PA 170031400	23-1352354	501C3	13,000				INSTRUCT EXCELLENCE
LEE UNIVERSITY 1120 NORTH OCOEE STREET CLEVELAND, TN 373203450	62-0502739	501C3	22,654				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
LEWIS & CLARK COLLEGE 0615 SW PALATINE HILL RD PORTLAND, OR 97219	93-0386858	501C3	10,000				PUBLIC HUMANITIES
LORAS COLLEGE 1450 ALTA VISTA STREET DUBUQUE, IA 52001	42-0680412	501C3	10,000				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
LOUISIANA INDEPENDENT COLLEGE FOUNDATION - 320 THIRD STREET BATON ROUGE, LA 708011307	72-6028332	501C3	10,000				CAPACITY BUILDING
LOUISIANA INDEPENDENT COLLEGE FOUNDATION - 320 THIRD STREET BATON ROUGE, LA 708011307	72-6028332	501C3	27,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
LOURDES UNIVERSITY 6832 CONVENT BOULEVARD SYLVANIA, OH 43560	34-1226547	501C3	11,000				INSTRUCT EXCELLENCE
LOYOLA MARYMOUNT UNIVERSITY ONE LMU DRIVE LOS ANGELES, CA 90045	95-1643334	501C3	10,000				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
LYNN UNIVERSITY 3601 NORTH MILITARY TRAIL BOCA RATON, FL 334315598	59-1023117	501C3	13,000				INSTRUCT EXCELLENCE
MARS HILL UNIVERSITY PO BOX 370 MARS HILL, NC 28754	56-0554207	501C3	10,800				MUTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MARTIN METHODIST COLLEGE 433 WEST MADISON STREET PULASKI, TN 384782799	62-0483210	501C3	25,000				NETVUE PROGRAM GRANT
MARYVILLE COLLEGE 502 E LAMAR ALEXANDER PARKWAY MARYVILLE, TN 378045907	62-0475691	501C3	25,000				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MARYVILLE COLLEGE 502 E LAMAR ALEXANDER PARKWAY MARYVILLE, TN 378045907	62-0475691	501C3	12,500				INSTRUCT EXCELLENCE
MESSIAH COLLEGE ONE COLLEGE AVENUE SUITE 3000 MECHANICSBURG, PA 17055	23-1352661	501C3	9,984				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MESSIAH COLLEGE ONE COLLEGE AVENUE SUITE 3000 MECHANICSBURG, PA 17055	23-1352661	501C3	10,000				PUBLIC HUMANITIES
MICHIGAN COLLEGES ALLIANCE 26555 EVERGREEN ROAD SUITE 870 SOUTHFIELD, MI 480764239	38-1332962	501C3	10,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MICHIGAN COLLEGES ALLIANCE 26555 EVERGREEN ROAD SUITE 870 SOUTHFIELD, MI 480764239	38-1332962	501C3	42,000				UPS SCHOLARSHIPS
MILLS COLLEGE 5000 MACARTHUR BLVD OAKLAND, CA 946131301	94-1156566	501C3	11,500				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MINNESOTA PRIVATE COLLEGE FUND 445 MINNESOTA STREET SUITE 500 ST PAUL, MN 551012903	51-0166951	501C3	45,000				MULTIPLE PROGRAMS
MINNESOTA PRIVATE COLLEGE FUND 445 MINNESOTA STREET SUITE 500 ST PAUL, MN 551012903	51-0166951	501C3	51,000				UPS SCHOLARSHIPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
MISSOURI COLLEGES FUND INC 3401 WEST TRUMAN BLVD SUITE 202 JEFFERSON CITY, MO 651096892	43-0680952	501C3	56,000				MULTIPLE PROGRAMS
MORAVIAN COLLEGE 1200 MAIN STREET BETHLEHEM, PA 180186650	24-0795460	501C3	50,000				ONLINE HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MORNINGSIDE COLLEGE 1501 MORNINGSIDE AVENUE SIOUX CITY, IA 511061717	42-0680400	501C3	9,978				NETVUE DEVT AWARD
MOUNT ST MARY'S UNIVERSITY 16300 OLD EMMITSBURG RD EMMITSBURG, MD 217279989	52-0591672	501C3	13,092				NETVUE VOCATION

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MOUNT ST MARY'S UNIVERSITY 12001 CHALON ROAD LOS ANGELES, CA 90049	95-1641455	501C3	11,500				INSTRUCT EXCELLENCE
MOUNT VERNON NAZARENE UNIVERSITY 800 MARTINSBURG ROAD MOUNT VERNON, OH 430509500	31-0725957	501C3	9,790				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MUHLENBERG COLLEGE 2400 CHEW STREET ALLENTOWN, PA 18104	23-1352664	501C3	7,097				DIGITAL RESOURCES
MUSKINGUM UNIVERSITY 163 STORMONT STREET NEW CONCORD, OH 437621199	31-4379515	501C3	25,000				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
NEBRASKA METHODIST COLLEGE 720 NORTH 87TH STREET OMAHA, NE 68114	47-0724387	501C3	13,000				INSTRUCT EXCELLENCE
NORTH CAROLINA INDEPENDENT COLL & UNIV - 530 N BLOUNT STREET RALEIGH, NC 276041120	56-0775353	501C3	110,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NORTH DAKOTA INDEPENDENT COLLEGE FUND - 6080 COLLEGE LANE JAMESTOWN, ND 584050001	45-6013925	501C3	6,000				UPS SCHOLARSHIPS
OBERLIN COLLEGE 173 WEST LORAIN STREET OBERLIN, OH 44074	34-0714363	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 DOMINICAN UNIVERSITY 1216 SUNBURY ROAD COLUMBUS, OH 432192099	31-4379560	501C3	6,380				NETVUE DEVT AWARD
OHIO FOUNDATION OF INDEPENDENT COLLEGES - 250 EAST BROAD ST 1700 COLUMBUS, OH 432153722	31-4441082	501C3	104,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
OKLAHOMA INDEPENDENT COLLEGES & UNIV - PO BOX 57148 OKLAHOMA CITY, OK 731577148	73-0632937	501C3	30,000				UPS SCHOLARSHIPS
OREGON ALLIANCE INDEPENDENT COLL & UNIV - 17600 PACIFIC HWY BOX 23 MARYLHURST, OR 970360023	93-0452083	501C3	15,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 COLL UNIV - 17600 PACIFIC HWY BOX 23 MARYLHURST, OR 970360023	93-0452083	501C3	33,000				UPS SCHOLARSHIPS
OTTAWA UNIVERSITY 1001 SOUTH CEDAR OTTAWA, KS 660673399	48-0543772	501C3	19,852				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
OTTAWA UNIVERSITY 1001 SOUTH CEDAR OTTAWA, KS 660673399	48-0543772	501C3	6,000				DIGITAL RESOURCES
PEPPERDINE UNIVERSITY 24255 PACIFIC COAST HIGHWAY MALIBU, CA 902634141	95-1644037	501C3	9,866				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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POINT LOMA NAZARENE UNIVERSITY 3900 LOMALAND DRIVE SAN DIEGO, CA 917116101	95-1644035	501C3	25,000				NETVUE VOCATION
PRESBYTERIAN COLLEGE 503 SOUTH BROAD STREET CLINTON, SC 293252865	57-0314408	501C3	25,000				NETVUE VOCATION

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
REGIS COLLEGE 235 WELLESLEY STREET WESTON, MA 021931571	04-2104451	501C3	7,500				MULTIPLE PROGRAMS
REINHARDT UNIVERSTIY 7300 REINHARDT CIRCLE WALESKA, GA 30114	58-0603153	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ROANOKE COLLEGE 221 COLLEGE LANE SALEM, VA 241533794	54-0505945	501C3	9,440				NETVUE DEVT AWARD
ROANOKE COLLEGE 221 COLLEGE LANE SALEM, VA 241533794	54-0505945	501C3	6,000				DIGITAL RESOURCES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ROANOKE COLLEGE 221 COLLEGE LANE SALEM, VA 241533794	54-0505945	501C3	11,500				INSTRUCT EXCELLENCE
ROCHESTER UNIVERSITY 800 WEST AVON ROAD ROCHESTER HILLS, MI 48307	38-1619831	501C3	9,221				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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RUST COLLEGE 150 RUST AVENUE HOLLY SPRINGS, MS 38635	64-0303805	501C3	11,800				MULTIPLE PROGRAMS
SACRED HEART UNIVERSITY 5151 PARK AVE FAIRFIELD, CT 064321000	06-0776644	501C3	12,500				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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SAINT MARY'S COLLEGE 158 LE MANS HALL NOTRE DAME, IN 465565001	35-0868158	501C3	10,000				PUBLIC HUMANITIES
SAINT VINCENT COLLEGE 300 FRASER PURCHASE ROAD LATROBE, PA 156502690	25-0964126	501C3	10,000				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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SALVE REGINA UNIVERSITY 100 OCHRE POINT AVENUE NEWPORT, RI 028404192	05-0259080	501C3	9,956				NETVUE DEVT AWARD
SAMFORD UNIVERSITY 800 LAKESHORE DRIVE BIRMINGHAM, AL 352290001	63-0312914	501C3	18,000				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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SIMMONS UNIVERSITY MCB-C19 300 THE FENWAY BOSTON, MA 02115	04-2103629	501C3	11,000				MULTIPLE PROGRAMS
SOUTH CAROLINA INDEPENDENT COLL & UNIV - PO BOX 12007 COLUMBIA, SC 29211	57-0343998	501C3	62,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
SOUTHWESTERN UNIVERSITY 1001 E UNIVERSITY AVE GEORGETOWN, TX 78626	74-1233796	501C3	22,511				NETVUE PROGRAM GRANT
SPRING HILL COLLEGE 4000 DAUPHIN STREET MOBILE, AL 366081791	63-0302179	501C3	8,500				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ST LAWRENCE UNIVERSITY 23 ROMODA DRIVE CANTON, NY 13617	15-0532239	501C3	6,130				MULTIPLE PROGRAMS
ST MARY'S UNIVERSITY ONE CAMINO SANTA MARIA SAN ANTONIO, TX 782288540	74-1143128	501C3	10,000				PUBLIC HUMANITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
STEVENS ON UNIVERSITY 1525 GREENSPRING VALLEY ROAD STEVENS ON, MD 211530641	52-0705392	501C3	10,000				PUBLIC HUMANITIES
STILLMAN COLLEGE 3601 STILLMAN BOULEVARD TUSCALOOSA, AL 35401	63-0315935	501C3	11,000				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
SUSQUEHANNA UNIVERSITY 514 UNIVERSITY AVENUE SELINGROVE, PA 178701025	23-1353385	501C3	24,960				NETVUE PROGRAM GRANT
TABOR COLLEGE 400 SOUTH JEFFERSON HILLSBORO, KS 670631758	48-0556726	501C3	9,875				NETVUE DEVT AWARD

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TALLADEGA COLLEGE 627 WEST BATTLE ST TALLADEGA, AL 35160	63-0288870	501C3	11,800				MULTIPLE PROGRAMS
TIFFIN UNIVERSITY 155 MIAMI STREET TIFFIN, OH 448832161	34-4427516	501C3	12,000				INSTRUCT EXCELLENCE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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UNIVERSITY OF DENVER 2199 SOUTH UNIVERSITY BLVD DENVER, CO 80208	84-0404231	501C3	10,000				PUBLIC HUMANITIES
UNIVERSITY OF DUBUQUE 2000 UNIVERSITY AVENUE DUBUQUE, IA 520015099	42-0680323	501C3	9,000				NETVUE DEVT AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 MARY HARDIN-BAYLOR 900 COLLEGE STREET BELTON, TX 76513	74-1161940	501C3	23,973				NETVUE PROGRAM GRANT
UNIVERSITY OF MOUNT UNION 1972 CLARK AVENUE ALLIANCE, OH 446013993	34-0714687	501C3	15,863				NETVUE PROGRAM GRANT

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UNIVERSITY OF PUGET SOUND 1500 N WARNER TACOMA, WA 98416	91-0564961	501C3	6,000				DIGITAL RESOURCES
UNIVERSITY OF SAINT FRANCIS - INDIANA - 2701 SPRING STREET FORT WAYNE, IN 468083994	35-0886846	501C3	25,000				NETVUE PROGRAM GRANT

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 SAN DIEGO 5998 ALCALA PARK SAN DIEGO, CA 921102492	95-2544535	501C3	10,000				NETVUE DEVT AWARD
URSINUS COLLEGE 601 EAST MAIN STREET PO BOX 1000 COLLEGEVILLE, PA 194261000	23-1177930	501C3	23,925				NETVUE PROGRAM GRANT

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(a) Name and address of organization or government	(b) EIN	(c) IRC 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
URSULINE COLLEGE 2550 LANDER ROAD PEPPER PIKE, OH 44124	34-0714777	501C3	26,162				MULTIPLE PROGRAMS
VIRGINIA FOUNDATION FOR INDEPENDENT COLL 8010 RIDGE RD STE B RICHMOND, VA 232297288	54-0554396	501C3	35,000				MULTIPLE PROGRAMS

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(a) Name and address of organization or government	(b) EIN	(c) IRC 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 FOR INDEPENDENT COLL 8010 RIDGE RD STE B RICHMOND, VA 232297288	54-0554396	501C3	45,000				UPS SCHOLARSHIPS
WESLEYAN COLLEGE 4760 FORSYTH ROAD MACON, GA 31210	58-0593438	501C3	9,343				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
WESLEYAN COLLEGE 4760 FORSYTH ROAD MACON, GA 31210	58-0593438	501C3	20,000				ONLINE HUMANITIES
WEST VIRGINIA INDEPENDENT COLL & UNIV - 900 LEE ST STE 910 CHARLESTON, WV 25301	55-0465880	501C3	10,000				CAPACITY BUILDING

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
WEST VIRGINIA INDEPENDENT COLL & UNIV - 900 LEE ST STE 910 CHARLESTON, WV 25301	55-0465880	501C3	24,000				UPS SCHOLARSHIPS
WHEATON COLLEGE 26 E MAIN STREET NORTON, MA 02766	04-2103638	501C3	8,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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
WILSON COLLEGE 1015 PHILADELPHIA AVE CHAMBERSBURG, PA 172011285	23-1352692	501C3	6,000				DIGITAL RESOURCES
WISCONSIN ASSN INDP COLL & UNIV 122 W WASHINGTON AVE STE 700 MADISON, WI 537032723	39-1039417	501C3	7,000				MULTIPLE PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC 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 INDP COLL & UNIV 122 W WASHINGTON AVE STE 700 MADISON, WI 537032723	39-1039417	501C3	72,000				UPS SCHOLARSHIPS
WOFFORD COLLEGE 429 NORTH CHURCH STREET SPARTANBURG, SC 293033663	57-0314422	501C3	14,205				MULTIPLE PROGRAMS

Schedule J (Form 990)	Compensation Information For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23. ▶ Attach to Form 990. ▶ Go to www.irs.gov/Form990 for instructions and the latest information.	OMB No 1545-0047
		2018
		Open to Public Inspection

Department of the Treasury Internal Revenue Service	Name of the organization COUNCIL OF INDEPENDENT COLLEGES	Employer identification number 01-6004776
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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 on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
☐ First-class or charter travel	☐ Housing allowance or residence for personal use		
☐ Travel for companions	☐ Payments for business use of personal residence		
☐ Tax indemnification and gross-up payments	☒ Health or social club dues or initiation fees		
☐ Discretionary spending account	☐ 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.	1b	Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?	2	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	☒ Written employment contract		
☐ Independent compensation consultant	☒ Compensation survey or study		
☒ Form 990 of other organizations	☒ Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a Receive a severance payment or change-of-control payment?	4a		No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b		No
c Participate in, or receive payment from, an equity-based compensation arrangement?	4c		No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a The organization?	5a		No
b Any related organization?	5b		No
If "Yes," on line 5a or 5b, describe in Part III.			
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a The organization?	6a		No
b Any related organization?	6b		No
If "Yes," on line 6a or 6b, describe in Part III.			
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.	7		No
8 Were any amounts reported on 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.	8		No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9		

For each individual whose compensation must be reported on 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.

See Additional Data Table**Schedule J (Form 990) 2018**

Part III **Supplemental Information**

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.

Additional Data

Software ID:

Software Version:

EIN: 01-6004776

Name: COUNCIL OF INDEPENDENT COLLEGES

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(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 in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
RICHARD EKMAN PRESIDENT	(i) (ii)	661,457 -----	131,352 -----	1,236 -----		88,197 -----	882,242 -----	-----
HAROLD V HARTLEY III SR VICE PRESIDENT	(i) (ii)	227,742 -----	4,500 -----	1,188 -----		69,204 -----	302,634 -----	-----
CHRISTOPH KUNKEL - SR VICE PRESIDEN & CHIEF OF STAFF	(i) (ii)	208,995 -----		414 -----		84,228 -----	293,637 -----	-----
KATHERINE M WHATLEY - SENIOR VICE PRESIDENT	(i) (ii)	198,363 -----		1,188 -----		53,770 -----	253,321 -----	-----
CAROL SCHULER - VP FOR STATE COUNCIL PROGRAMS	(i) (ii)	158,434 -----		774 -----		25,560 -----	184,768 -----	-----
DAVID BRAILOW - VICE PRESIDENT FOR DEVELOPMENT	(i) (ii)	142,474 -----		1,219 -----		45,425 -----	189,118 -----	-----
LYNN DONHAM - VICE PRESIDENT FOR COMMUNICATIONS	(i) (ii)	144,660 -----		1,188 -----		42,569 -----	188,417 -----	-----
CYNTHIA D PAGE DIRECTOR OF FINANCE	(i) (ii)	155,870 -----	3,500 -----	1,188 -----		61,366 -----	221,924 -----	-----
ALLISON BLACKBURN - DIRECTOR OF CONFERENCES	(i) (ii)	136,748 -----		774 -----		60,694 -----	198,216 -----	-----
KEITH A WALLACE - DIRECTOR OF ADMINISTRATION	(i) (ii)	107,124 -----	2,500 -----	1,188 -----		41,961 -----	152,773 -----	-----
STEPHEN GIBSON DIRECTOR OF PROGRAMS	(i) (ii)	107,723 -----		414 -----		52,234 -----	160,371 -----	-----

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury

Supplemental Information to Form 990 or 990-EZ

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

► Attach to Form 990 or 990-EZ.

► Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization

COUNCIL OF INDEPENDENT COLLEGES

Employer identification number

01-6004776

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 - ORGANIZATION'S MISSION	THE COUNCIL OF INDEPENDENT COLLEGES IS AN ASSOCIATION OF NONPROFIT INDEPENDENT COLLEGES AND UNIVERSITIES, STATE-BASED COUNCILS OF INDEPENDENT COLLEGES, AND OTHER HIGHER EDUCATION AFFILIATES, THAT WORKS TO SUPPORT COLLEGE AND UNIVERSITY LEADERSHIP, ADVANCE INSTITUTIONAL EXCELLENCE, AND ENHANCE PUBLIC UNDERSTANDING OF PRIVATE HIGHER EDUCATION'S CONTRIBUTIONS TO SOCIETY CIC IS THE MAJOR NATIONAL ORGANIZATION THAT FOCUSES ON PROVIDING SERVICES TO LEADERS OF INDEPENDENT COLLEGES AND UNIVERSITIES CIC OFFERS CONFERENCES, SEMINARS, AND OTHER PROGRAMS THAT HELP INSTITUTIONS IMPROVE EDUCATIONAL QUALITY, ADMINISTRATIVE AND FINANCIAL PERFORMANCE, STUDENT OUTCOMES, AND INSTITUTIONAL VISIBILITY

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	INSTITUTIONAL DEVELOPMENT PROGRAMS AND SERVICES CIC'S PROJECTS, PROGRAMS, AND SERVICES PRO VIDE OPPORTUNITIES FOR PROGRAM DEVELOPMENT AND INSTITUTIONAL IMPROVEMENT IN KEY CAMPUS ARE AS, PARTICIPATION IN TOPICAL-FOCUSED CONSORTIA, PROGRAMS AND SERVICES FOR NETWORK FOR VOCA TION IN UNDERGRADUATE EDUCATION AND STATE COUNCILS MEMBERS, AND AN ARRAY OF RESEARCH ACTIV ITIES INCLUDING ANNUAL BENCHMARKING REPORTS ON KEY INSTITUTIONAL METRICS SEVERAL INITIATI VES PROVIDE INFORMATION AND TECHNICAL ASSISTANCE TO INSTITUTIONS NETVUE - WITH GENEROUS S UPPORT FROM LILLY ENDOWMENT INC . CIC LAUNCHED IN 2009 AND CONTINUED TO STRENGTHEN A NETWO RK FOR VOCATION IN UNDERGRADUATE EDUCATION (NETVUE) THE NATIONAL CAMPUS-SUPPORTED NETWORK BROADENS AND DEEPENS THE THEOLOGICAL EXPLORATION OF VOCATION AMONG UNDERGRADUATE STUDENTS TO DATE, A TOTAL OF 256 COLLEGE AND UNIVERSITY MEMBERS AND FIVE ORGANIZATIONAL MEMBERS H AVE JOINED NETVUE SEVERAL DISTINCT PROGRAMS AND EVENTS ARE PART OF THE BROADER NETVUE PROJ ECT NETVUE NATIONAL CONFERENCE AND REGIONAL WORKSHOPS - BIANNUALLY CAMPUS TEAMS GATHER F OR PROFESSIONAL DEVELOPMENT AND SHARING OF BEST PRACTICES REGIONAL GATHERINGS ARE HELD IN OFF YEARS NETVUE TEACHING VOCATIONAL EXPLORATION SEMINARS - MULTIDISCIPLINARY SEMINARS A RE DESIGNED TO HELP FACULTY MEMBERS STRENGTHEN THE TEACHING OF VOCATIONAL EXPLORATION, DEV ELOP NEW COURSES, DESIGN NEW COURSE CONTENT, DEVELOP OR IMPROVE PEDAGOGICAL RESOURCES, AND ESTABLISH AN EXPANDING NETWORK OF FACULTY MEMBERS WHO ARE COMMITTED TO TEACHING THE INTEL LECTUAL AND THEOLOGICAL EXPLORATION OF VOCATION NETVUE VOCATION ACROSS THE ACADEMY GRANTS - CIC AWARDS GRANTS TO SUPPORT INSTITUTION-WIDE INITIATIVES AT NETVUE MEMBER COLLEGES AND UNIVERSITIES OVER A THREE-YEAR PERIOD TO EXPAND ONGOING PROGRAMMING IN THE INTELLECTUAL A ND THEOLOGICAL EXPLORATION OF VOCATION ACROSS THE LIBERAL ARTS AND APPLIED PROFESSIONAL FI ELDS NETVUE PROGRAM DEVELOPMENT GRANTS - CIC AWARDS GRANTS FOR USE OVER APPROXIMATELY TWO YEARS TO NETVUE MEMBER INSTITUTIONS TO HELP PARTICIPATING INSTITUTIONS DEVELOP AND EXPAND EXISTING CAMPUS PROGRAMS FOR THE INTELLECTUAL AND THEOLOGICAL EXPLORATION OF VOCATION AT COLLEGES AND UNIVERSITIES THAT ARE NETVUE MEMBERS AND MEET OTHER REQUIREMENTS NETVUE PROF ESSIONAL DEVELOPMENT AWARDS - CIC AWARDS GRANTS FOR USE OVER A ONE-YEAR PERIOD TO ENHANCE THE KNOWLEDGE, SKILLS, AND EXPERTISE OF FACULTY AND STAFF MEMBERS WHO SUPPORT UNDERGRADUAT E VOCATIONAL INITIATIVES AT NETVUE MEMBER INSTITUTIONS NETVUE SCHOLARLY RESOURCES PROJECT - THREE DISTINCT GROUPS OF SENIOR SCHOLARS, REPRESENTING A WIDE RANGE OF THEOLOGICAL TRAD IITIONS AND WITH EXPERTISE RELATED TO RESPECTIVE THEMES, STUDY AND PRODUCE ARTICLES, BOOKS, AND OTHER RESOURCES FOR USE ON CAMPUSES THAT RESPOND TO THREE BROADER VOCATIONAL QUESTION S ONLINE RESOURCES - CIC PROVIDES A NUMBER OF ONLINE RESOURCES FOR ITS NETVUE MEMBERS, IN CLUDING A DEDICATED WEBSITE, AN ONLINE COMMUNITY SITE, A PUBLICLY-ACCESSIBLE BLOG, AND A S OCIAL MEDIA PRESENCE ON TWITTE

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	R DIVERSITY, CIVILITY, AND THE LIBERAL ARTS - WITH A GRANT FROM THE ANDREW W. MELLON FOUNDATION, CIC OFFERED INSTITUTES IN 2018 AND 2019 FOR FACULTY AND ADMINISTRATORS AT INDEPENDENT COLLEGES AND UNIVERSITIES TO DEEPEN UNDERSTANDING OF CURRENT SCHOLARSHIP THAT CAN INFORM CAMPUS DISCUSSIONS AROUND SUCH ISSUES AS IDENTITY, RACISM, INTOLERANCE, HISTORIES OF DISCRIMINATION AND INEQUALITY, AND EFFECTIVE METHODS FOR ACHIEVING SOCIAL AND POLITICAL CHANGE. HUMANITIES RESEARCH FOR THE PUBLIC GOOD - WITH A GRANT FROM THE ANDREW W. MELLON FOUNDATION, CIC IS DEVELOPING OVER THREE YEARS THE CAPACITY OF PARTICIPATING INSTITUTIONS TO MAKE GREATER PUBLIC USE OF MATERIALS IN THEIR SPECIAL ARCHIVAL AND LIBRARY COLLECTIONS. IN TWO COHORTS, SELECTED INSTITUTIONS ARE ENGAGING STUDENTS IN RESEARCH PROJECTS THAT USE THE COLLEGES' SPECIAL LIBRARY COLLECTIONS, ARCHIVES, OR MUSEUM RESOURCES TO ADDRESS AN ISSUE OF IMPORTANCE TO THEIR RESPECTIVE COMMUNITIES OR REGIONS IN WHICH THE INSTITUTIONS ARE LOCATED. TALKING ABOUT PRIVATE COLLEGES WORKSHOPS - CIC IS DEVELOPING A SERIES OF SEVEN REGIONAL WORKSHOPS DESIGNED TO SHARE KEY DATA ABOUT THE IMPACT AND VALUE OF INDEPENDENT COLLEGES AND GIVE PARTICIPANTS PRACTICE IN SHAPING COMMUNITY ATTITUDES ABOUT PRIVATE HIGHER EDUCATION THROUGH INFORMAL CONVERSATIONS. THE INNOVATIVE PERSON-TO-PERSON APPROACH TO MAKING THE CASE FOR INDEPENDENT HIGHER EDUCATION WILL COMBINE INFORMATION FROM MULTIPLE NATIONAL DATA SOURCES WITH ACTIVE LEARNING, STORY-TELLING STRATEGIES, AND ADVICE ABOUT INSTITUTION-SPECIFIC FOLLOW-UP ACTIVITIES. INTERGENERATIONAL CONNECTIONS: STUDENTS SERVING OLDER ADULTS - IN COORDINATION WITH AND SUPPORTED BY A GRANT FROM THE AARP FOUNDATION, THE PROJECT DEVELOPED A NATIONAL NETWORK OF STUDENT PROGRAMS ON INDEPENDENT COLLEGE CAMPUSES THAT RECOGNIZE THE MUTUAL BENEFITS OF INTERGENERATIONAL INTERACTION WITH OLDER MEMBERS OF THE INSTITUTIONS' COMMUNITIES. GRANTS SUPPORT STRENGTHENING OR DEVELOPING NEW PROGRAMS ON CAMPUSES FOCUSED PRIMARILY ON SERVING THE BASIC NEEDS - HUNGER, HOUSING, INCOME, AND ISOLATION - OF ADULTS IN THEIR COMMUNITIES. CIC ONLINE COURSE SHARING CONSORTIUM - IN NOVEMBER 2018, CIC ANNOUNCED A NEW MEMBER SERVICE OFFERED THROUGH AN ARRANGEMENT WITH ACADEMUS COLLEGE CONSORTIUM, A TECHNOLOGY COMPANY WITH AN ONLINE PLATFORM WHERE INDEPENDENT COLLEGES CAN SHARE COURSES AND EASILY TRANSFER CREDITS AND FINANCIAL AID AS WELL AS ARRANGE FOR TUITION PAYMENTS. THE MAIN GOAL OF THE INITIATIVE IS TO HELP STUDENTS STAY ON TRACK AND COMPLETE THEIR DEGREES BY THE OCCASIONAL USE OF ONLINE COURSES OFFERED BY OTHER CIC INSTITUTIONAL MEMBER CONSORTIUM PARTICIPANTS THAT ARE CLOSELY ALIGNED IN ACADEMIC STANDARDS, AVOIDING THE BURDEN OF TRANSFERRING COURSES FROM OUTSIDE INSTITUTIONS, UTILIZING CAPACITY AT CIC INSTITUTIONS, AND PREVENTING REVENUE LOSSES THAT OCCUR WHEN STUDENTS SEEK CREDITS AT COMMUNITY COLLEGES OR PUBLIC INSTITUTIONS. CIC IS OFFERING WEBINARS TO FAMILIARIZE INSTITUTIONS WITH THE PROGRAM. CONSORTIA FOR ONLINE HUMANITIES

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	S INSTRUCTION - WITH GRANTS FROM THE ANDREW W. MELLON FOUNDATION, CIC CREATED TWO CONSORTIA STARTING IN 2014 OF MEMBER INSTITUTIONS TO ASSESS OVER ROUGHLY THREE YEARS THE EFFECTIVENESS OF ONLINE TEACHING IN UPPER-LEVEL HUMANITIES COURSES AT LIBERAL ARTS COLLEGES. THE GOALS OF THE PROJECT WERE TO: A) EXPLORE HOW ONLINE HUMANITIES INSTRUCTION CAN IMPROVE STUDENT LEARNING OUTCOMES, B) DETERMINE WHETHER SMALLER, INDEPENDENT LIBERAL ARTS INSTITUTIONS CAN MAKE MORE EFFECTIVE USE OF THEIR INSTRUCTIONAL RESOURCES AND REDUCE COSTS THROUGH ONLINE HUMANITIES INSTRUCTION, AND C) PROVIDE AN OPPORTUNITY FOR CIC MEMBER INSTITUTIONS TO BUILD THEIR CAPACITY FOR ONLINE HUMANITIES INSTRUCTION AND SHARE THEIR SUCCESSSES WITH OTHER LIBERAL ARTS COLLEGES. THE SECOND CONSORTIA FOCUSED ON ONLINE COURSES THAT ARE POTENTIAL SUBSTITUTES FOR UPPER-LEVEL HUMANITIES COURSES IN THE SAME MAJOR AT COMPARABLE INSTITUTIONS. ITHAKA S&R SERVES AS THE PROJECT EVALUATOR. CONSORTIUM ON DIGITAL RESOURCES FOR TEACHING AND RESEARCH - SUPPORTED BY A GRANT FROM THE ANDREW W. MELLON FOUNDATION TO BE USED OVER FOUR YEARS, CIC CREATED IN SPRING 2015, A CONSORTIUM OF CAMPUS TEAMS THAT USE OVER FOUR ACADEMIC YEARS ARTS/ITHAKA S&R'S SHARED SHELF/JSTOR FORUM APPLICATION TO ORGANIZE, PRESERVE, AND SHARE UNIQUE COLLECTIONS OF DIGITAL TEACHING AND RESEARCH ARTIFACTS. THE GOALS OF THIS PROJECT ARE TO: A) IMPROVE TEACHING AND LEARNING AT LIBERAL ARTS COLLEGES, B) ALLOW FACULTY MEMBERS AT SMALL INSTITUTIONS TO COLLABORATE IN BOTH SCHOLARSHIP AND TEACHING THROUGH USE OF THEIR COLLECTIONS OF RESEARCH AND TEACHING RESOURCES, AND C) MAKE CATALOGING AND USE OF DIGITAL IMAGES AND OTHER MATERIALS FOR RESEARCH AND INSTRUCTION MORE COST-EFFECTIVE. FORTY-TWO PROJECTS WERE ACCEPTED AND CAMPUS TEAMS PARTICIPATE IN IN-PERSON WORKSHOPS AND ONLINE WEBINARS TO DEVELOP AND ADVANCE THEIR PROJECTS. INDEPENDENT PATHWAYS COMMUNITY COLLEGE TRANSFER IN THE LIBERAL ARTS - SUPPORTED BY A GRANT FROM THE TEAGLE FOUNDATION CIC IN COOPERATION WITH ITS STATE COUNCIL MEMBER NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES IS DEVELOPING A PROJECT TO CREATE PATHWAYS THAT ENCOURAGE COMMUNITY COLLEGE STUDENTS TO PURSUE DEGREES IN LIBERAL ARTS DISCIPLINES AT INDEPENDENT COLLEGES. FOCUSED ON PATHWAYS IN PSYCHOLOGY AND SOCIOLOGY, INDEPENDENT AND COMMUNITY COLLEGES WILL WORK TOGETHER TO CREATE A "CULTURE OF TRANSFER" THAT ENSURES STUDENTS GET THE FULLEST POSSIBLE INFORMATION AND ARE CAREFULLY ADVISED FROM THEIR FIRST YEAR AT A TWO-YEAR COLLEGE UNTIL GRADUATION WITH A BACHELOR'S DEGREE. WOODROW WILSON VISITING FELLOWS - THE PROGRAM BRINGS PROMINENT ARTISTS, DIPLOMATS, JOURNALISTS, BUSINESS LEADERS, AND OTHER NONACADEMIC PROFESSIONALS TO CAMPUS ACROSS THE UNITED STATES FOR UP TO FIVE DAYS OF TEACHING AND DIALOGUE WITH STUDENTS, FACULTY MEMBERS, ADMINISTRATORS, AND OTHER CAMPUS COMMUNITY MEMBERS IN CLASSES, SEMINARS, WORKSHOPS, LECTURES, AND INFORMAL DISCUSSIONS. FORTY VISITS WERE SCHEDULED IN 2017-2018, THIRTY-NINE TOOK PLACE IN 2018-

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4B	CONFERENCES AND OTHER EVENTS CIC'S CONFERENCES AND EVENTS PROVIDE SENIOR CAMPUS LEADERS AND OTHER ADMINISTRATORS OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT AND PERSONAL RENEWAL THE PRESIDENTS INSTITUTE IS THE LARGEST YEARLY GATHERING OF COLLEGE AND UNIVERSITY PRESIDENTS IN THE COUNTRY THE INSTITUTE FOR CHIEF ACADEMIC OFFICERS PROVIDES A FRAMEWORK FOR DISCUSSION OF HOW TO INTEGRATE ADAPTATION AND CONTINUITY, ENSURE INSTITUTIONAL SUCCESS, AND SUSTAIN ROBUST LEARNING COMMUNITIES OTHER EVENTS INCLUDE THE STATE COUNCILS ANNUAL CONFERENCE, AND THE BIENNIAL CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS THE 2019 PRESIDENTS INSTITUTE EXPLORED THE THEME "LEADING STRATEGIC CHANGE " THE INSTITUTE FOCUSED ON HELPING INDEPENDENT COLLEGE AND UNIVERSITY PRESIDENTS WEIGH LONG-STANDING COMMITMENTS TO INSTITUTIONAL MISSION AND TRADITIONS WITH NEW OPPORTUNITIES AND STRATEGIC IMPERATIVES, IT ALSO FOCUSED ON FINDING RELIABLE GUIDANCE AMONG COMPETING INSTITUTIONAL VISIONS AND THEIR IMPLICATIONS FOR ENROLLMENT, ACADEMIC QUALITY, MODES OF TEACHING AND LEARNING, AND NEW BUSINESS MODELS THE 2018 INSTITUTE FOR CHIEF ACADEMIC OFFICERS THEME "ACADEMICS, ALLOCATIONS, AND ANALYTICS COLLABORATING FOR A SUSTAINABLE FUTURE" PROVIDED A FRAMEWORK FOR DELIBERATION AND ACTION ON CREATING AND SUSTAINING STRONG COOPERATION BETWEEN CHIEF ACADEMIC, FINANCIAL, AND ENROLLMENT OFFICERS TO ADDRESS COLLEGE AND UNIVERSITY BUSINESS MODEL CHALLENGES THE 2018 CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS PROVIDED OPPORTUNITIES TO ENGAGE THE THEME "PHILANTHROPY IN A CHANGING CONTEXT FOUNDATIONS AND INDEPENDENT HIGHER EDUCATION" IN PLENARY SESSIONS LED BY FOUNDATION LEADERS AS WELL AS SMALL GROUP DISCUSSIONS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	LEADERSHIP DEVELOPMENT PROGRAMS CIC'S LEADERSHIP DEVELOPMENT PROGRAMS FOR PRESIDENTS, CHIEF ACADEMIC OFFICERS, FACULTY MEMBERS, AND OTHER CAMPUS LEADERS PROVIDE OPPORTUNITIES FOR PERSONAL AND PROFESSIONAL GROWTH AND PRACTICAL PREPARATION FOR CAREER ADVANCEMENT. THEY INCLUDE PROGRAMS AND WORKSHOPS FOR NEW PRESIDENTS, SENIOR OFFICERS CONSIDERING A PRESIDENCY, MID-LEVEL CAMPUS ADMINISTRATORS SEEKING GROWTH IN RESPONSIBILITIES, DEPARTMENT AND DIVISION CHAIRS, AND FACULTY MEMBERS IN THE HUMANITIES AND SCIENCES. WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS - LATELY WITH ACADEMIC SEARCH SUPPORT, CIC HAS OFFERED FOR MANY YEARS AN ANNUAL SERIES OF FOUR PROFESSIONAL DEVELOPMENT WORKSHOPS FOR NEW AND EXPERIENCED DEPARTMENT AND DIVISION CHAIRS. SESSION TOPICS INCLUDE REALIZING RESPONSIBILITIES BEYOND THE JOB DESCRIPTION, UNDERSTANDING THE DEPARTMENTAL AND DIVISIONAL BUDGET, DEALING WITH DIFFICULT CONVERSATIONS, MANAGING THE FACULTY HIRING AND EVALUATION PROCESS, BECOMING A CAMPUS LEADER, STRATEGIES FOR COLLECTING AND SHARING DATA, AND BUILDING AND MAINTAINING A COLLEGE DEPARTMENT. FOR SOME SESSIONS, PARTICIPANTS BREAK OUT INTO GROUPS BY SUBJECT MATTER EXPERIENCE LEVEL. PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION - WITH LILLY ENDOWMENT INC., SUPPORT, CIC OFFERS SEMINARS AND CONSULTATIONS TO HELP PROSPECTIVE PRESIDENTS IN WORKSHOPS AND THROUGH FOLLOW-UP ACTIVITIES ALIGN THEIR PERSONAL SENSE OF CALLING WITH THE MISSIONS OF THE INSTITUTIONS THAT THEY MAY CONSIDER LEADING. THIRTY-THREE PERCENT OF THE PARTICIPANTS IN THE SEMINARS FOR PROSPECTIVE PRESIDENTS HAVE SINCE BEEN APPOINTED AS PRESIDENTS. NEW PRESIDENTS PROGRAM - CIC OFFERS ANNUALLY, JUST PRIOR TO THE PRESIDENTS INSTITUTE, A PROGRAM FOR COLLEGE PRESIDENTS IN THEIR FIRST OR SECOND YEAR - AND CONCURRENTLY A PROGRAM FOR THEIR SPOUSES OR PARTNERS - THAT ADDRESSES THE PRACTICAL NEEDS AND STRATEGIC SUCCESS QUESTIONS OF NEW LEADERS OF INDEPENDENT COLLEGES AND UNIVERSITIES. THE INTENSIVE AND HIGHLY PARTICIPATORY TWO-DAY WORKSHOP INCLUDES SESSIONS ON FINANCIAL FUNDAMENTALS, ENROLLMENT AND MARKETING, BOARD RELATIONS, LEADING THE SENIOR TEAM, ADVANCEMENT, AND STRATEGIC AND INNOVATIVE PRESIDENTIAL LEADERSHIP AMONG OTHER KEY TOPICS. THE PROGRAM ENCOURAGES PARTICIPANTS TO NETWORK WITH OTHERS WHO ARE NEW TO THE ROLE AND TO CONSIDER, INTENTIONALLY, HOW TO DEFINE THE ROLE TO FIT THEMSELVES AND THEIR INDIVIDUAL SITUATIONS. PRESIDENTS GOVERNANCE ACADEMY - SINCE 2015 CIC HAS BEEN OFFERING, JUST PRIOR TO THE PRESIDENTS INSTITUTE, A PROGRAM TO HELP PRESIDENTS RESPOND EFFECTIVELY TO TODAY'S CAMPUS LEADERSHIP CHALLENGES BY STRENGTHENING THE GOVERNANCE OF THEIR INSTITUTIONS. THE TWO-DAY INTENSIVE AND HIGHLY PARTICIPATORY WORKSHOP IS LIMITED TO 25 PRESIDENTS AND INCLUDES THE THOROUGH REVIEW BY EXPERTS OF THE BYLAWS OF THE PARTICIPANTS' INSTITUTIONS. EXECUTIVE LEADERSHIP ACADEMY - THE EXECUTIVE LEADERSHIP ACADEMY (ELA) IS A YEAR-LONG PROGRAM TO PREPARE EXPERIENCED VICE PRESIDENTS AND OTHER CABINET-LEVEL ADMINISTRATORS OF ALL D

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	IVISIONS OF A COLLEGE OR UNIVERSITY TO SERVE AS EFFECTIVE COLLEGE PRESIDENTS IT IS ORGANI ZED IN PARTNERSHIP WITH THE AMERICAN ACADEMIC LEADERSHIP INSTITUTE (AALI) AND THE AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (AASCU) THE PROGRAM FOCUSES ON ASPECTS OF INSTITUTIONAL LEADERSHIP THAT ARE OFTEN OUTSIDE THE VICE PRESIDENTIAL PURVIEW AND CONSIST S OF TWO SEMINARS, ONGOING WEBINARS AND READING EXERCISES, EXPERIENTIAL PROGRAMS AND ACTIV ITIES FOCUSED ON SPECIFIC AREAS OF PRESIDENTIAL RESPONSIBILITY, CAREER COACHING, AND MENTO RING SINCE 2010, 26 PERCENT OF THE PARTICIPANTS HAVE BEEN APPOINTED AS PRESIDENTS OR CHAN CELLORS SENIOR LEADERSHIP ACADEMY - THE SENIOR LEADERSHIP ACADEMY (SLA) IS A YEAR- LONG P ROGRAM TO PREPARE COLLEGE AND UNIVERSITY LEADERS IN MID-LEVEL POSITIONS WHO HAVE SERIOUS I NTEREST AND POTENTIAL TO MOVE INTO VICE PRESIDENCIES, AND PERHAPS EVENTUALLY INTO PRESIDEN CIES IT CONSISTS OF MENTORSHIP, 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 C OACHING BY THE PROGRAM DIRECTOR THE PROGRAM IS SUPPORTED BY THE AMERICAN ACADEMIC LEADERS HIP INSTITUTE (AALI) SINCE 2010, NEARLY 30 PERCENT OF PARTICIPANTS HAVE ADVANCEDIN THEIR CAREERS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	FACULTY DEVELOPMENT PROGRAMS 720,318 STUDENT FELLOWSHIP PROGRAMS 36,533 RESEARCH AND ADVANCEMENT PROGRAMS 108,342 TUITION EXCHANGE PROGRAM 51,363 COMMUNICATIONS 295,676 ADVISORS 93,535 OTHER PROGRAMS 1,855,175 MEMBERSHIP SERVICES 81,531

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, 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 NONPROFIT, 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, NONPROFIT, 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 STATE COUNCIL MEMBERSHIP IS OPEN TO STATE COUNCILS (LIMIT OF ONE PER STATE) WHOSE MEMBERS ARE PRIVATE COLLEGES AND UNIVERSITIES

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, 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

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 7B	POLICY MATTERS OF MAJOR IMPORTANCE, INCLUDING AMENDMENT, REPEAL, OR ALTERATION OF THE CIC BYLAWS, 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

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 11B	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 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

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, 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 INTEREST 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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15A	PROCESS USED TO DETERMINE THE COMPENSATION OF THE CEO THE 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 PRACTICE IS THE CIC PRESIDENT WOULD RECEIVE A SALARY AT OR NEAR THE 75TH PERCENTILE OF THE REVIEWED SALARIES, IF PERFORMANCE WERE SATISFACTORY 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 PROCESS USED TO DETERMINE THE COMPENSATION OF 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

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 19	THESE DOCUMENTS AND POLICIES ARE PROVIDED UPON REQUEST

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTANTS, SPEAKERS ETC 816,461 24,234 0 ADVISORS 763,088 0 0 TOTAL 1,579,549 24,234 0

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
COUNCIL OF INDEPENDENT COLLEGES

Employer identification number
01-6004776

Part I Identification of Disregarded Entities

Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) 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" on 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 INST 1825 K ST NW WASHINGTON, DC 20006 52-1572800	EDUCATION	DC	501C3	5	N/A		No

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

(a) 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" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) 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" on 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?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		No
b Gift, grant, or capital contribution to related organization(s)		No
c Gift, grant, or capital contribution from related organization(s)	Yes	
d Loans or loan guarantees to or for related organization(s)		No
e Loans or loan guarantees by related organization(s)		No
f Dividends from related organization(s)		No
g Sale of assets to related organization(s)		No
h Purchase of assets from related organization(s)		No
i Exchange of assets with related organization(s)		No
j Lease of facilities, equipment, or other assets to related organization(s)		No
k Lease of facilities, equipment, or other assets from related organization(s)		No
l Performance of services or membership or fundraising solicitations for related organization(s)		No
m Performance of services or membership or fundraising solicitations by related organization(s)		No
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)		No
o Sharing of paid employees with related organization(s)		No
p Reimbursement paid to related organization(s) for expenses		No
q Reimbursement paid by related organization(s) for expenses		No
r Other transfer of cash or property to related organization(s)		No
s Other transfer of cash or property from related organization(s)		No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)AMERICAN ACADEMIC LEADERSHIP INST	C	25,000	COST

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

[illegible]

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation