efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493034012321

Form **990**

Department of the Treasury Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ **Go to *www.irs.gov/Form990* for instructions and the latest information.**

OMB No. 1545-0047

2019

Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 07-01-2019 , and ending 06-30-2020

B Check if applicable:
☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
COUNCIL OF INDEPENDENT COLLEGES

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) | Room/suite
ONE DUPONT CIRCLE NW SUITE 320

City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20036

D Employer identification number
01-6004776

E Telephone number
(202) 466-7230

G Gross receipts $ 48,187,652

F Name and address of principal officer:
RICHARD EKMAN
ONE DUPONT CIRCLE NW SUITE 320
WASHINGTON, DC 20036

H(a) Is this a group return for subordinates? ☐Yes ☑No
H(b) Are all subordinates included? ☐Yes ☐No
If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status: ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW.CIC.EDU

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1956

M State of legal domicile: ME

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
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 Check this box ▶ ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	32
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	30
5	Total number of individuals employed in calendar year 2019 (Part V, line 2a)	5	31
6	Total number of volunteers (estimate if necessary)	6	41
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	1,000
b	Net unrelated business taxable income from Form 990-T, line 39	7b	

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	10,245,761	9,947,557
	9	Program service revenue (Part VIII, line 2g)	1,586,981	1,344,769
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,252,659	1,105,702
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-28,249	1,000
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	14,057,152	12,399,028
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,852,912	3,505,936
	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	4,737,448	5,185,906
	16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶382,832		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	5,656,485	4,679,337
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	14,246,845	13,371,179
	19	Revenue less expenses. Subtract line 18 from line 12	-189,693	-972,151

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	76,690,386	74,304,856
	21	Total liabilities (Part X, line 26)	20,746,528	19,038,267
	22	Net assets or fund balances. Subtract line 21 from line 20	55,943,858	55,266,589

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

****** 2021-02-03
Signature of officer Date

RICHARD EKMAN PRESIDENT
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☑ if self-employed	PTIN
		2021-02-03		P00621721

Firm's name ▶ KENDALL PREBOLA AND JONES LLC | Firm's EIN ▶ 46-2108854

Firm's address ▶ PO BOX 259 BEDFORD, PA 155220259 | Phone no. (814) 623-1880

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

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response 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 $ 6,090,731 including grants of $ 3,459,376) (Revenue $ 302,570)

See Additional Data

4b (Code:) (Expenses $ 2,200,497 including grants of $ 38,807) (Revenue $ 809,076)

See Additional Data

4c (Code:) (Expenses $ 867,205 including grants of $) (Revenue $ 50,360)

See Additional Data

(Code:) (Expenses $ 2,173,505 including grants of $ 7,753) (Revenue $ 182,763)

FACULTY DEVELOPMENT PROGRAMS 827,574 STUDENT FELLOWSHIP PROGRAMS 34,772 RESEARCH AND ADVANCEMENT PROGRAMS 431,317 TUITION EXCHANGE PROGRAM 96,504 COMMUNICATIONS 368,182 ADVISORS 88,835 OTHER PROGRAMS 192,050 MEMBERSHIP SERVICES 134,271

4d Other program services (Describe in Schedule O.)

(Expenses $ 2,173,505 including grants of $ 7,753) (Revenue $ 182,763)

4e **Total program service expenses ▶** 11,331,938

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	Yes	
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	

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
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
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? *If "Yes," complete Schedule J*	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? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	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? *If "Yes," complete Schedule L,* Part 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? *If "Yes," complete Schedule L,* Part I	25b		No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L,*Part III	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, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	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? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
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)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	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? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response 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	136			
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		

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

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**	31			
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**		
9	**Sponsoring organizations maintaining donor advised funds.**					
a	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?			**12a**		
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: 32 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: 30			
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:
▶ROBERT POWERS ONE DUPONT CIRCLE NW SUITE 320 WASHINGTON, DC 20036 (202) 466-7230

Part VII **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 . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

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

(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) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(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
See Additional Data Table										

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(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
See Additional Data Table										

	(D)	(E)	(F)
1b Sub-Total . . . ▶			
c Total from continuation sheets to Part VII, Section A . . . ▶			
d Total (add lines 1b and 1c) . . . ▶	2,514,628		452,729

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 ▶ 14

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual* . . .	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? *If "Yes," complete Schedule J for such individual* . . .	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?*If "Yes," complete Schedule J for such person* . . .	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) Name and business address	(B) Description of services	(C) Compensation
NORTHERN TRUST 50 S LASALLE ST CHICAGO, IL 60675	INVESTMENT SVC	249,193
ARTSTOR 2 RECTOR STREET NEW YORK, NY 10006	TECHNOLOGY	101,738

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 ▶ 2

Part VIII Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts						
1a Federated campaigns	1a					
b Membership dues	1b	4,586,928				
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	5,335,629				
g Noncash contributions included in lines 1a - 1f:$	1g					
h **Total.** Add lines 1a-1f ▶			9,947,557			
Program Service Revenue		Business Code				
2a REGISTRATION FEES		900099	1,020,596	1,020,596		
b CONSULTING FEES		900099	169,923	169,923		
c TUITION EXCHANGE FEES		900099	154,000	154,000		
d PUBLICATION SALES & OTHER		900099	250	250		
e						
f All other program service revenue.						
g **Total.** Add lines 2a–2f. ▶			1,344,769			

Other Revenue	(i)	(ii)	(A)	(B)	(C)	(D)
3 Investment income (including dividends, interest, and other similar amounts) ▶			1,758,774			1,758,774
4 Income from investment of tax-exempt bond proceeds ▶						
5 Royalties ▶						
	(i) Real	(ii) Personal				
6a Gross rents (6a)						
b Less: rental expenses (6b)						
c Rental income or (loss) (6c)						
d Net rental income or (loss) ▶						
	(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory (7a)	35,135,552					
b Less: cost or other basis and sales expenses (7b)	35,788,624					
c Gain or (loss) (7c)	-653,072					
d Net gain or (loss) ▶			-653,072	-653,072		
8a Gross income from fundraising events (not including $ ______ of contributions reported on line 1c). See Part IV, line 18 (8a)						
b Less: direct expenses (8b)						
c Net income or (loss) from fundraising events ▶						
9a Gross income from gaming activities. See Part IV, line 19 (9a)						
b Less: direct expenses (9b)						
c Net income or (loss) from gaming activities ▶						
10a Gross sales of inventory, less returns and allowances (10a)						
b Less: cost of goods sold (10b)						
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 ▶			12,399,028	691,697	1,000	1,758,774

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	3,483,145	3,483,145		
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, lines 15 and 16.	22,791	22,791		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	2,297,754	1,715,131	459,551	123,072
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	2,084,317	1,555,813	416,863	111,641
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	198,944	148,500	39,788	10,656
9 Other employee benefits	322,161	240,473	64,432	17,256
10 Payroll taxes	282,730	211,039	56,547	15,144
11 Fees for services (non-employees):				
a Management				
b Legal	15,832		15,832	
c Accounting	54,304	6,091	47,776	437
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	259,928		259,928	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	1,445,709	1,407,291	38,418	
12 Advertising and promotion	97	97		
13 Office expenses	299,998	249,970	35,863	14,165
14 Information technology	114,217	82,928	21,731	9,558
15 Royalties				
16 Occupancy	476,793	325,966	94,267	56,560
17 Travel	570,026	539,514	18,540	11,972
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	997,435	988,273	9,162	
20 Interest	102		102	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	98,616	67,059	19,723	11,834
23 Insurance	38,343	5,146	33,197	
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 & DESIGN	282,382	274,122	8,260	
b DUES & SUBSCRIPTIONS	16,887	6,681	9,669	537
c STAFF DEVELOPMENT & EVENT	5,323	1,040	4,283	
d AWARDS	3,090	368	2,722	
e All other expenses	255	500	-245	
25 **Total functional expenses.** Add lines 1 through 24e	13,371,179	11,331,938	1,656,409	382,832
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720).				

Part X **Balance Sheet**

Check if Schedule O contains a response 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	398
	2	Savings and temporary cash investments	8,992,565	2	13,374,059
	3	Pledges and grants receivable, net	708,365	3	523,962
	4	Accounts receivable, net	239,473	4	141,269
	5	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	176,598	9	261,093
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 1,748,194			
	b	Less: accumulated depreciation — 10b: 1,607,803	205,247	10c	140,391
	11	Investments—publicly traded securities	58,585,369	11	53,578,846
	12	Investments—other securities. See Part IV, line 11	7,230,602	12	5,658,458
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	551,942	15	626,380
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)	76,690,386	16	74,304,856
Liabilities	17	Accounts payable and accrued expenses	811,246	17	600,838
	18	Grants payable		18	
	19	Deferred revenue	19,275,363	19	17,681,922
	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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		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	659,919	25	755,507
	26	**Total liabilities.** Add lines 17 through 25	20,746,528	26	19,038,267
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ ☑ and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions	12,398,539	27	12,996,619
	28	Net assets with donor restrictions	43,545,319	28	42,269,970
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	55,943,858	32	55,266,589
	33	Total liabilities and net assets/fund balances	76,690,386	33	74,304,856

Part XI **Reconcilliation of Net Assets**

Check 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	12,399,028
2	Total expenses (must equal Part IX, column (A), line 25)	2	13,371,179
3	Revenue less expenses. Subtract line 2 from line 1	3	-972,151
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	55,943,858
5	Net unrealized gains (losses) on investments	5	294,882
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	55,266,589

Part XII **Financial Statements and Reporting**

Check 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?	2a		No
	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			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	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			
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?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
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?	3a		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.	3b		

Additional Data

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

Form 990 (2019)

Form 990, Part III, Line 4a:

INSTITUTIONAL DEVELOPMENT PROGRAMS AND SERVICES NETVUE - WITH GENEROUS SUPPORT FROM LILLY ENDOWMENT INC., CIC CONTINUED TO STRENGTHEN ITS NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NETVUE). THE NATIONAL CAMPUS-SUPPORTED NETWORK BROADENS AND DEEPENS VOCATIONAL EXPLORATION AND DISCERNMENT AMONG UNDERGRADUATE STUDENTS. NETVUE'S FOCUS ON "VOCATION- AND "CALLING" IS BROAD, GIVING ATTENTION TO THE THEOLOGICAL, PHILOSOPHICAL, ETHICAL, AND PRACTICAL ELEMENTS OF THIS LANGUAGE. LAUNCHED IN 2009, NETVUE GREW QUICKLY AND CURRENTLY HAS 266 COLLEGE AND UNIVERSITY MEMBERS AND SIX ORGANIZATIONAL MEMBERS. SEVERAL DISTINCT PROGRAMS AND EVENTS ARE PART OF THE BROADER NETVUE PROJECT: NETVUE NATIONAL CONFERENCE AND REGIONAL WORKSHOPS - CAMPUS TEAMS GATHER REGULARLY FOR PROFESSIONAL DEVELOPMENT AND SHARING OF BEST PRACTICES. BIENNIAL NATIONAL CONFERENCES ALTERNATE WITH REGIONAL GATHERINGS 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 OR COURSE CONTENT, DEVELOP OR IMPROVE PEDAGOGICAL RESOURCES, AND ESTABLISH AN EXPANDING NETWORK OF FACULTY MEMBERS WHO ARE COMMITTED TO TEACHING VOCATIONAL EXPLORATION. NETVUE REFRAMING THE INSTITUTIONAL SAGA GRANTS - CIC WILL AWARD GRANTS FOR INSTITUTIONS TO RE-EXAMINE AND REFRAME OVER A TWO-YEAR PERIOD THE LANGUAGE IN WHICH THEY NARRATE THEIR HISTORIES. THE GOAL OF THE INITIATIVE IS TO HELP INSTITUTIONS BALANCE THEIR IDENTITY AND HERITAGE WITH OPENNESS TO DIVERSITY AND THE GOAL OF INCLUSION IN INCREASINGLY PLURALISTIC AND MULTI-FAITH CAMPUS ENVIRONMENTS. 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 VOCATIONAL EXPLORATION AND DISCERNMENT 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 THAT FOCUS ON VOCATION AND CALLING 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 VOCATION-RELATED INITIATIVES AT NETVUE MEMBER INSTITUTIONS. NETVUE ORGANIZATIONAL MEMBERS SUPPORT - CIC OFFERS GRANTS TO NETVUE ORGANIZATIONAL MEMBERS TO STRENGTHEN THESE HIGHER EDUCATION ASSOCIATIONS BY SUPPORTING GATHERINGS OF THEIR MEMBERS OR OTHER PROJECTS RELEVANT TO VOCATION. NETVUE SCHOLARLY RESOURCES PROJECT - FOUR DISTINCT GROUPS OF SENIOR SCHOLARS, REPRESENTING A WIDE RANGE OF THEOLOGICAL TRADITIONS AND WITH EXPERTISE RELATED TO RESPECTIVE THEMES, WORK COLLABORATIVELY TO PRODUCE ARTICLES, BOOKS, AND OTHER RESOURCES FOR USE ON CAMPUSES THAT RESPOND TO BROAD VOCATIONAL QUESTIONS. NETVUE INITIATIVES ASSESSMENT - CIC WILL SUPPORT AN EMPIRICAL INVESTIGATION OF THE IMPACT OF INITIATIVES FOR VOCATIONAL EXPLORATION AND DISCERNMENT AT NETVUE MEMBER INSTITUTIONS. THIS WORK WILL FOCUS ON THE DIFFERENCE THAT SUCH PROGRAMS HAVE MADE FOR STUDENTS AND WILL INCLUDE ATTENTION TO THE WAYS THAT SUCH PROGRAMS CAN TRANSFORM FACULTY CULTURES, CURRICULAR INITIATIVES, ADMINISTRATIVE PRIORITIES, AND INSTITUTIONAL GOALS, AS WELL AS HOW THEY MIGHT DRAW ON OR ALIGN WITH INSTITUTIONAL HERITAGE AND MISSION. ONLINE RESOURCES - CIC PROVIDES A WIDE RANGE OF ONLINE RESOURCES FOR NETVUE MEMBERS, INCLUDING A DEDICATED WEBSITE, AN ONLINE COMMUNITY SITE, A PUBLICLY-ACCESSIBLE BLOG, A WEBINAR SERIES, INFORMAL VIRTUAL GATHERINGS OF VARIOUS CAMPUS CONSTITUENCIES, AND A SOCIAL MEDIA PRESENCE ON TWITTER. RECENT ADDITIONS HAVE FOCUSED ON HOW LEADERS CAN SUPPORT STUDENTS IN THE MIDST OF THE PUBLIC HEALTH CRISIS AND THE WIDENING FOCUS ON ISSUES OF RACIAL JUSTICE. LEGACIES OF AMERICAN SLAVERY: RECKONING WITH THE PAST - WITH SUPPORT FROM THE ANDREW W. MELLON FOUNDATION, CIC IS DEVELOPING A NATIONAL NETWORK OF INDEPENDENT COLLEGES AND UNIVERSITIES TO DEEPEN PUBLIC UNDERSTANDING OF THE MANY LEGACIES OF SLAVERY AND THEIR IMPACT ON AMERICAN LIFE AND CULTURE. IN PARTNERSHIP WITH THE GILDER LEHRMAN CENTER FOR THE STUDY OF SLAVERY, RESISTANCE, AND ABOLITION AT YALE UNIVERSITY (GLC), CIC WILL SELECT FROM FORTY-FOUR APPLICATIONS SIX INSTITUTIONS IN DIFFERENT REGIONS OF THE UNITED STATES TO SERVE AS REGIONAL COLLABORATION PARTNERS. EACH "HUB" INSTITUTION WILL FOCUS ON A SINGLE THEME RELATED TO A LEGACY OF SLAVERY THAT IS ESPECIALLY RELEVANT TO ITS REGION. OVER FOUR YEARS, THESE SIX INSTITUTIONS WILL COLLABORATE WITH OTHER CIC MEMBER INSTITUTIONS, LOCAL AND NATIONAL CIVIC ORGANIZATIONS, AND K-12 SCHOOLS TO ADDRESS AMERICAN SLAVERY'S CONTINUING INFLUENCE THROUGH RESEARCH ACTIVITIES, UNDERGRADUATE COURSES, CURRICULAR DEVELOPMENT, AND PUBLIC EVENTS. 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. CIC STAFF AND THE EXTERNAL EVALUATORS ARE PREPARING A REPORT ON LESSONS LEARNED TO BE SHARED WITH ALL CIC MEMBERS IN LATE 2020. 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. CIC ORGANIZED AN ADDITIONAL VIRTUAL WORKSHOP FOR CAMPUS PROJECT LEADERS AND THEIR STUDENT RESEARCHERS PARTICIPATING IN THE FIRST COHORT. TALKING ABOUT PRIVATE COLLEGES WORKSHOPS - CIC OFFERED THE FIRST THREE IN 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 COMBINES INFORMATION FROM MULTIPLE NATIONAL DATA SOURCES WITH ACTIVE LEARNING, STORY-TELLING STRATEGIES, AND ADVICE ABOUT INSTITUTION-SPECIFIC FOLLOW-UP ACTIVITIES. RE-DEFINING THE ROLE OF THE ACADEMIC LIBRARY IN SUPPORT OF THE INSTITUTIONAL MISSION - WITH A PLANNING GRANT FROM THE GLADYS KRIEBLE DELMAS FOUNDATION, CIC IS DETERMINING PRECISELY HOW IT CAN BEST ASSIST MEMBER COLLEGES AS THEY RECONSIDER THE ROLE OF THE ACADEMIC LIBRARY IN THE INCREASINGLY DIGITAL ENVIRONMENT. BASED ON SURVEY RESPONSES AND INTERVIEWS OF 102 MEMBER CHIEF ACADEMIC OFFICERS TO GAUGE HOW INDEPENDENT COLLEGES ARE NOW THINKING ABOUT THEIR LIBRARIES, CIC DEVELOPED A CONCEPT FOR A PROGRAM TO HELP MEMBER COLLEGES AND UNIVERSITIES REIMAGINE THESE CENTRAL LEARNING SPACES ON CAMPUS AND PREPARED A GRANT PROPOSAL FOR A LIBRARY-BASED PROJECT TO DESIGN, CURATE, AND IMPLEMENT OPEN EDUCATIONAL RESOURCES FOR CIC MEMBER INSTITUTIONS. 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. A CONCLUDING CONFERENCE FOCUSED ON SHARING BEST PRACTICES FOR STUDENT ENGAGEMENT AND INTERGENERATIONAL CONNECTIONS AS WELL AS DISCUSSIONS ABOUT PROJECT SUSTAINABILITY, AND CIC RELEASED A WEB-BASED REPORT THAT HIGHLIGHTS BEST PRACTICES AND LESSONS LEARNED THROUGHOUT THE TWO-AND-A-HALF YEAR PROJECT. CIC ONLINE COURSE SHARING CONSORTIUM - IN NOVEMBER 2018, CIC ANNOUNCED A NEW MEMBER SERVICE OFFERED THROUGH AN ARRANGEMENT WITH ACADEUM, 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 ARE 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

Form 990, Part III, Line 4b:

CONFERENCES AND OTHER EVENTS CIC'S INSTITUTES, CONFERENCES, SEMINARS, AND WORKSHOPS PROVIDE ONGOING PROFESSIONAL DEVELOPMENT OPPORTUNITIES. THE 2020 PRESIDENT'S INSTITUTE EXPLORED THE THEME "HEALTHY INSTITUTIONS, STRONG LEADERS." THE INSTITUTE FOCUSED ON HELPING INDEPENDENT COLLEGE AND UNIVERSITY PRESIDENTS IDENTIFY STRATEGIES TO LEAD THEIR INSTITUTIONS - AND THEIR FACULTIES AND BOARDS - WITH VISION AND COURAGE TO ORGANIZATIONAL STRENGTH AND HEALTH IN THE FACE OF NEW CHALLENGES SUCH AS SHIFTING DEMOGRAPHICS, ERODING PUBLIC SUPPORT, AND THINNER OPERATING MARGINS. THE 2019 INSTITUTE FOR CHIEF ACADEMIC OFFICERS THEME "CHANGE: CONTINUITY, COMMUNICATION, AND CONNECTION" PROVIDED A FRAMEWORK FOR DISCUSSION AMONG CAOS AND PUBLIC RELATIONS DIRECTORS OF WAYS TO BLEND ADAPTATION AND CONTINUITY, ASSURE INSTITUTIONAL SUCCESS, AND SUSTAIN ROBUST LEARNING COMMUNITIES. THE CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS PROVIDES BIANNUALLY OPPORTUNITIES IN PLENARY SESSIONS AND SMALL GROUP DISCUSSIONS FOR LEADERS OF THESE TWO TYPES OF ORGANIZATIONS TO LEARN FROM EACH OTHER; THE NEXT CONVERSATION WILL TAKE PLACE VIRTUALLY IN OCTOBER 2020.

Form 990, Part III, Line 4c:

LEADERSHIP DEVELOPMENT PROGRAMS LEADERSHIP DEVELOPMENT PROGRAMS 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-TWO PERCENT OF THE PARTICIPANTS IN THE SEMINARS FOR PROSPECTIVE PRESIDENTS HAVE SINCE BEEN APPOINTED AS PRESIDENTS. CIC HAS POSTPONED THE 2020-2021 ITERATION OF THE PROGRAM BY A YEAR. 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 IS 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, UNTIL 2020 GENEROUSLY SUPPORTED BY THE HENRY LUCE FOUNDATION, 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, A LARGE NUMBER OF PARTICIPANTS HAVE BEEN APPOINTED PRESIDENTS OR CHANCELLORS AND MANY MORE HAVE ADVANCED TO OTHER POSITIONS. FACILITATED BY AALI, COHORTS HAVE CONCLUDED AND BEGAN THEIR YEAR-LONG WORK IN VIRTUAL MEETINGS. 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, CIC AND AALI HAVE OFFERED PROGRAMS FOR NINE COHORTS, OF WHICH NEARLY ONE- THIRD OF PARTICIPANTS HAVE EXPERIENCED CAREER ADVANCEMENT. FACILITATED BY AALI, COHORTS HAVE CONCLUDED AND BEGAN THEIR YEAR-LONG WORK IN VIRTUAL MEETINGS. 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. THE SPRING 2020 WORKSHOP SERIES HAD TO BE CANCELED.

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			
KATHERINE BERGERON CHAIR	2.00	X		X				0	0	0
MARYANN BAENNINGER PAST CHAIR	2.00	X		X				0	0	0
H JAMES WILLIAMS TREASURER	2.00	X		X				0	0	0
ELIZABETH DAVIS - VICE CHAIR FOR RESOURCE DEV	2.00	X		X				0	0	0
ROSYLN CLARK ARTIS - SECRETARY AND V CHAIR MEMB	2.00	X		X				0	0	0
ARVID C JOHNSON - VICE CHAIR FOR INVESTMENTS	2.00	X		X				0	0	0
MICHAEL C MAXEY - VICE CHAIR FOR PROGRAMS	2.00	X		X				0	0	0
ELIZABETH J STROBLE - VICE CHAIR PUBLIC INFOR	2.00	X		X				0	0	0
MARY B MARCY - OUTGOING DIRECTOR	2.00	X						0	0	0
NAYEF H SAMHAT - OUTGOING 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			
BARBARA K MISTICK - OUTGOING DIRECTOR	2.00	X						0	0	0
KELSEY SHERMAN CREECH ASSISTANT SE	40.00	X						81,471	0	31,147
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
BARBARA A FARLEY DIRECTOR	2.00	X						0	0	0
JORGE G GONZALEZ DIRECTOR	2.00	X						0	0	0
CELESTE M SCHENCK DIRECTOR	2.00	X						0	0	0
MARY DANA HINTON DIRECTOR	2.00	X						0	0	0
MICHAEL LOMAX 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			
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
SUSAN D STUEBNER DIRECTOR	2.00	X						0	0	0
DANNY J ANDERSON DIRECTOR	2.00	X						0	0	0
AMELIA AJ BOND DIRECTOR	2.00	X						0	0	0
ANDREA E CHAPDELAINE DIRECTOR	2.00	X						0	0	0
PHILLIP CHRITTON DIRECTOR	2.00	X						0	0	0
JOHN L COMERFORD DIRECTOR	2.00	X						0	0	0
JOHN P MARDSEN 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: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(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
LILY D MCNAIR DIRECTOR	2.00	X						0	0	0
ELFRED ANTHONY PINKARD DIRECTOR	2.00	X						0	0	0
WILLIAM J SPIKER DIRECTOR	2.00	X						0	0	0
JOHN R SWALLOW DIRECTOR	2.00	X						0	0	0
A HOPE WILLIAMS - OUTGOING DIRECTOR	2.00	X						0	0	0
ROBERT R LINDGREN - OUTGOING DIRECTOR	2.00	X						0	0	0
COLLEEN PERRY KEITH - OUTGOING DIRECTOR	2.00	X						0	0	0
GEORGE E MARTIN - OUTGOING PAST CHAIR	2.00	X						0	0	0
MARK A HECKLER - OUTGOING DIRECTOR	2.00	X						0	0	0
MICHAEL GILLIGAN - OUTGOING 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: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(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
EDWARD B BURGER - OUTGOING DIRECTOR	2.00	X						0	0	0
LESTER C NEWMAN - OUTGOING DIRECTOR	2.00	X						0	0	0
RICHARD EKMAN PRESIDENT	40.00	X		X				818,375	0	49,908
HAROLD V HARTLEY III SR. VICE PRE	40.00			X				244,843	0	53,238
CHRISTOPH KUNKEL - SR VICE PRESIDEN & CHIEF OF S	40.00			X				224,654	0	51,751
CYNTHIA D PAGE DIRECTOR OF	40.00			X				169,291	0	43,316
CAROL SCHULER - VP FOR STATE COUNCIL PROG	40.00				X			172,070	0	19,008
KERRY PANNELL - VICE PRESIDENT FOR ACADEMIC	40.00				X			181,003	0	35,997
JO ELLEN PARKER - VICE PRESIDENT FOR COMMUNIC	40.00					X		143,215	0	40,308
ALLISON BLACKBURN - DIRECTOR OF CONFERENCES	40.00					X		147,286	0	42,955

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: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(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
KEITH A WALLACE - DIRECTOR OF ADMINISTRATI	40.00					X		111,637	0	33,141
STEPHEN GIBSON DIRECTOR OF	40.00					X		113,449	0	30,912
LESLEY MCBAIN - DIRECTOR OF RESEARCH PRO	40.00					X		107,334	0	21,048

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493034012321

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2019

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 **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						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Cat. No. 11285F **Schedule A (Form 990 or 990-EZ) 2019**

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(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 2019 (line 6, column (f) divided by line 11, column (f)) . . . . | **14** |

15 Public support percentage for 2018 Schedule A, Part II, line 14 . . . . | **15** |

16a **33 1/3% support test—2019.** 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—2018.** 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—2019.** 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—2018.** 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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .	10,626,986	9,903,605	9,977,224	10,245,761	9,947,557	50,701,133
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	1,730,984	1,606,925	1,709,039	1,586,981	1,344,769	7,978,698
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	12,357,970	11,510,530	11,686,263	11,832,742	11,292,326	58,679,831
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.)						58,679,831

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9 Amounts from line 6. . .	12,357,970	11,510,530	11,686,263	11,832,742	11,292,326	58,679,831
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .	1,095,085	1,648,708	2,039,277	1,755,940	1,758,774	8,297,784
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.	1,095,085	1,648,708	2,039,277	1,755,940	1,758,774	8,297,784
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.				13,008		13,008
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.). .	13,453,055	13,159,238	13,725,540	13,601,690	13,051,100	66,990,623

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 2019 (line 8, column (f) divided by line 13, column (f))	15	87.590 %
16	Public support percentage from 2018 Schedule A, Part III, line 15	16	87.760 %

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2019** (line 10c, column (f) divided by line 13, column (f))	17	12.000 %
18	Investment income percentage from **2018** Schedule A, Part III, line 17	18	12.000 %

19a **331/3% support tests—2019.** 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—2018.** 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? *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.*	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)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer (b) and (c) below.*	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)? *If "Yes," describe in **Part VI** when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *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.*	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)? *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.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *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).*	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? *If "Yes," provide detail in **Part VI.***	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? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ) .*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).*	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))? *If "Yes," provide detail in **Part VI.***	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? *If "Yes," provide detail in **Part VI.***	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? *If "Yes," provide detail in **Part VI.***	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)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).*	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?	**11a**		
b	A family member of a person described in (a) above?	**11b**		
c	A 35% controlled entity of a person described in (a) or (b) above? *If "Yes" to a, b, or c, provide detail in* ***Part VI.***	**11c**		

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? *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.*	**1**		
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? *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.*	**2**		

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)? *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).*	**1**		

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?	**1**		
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? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	**2**		
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? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	**3**		

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)

			Yes	No
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? *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.*	**2a**		
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? *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.*	**2b**		
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? *Provide details in* ***Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard.*	**3b**		

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 2019 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-2019**	**(iii) Distributable Amount for 2019**
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2019:			
a From 2014.			
b From 2015.			
c From 2016.			
d From 2017.			
e From 2018.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, 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 2019. 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 2020.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015.			
b Excess from 2016.			
c Excess from 2017.			
d Excess from 2018.			
e Excess from 2019.			

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 instructions and the latest information.

OMB No. 1545-0047
2019
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:

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	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	42,991,991	42,483,414	41,372,898	38,648,969	41,414,963
b Contributions					
c Net investment earnings, gains, and losses	737,931	2,836,358	3,481,965	4,445,809	-693,472
d Grants or scholarships	1,880,599	2,139,528	2,281,184	1,626,050	1,973,835
e Other expenditures for facilities and programs					
f Administrative expenses	202,423	188,253	90,265	95,830	98,687
g End of year balance	41,646,900	42,991,991	42,483,414	41,372,898	38,648,969

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 ▶ 10.170 %

c Temporarily restricted endowment ▶ 89.830 %

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:

		Yes	No
(i) unrelated organizations	3a(i)		No
(ii) related organizations	3a(ii)		No
b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?	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	612,478	3,322
d Equipment		1,132,394	995,325	137,069
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				140,391

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	638,828	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.)* ▶	5,658,458	

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.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 25.)* ▶	755,507

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	12,433,982
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	294,882		
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	294,882
3	Subtract line **2e** from line **1**			3	12,139,100
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	259,928		
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	259,928
5	Total revenue. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12.)			5	12,399,028

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	13,111,251
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	13,111,251
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	259,928		
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	259,928
5	Total expenses. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18.)			5	13,371,179

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
DAVIDSON KEMPER DISTRESSED INTRNTL	979,957	F
AG REALITY FUND IX	715,058	F
TIFF PRIVATE EQUITY	673,721	F
GREENSPRING OPPORTUNITIES IV	572,005	F
GREENSPRING OPPORTUNITIES FUND V LP	486,945	F
VENTURE INVESTMENT ENERGY	481,755	F
RCP FUND	421,262	F
METROPOLITAN REAL ESTATE PARTNERS	208,084	F
GEM REALTY FUND	166,037	F
HRJ SPECIAL OPPORTUNITIES	129,785	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
LANDMARK EQUITY PARTNERS	126,405	F
FORESTER DIVERSIFIED	48,159	F
GLEACHER DIVERSIFIED STRATEGIES	10,457	F

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PAGE 2, PART V, LINE 4	SINCE ITS IMPLEMENTATION IN 1982, THE UPS SCHOLARSHIP PROGRAM HAS BEEN A CORE INITIATIVE O F FIRST FIHE AND NOW CIC. ANNUAL DRAWDOWNS HAVE MADE IT POSSIBLE TO AWARD NEARLY 59.2 MILL ION IN SCHOLARSHIP GRANTS TO OVER 21,200 DESERVING STUDENTS AT INDEPENDENT COLLEGES ACROSS THE COUNTRY. THE SCHOLARSHIPS ARE GIVEN IN THE NAME OF UNITED PARCEL SERVICE (UPS) WHOSE CONTINUING SUPPORT HAS BEEN CRITICAL TO THE GROWTH AND DEVELOPMENT OF THE NETWORK OF STATE ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES. AS PART OF THE UPS SCHOLARSHIP PROG RAM, EACH STATE COUNCIL MEMBER IS PROVIDED WITH ONE SCHOLARSHIP FOR EACH OF ITS MEMBER COL LEGES. THE SCHOLARSHIPS HAVE VARIED IN SIZE FROM YEAR TO YEAR REFLECTING INVESTMENT RETURN S, WITH THE BOARD OF DIRECTORS FOLLOWING THE TRADITIONAL COLLEGIATE DRAWDOWN POLICY OF A T WELVE-QUARTER MOVING AVERAGE VALUATION FOR THE ENDOWMENT. FOR THE 2019-2020 FISCAL YEAR, C IC AWARDED UPS SCHOLARSHIPS TOTALING OVER 1.54 MILLION TO STATE COUNCIL MEMBERS, PROVIDING FINANCIAL AID TO 532 STUDENTS NATIONWIDE.

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PAGE 3, PART X	ACCOUNTING PRINCIPLES GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA PROVIDE CONSISTEN T 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, 2020 AND DETERMINED THAT THERE WERE NO MATTERS THAT WOULD REQUIRE REC OGNITION IN THE FINANCIAL STATEMENTS OR THAT MAY HAVE ANY EFFECT ON ITS TAX-EXEMPT STATUS. AS OF JUNE 30, 2020, THE STATUTE OF LIMITATIONS FOR TAX YEARS 2016 THROUGH 2018 REMAINS O PEN WITH THE U.S. FEDERAL JURISDICTION OR THE VARIOUS STATES AND LOCAL JURISDICTIONS IN WH ICH THE ORGANIZATION FILES TAX RETURNS. IT IS THE ORGANIZATION'S POLICY TO RECOGNIZE INTER EST AND/OR PENALTIES RELATED TO UNCERTAIN TAX POSITIONS, IF ANY, IN INCOME TAX EXPENSE. AS OF JUNE 30, 2020, THE ORGANIZATION HAD NO ACCRUALS FOR INTEREST AND/OR PENALTIES.

efile GRAPHIC print - DO NOT PROCESS	As Filed Data -	DLN: 93493034012321

SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
COUNCIL OF INDEPENDENT COLLEGES

Employer identification number
01-6004776

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . ☐ Yes ☐ No

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activites per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	**(b)** Number of offices in the region	**(c)** Number of employees, agents, and independent contractors in the region	**(d)** Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	**(e)** If activity listed in (d) is a program service, describe specific type of service(s) in the region	**(f)** Total expenditures for and investments in the region
3a Sub-total					
b Total from continuation sheets to Part I . . .					
c **Totals** (add lines 3a and 3b)					

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
			LILLY-NETVUE	22,791	EFT			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . ▶ 1

3 Enter total number of other organizations or entities . . . . ▶

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	**(b)** Region	**(c)** Number of recipients	**(d)** Amount of cash grant	**(e)** Manner of cash disbursement	**(f)** Amount of noncash assistance	**(g)** Description of noncash assistance	**(h)** Method of valuation (book, FMV, appraisal, other)

Part IV **Foreign Forms**

1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* . . . . ☐ Yes ☑ No

2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* . . . . ☐ Yes ☑ No

3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* . . . . ☐ Yes ☑ No

4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* . ☐ Yes ☑ No

5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* . . . . ☐ Yes ☑ No

6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* . . . . ☐ Yes ☑ No

Part V **Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

990 Schedule F, Supplemental Information

Return Reference	Explanation
SCHEDULE F, PAGE 1, PART I, LINE 2	NEED TO TYPE SOMETHING HERE

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

Schedule I (Form 990)

Department of the Treasury
Internal Revenue Service

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

2019

Open to Public Inspection

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 . . . . ▶ 140

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
ALABAMA ASSN OF INDEPENDENT COLL & 5950 CARMICHAEL PLACE SUITE 213 MONTGOMERY, AL 361172347	63-0422143	501C3	39,000				UPS SCHOLARSHIPS
ALMA COLLEGE 614 WEST SUPERIOR STREET ALMA, MI 488011599	38-1359083	501C3	25,000				LILLY-NETVUE ONLINE

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
ANCILLA COLLEGE 9601 UNION ROAD PLYMOUTH, IN 46563	35-6071917	501C3	6,750				LILLY-NETVUE
AQUINAS COLLEGE 1700 FULTON STREET E GRAND RAPIDS, MI 49506	38-1367080	501C3	25,000				LILLY-NETVUE

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
ASHLAND UNIVERSITY 401 COLLEGE AVENUE ASHLAND, OH 44805	34-0714626	501C3	10,000				NETVUE

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	246,000				UPS SCHOLARSHIPS
ASSN OF INDEPENDENT KENTUCKY COLL UNIV - 484 CHENAULT ROAD FRANKFORT, KY 40601	61-0469277	501C3	54,000				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
ASSN OF INDEPENDENT KENTUCKY COLL UNIV - 484 CHENAULT ROAD FRANKFORT, KY 40601	61-0469277	501C3	10,000				CAPACITY BUILDING
ASSOCIATED COLLEGES OF ILLINOIS 70 E LAKE ST SUITE 1418 CHICAGO, IL 60601	36-2252360	501C3	78,000				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
ASSOCIATED COLLEGES OF ILLINOIS 70 E LAKE ST SUITE 1418 CHICAGO, IL 60601	36-2252360	501C3	19,210				NATIONAL VENTURE
ASSOCIATED COLLEGES OF ILLINOIS 70 E LAKE ST SUITE 1418 CHICAGO, IL 60601	36-2252360	501C3	12,000				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
AUGSBURG UNIVERSITY 2211 RIVERSIDE AVENUE MINNEAPOLIS, MN 55454	41-0694721	501C3	15,850				MULTIPLE PROGRAMS
AUGUSTANA COLLEGE 639 38TH STREET ROCK ISLAND, IL 61201	36-2166962	501C3	25,000				LILLY-NETVUE ONLINE

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 UNIVERSITY 2001 S SUMMIT AVE SIOUX FALLS, SD 57197	46-0224588	501C3	25,000				LILLY-NETVUE
BAY PATH UNIVERSITY 588 LONGMEADOW STREET LONGMEADOW, MA 01106	04-2103865	501C3	21,409				LILLY-NETVUE ONLINE

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				LILLY-NETVUE ONLINE
BETHEL UNIVERSITY 3900 BETHEL DRIVE ST PAUL, MN 551126999	41-0708577	501C3	24,030				LILLY-NETVUE ONLINE

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
BLUEFIELD COLLEGE 3000 COLLEGE DRIVE BLUEFIELD, VA 246051799	54-0568200	501C3	24,775				LILLY-NETVUE ONLINE
BLUFFTON UNIVERSITY 1 UNIVERSITY DRIVE BLUFFTON, OH 45817	34-4428207	501C3	11,391				NETVUE

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	10,600				NETVUE
CAMPBELL UNIVERSITY PO BOX 97 BUIES CREEK, NC 27506	56-0529940	501C3	10,000				LILLY-NETVUE

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
CARROLL COLLEGE 1601 NORTH BENTON AVE HELENA, MT 596250002	81-0231774	501C3	9,987				LILLY-NETVUE
CATAWBA COLLEGE 2300 W INNES STREET SALISBURY, NC 281442488	56-0530251	501C3	24,943				LILLY-NETVUE ONLINE

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
CHESTNUT HILL COLLEGE 9601 GERMANTOWN AVENUE PHILADELPHIA, PA 19118	23-1352626	501C3	10,000				LILLY-NETVUE
COLBY-SAWYER COLLEGE 541 MAIN STREET NEW LONDON, NH 03257	02-0222120	501C3	10,000				LILLY-NETVUE

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				LILLY-NETVUE ONLINE
COLLEGE OF THE HOLY CROSS 1 COLLEGE STREET WORCHESTER, MA 01610	04-2103558	501C3	10,000				NETVUE

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 COLLEGE 901 8TH STREET SOUTH MOORHEAD, MN 56562	41-0693977	501C3	25,000				LILLY-NETVUE
CONCORDIA UNIVERSITY OF ST PAUL 1282 CONCORDIA AVENUE ST PAUL, MN 55104	41-0696906	501C3	19,468				LILLY-NETVUE ONLINE

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				LILLY-VETVUE ONLINE
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
COUNCIL OF INDEPENDENT NEBRASKA COLLEGES - 4940 S 114TH ST STE 5 OMAHA, NE 681372310	47-0399855	501C3	8,960				CAPACITY BUILDING
COVENANT COLLEGE 14049 SCENIC HIGHWAY LOOKOUT MOUNTAIN, GA 30750	43-0719506	501C3	25,000				LILLY-NETVUE

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
DAKOTA WESLEYAN UNIVERSITY 1200 WEST UNIVERSITY AVENUE MITCHELL, SD 573014398	46-0224589	501C3	23,975				LILLY-NETVUE
DAVIS & ELKINS COLLEGE 100 CAMPUS DRIVE ELKINS, WV 26241	55-0357021	501C3	24,817				LILLY-NETVUE

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
DOMINICAN UNIVERSITY 7900 WEST DIVISION STREET RIVER FOREST, IL 603059909	36-2167855	501C3	10,000				NETVUE
DRURY UNIVERSITY 900 NORTH BENTON AVE SPRINGFIELD, MO 65802	44-0552049	501C3	25,000				LILLY-NETVUE ONLINE

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
EARLHAM COLLEGE 801 NATIONAL ROAD WEST RICHMOND, IN 47374	35-0868073	501C3	13,450				LILLY-NETVUE
ECKERD COLLEGE 4200 54TH AVENUE SOUTH ST PETERSBURG, FL 337114700	59-0859121	501C3	11,450				LILLY-NETVUE ONLINE

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 60126	36-2169145	501C3	23,920				LILLY-NETVUE ONLINE
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
FURMAN UNIVERSITY 3300 POINSETT HIGHWAY GREENVILLE, SC 29613	57-0314395	501C3	25,000				LILLY-NETVUE ONLINE
GENEVA COLLEGE 3200 COLLEGE AVE BEAVER FALLS, PA 15010	25-0965376	501C3	9,340				NETVUE

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
GENEVA COLLEGE 3200 COLLEGE AVE BEAVER FALLS, PA 15010	25-0965376	501C3	7,195				LILLY-NETVUE
GEORGETOWN COLLEGE INC 400 EAST COLLEGE STREET GEORGETOWN, KY 40324	61-0444695	501C3	10,000				NETVUE

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
GORDON COLLEGE 255 GRAPEVINE ROAD WENHAM, MA 019841899	04-2104258	501C3	20,840				LILLY-NETVUE ONLINE
GRACE COLLEGE 200 SEMINARY DRIVE WINONA LAKE, IN 46590	35-0868095	501C3	10,000				LILLY-NETVUE

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
GRAND VIEW UNIVERSITY 1200 GRAND VIEW AVENUE DES MOINES, IA 50316	42-0681048	501C3	10,000				NETVUE
HIRAM COLLEGE PO BOX 67 11694 HAYDEN ST HIRAM, OH 44234	34-0714670	501C3	10,000				NETVUE

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
HUNTINGDON COLLEGE 1500 EAST FAIRVIEW AVENUE MONTGOMERY, AL 36106	63-0288841	501C3	24,900				LILLY-NETVUE
HUNTINGDON COLLEGE 1500 EAST FAIRVIEW AVENUE MONTGOMERY, AL 36106	63-0288841	501C3	11,417				NETVUE

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 COLLEGE FUND OF MARYLAND -3225 ELLERSLIE AVE C160 BALTIMORE, MD 212183519	52-0692469	501C3	38,000				MULTIPLE PROGRAMS
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.

(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 & UNIVERSITIES OF TEXAS - PO BOX 13105 AUSTIN, TX 787113105	75-1540769	501C3	114,000				UPS SCHOLARSHIPS
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 WASHINGTON 600 STEWART STREET SUITE 600 SEATTLE, WA 981011268	91-0614877	501C3	30,000				UPS SCHOLARSHIPS
INDEPENDENT COLLEGES OF WASHINGTON 600 STEWART STREET SUITE 600 SEATTLE, WA 981011268	91-0614877	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
INDEPENDENT HIGHER EDUCATION OF COLORADO - 1177 GRANT ST 102 DENVER, CO 80203	72-6028332	501C3	9,000				UPS SCHOLARSHIPS
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.

(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	15,000				MULTIPLE PROGRAMS
KING UNIVERSITY 1350 KING COLLEGE ROAD BRISTOL, TN 37620	58-1363100	501C3	9,990				LILLY-NETVUE

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
LANE COLLEGE 545 LANE AVENUE JACKSON, TN 38301	62-0570060	501C3	11,850				LILLY-NETVUE
LE MOYNE COLLEGE 1419 SALT SPRINGS RD SYRACUSE, NY 13214	15-0545841	501C3	25,000				LILLY-NETVUE

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
LEE UNIVERSITY PO BOX 3450 CLEVELAND, TN 37312	62-0502739	501C3	22,655				LILLY-NETVUE ONLINE
LENOIR-RHYNE COLLEGE 625 7TH AVENUE NE HICKORY, NC 28601	56-0556753	501C3	9,500				LILLY-NETVUE

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 UNIVERSITY ONE UNIVERSITY PARKWAY ROMEOVILLE, IL 60446	36-2167773	501C3	10,000				NETVUE
LIPSCOMB UNIVERSITY 1 UNIVERSITY PARK DRIVE NASHVILLE, TN 372043951	62-0485733	501C3	25,000				LILLY-NETVUE ONLINE

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
LIPSCOMB UNIVERSITY 1 UNIVERSITY PARK DRIVE NASHVILLE, TN 372043951	62-0485733	501C3	12,619				NETVUE
LOUISIANA INDEPENDENT COLLEGE FOUNDATION - 320 THIRD STREET BATON ROUGE, LA 708011307	72-6028332	501C3	8,500				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
LOUISIANA INDEPENDENT COLLEGE FOUNDATION - 320 THIRD STREET BATON ROUGE, LA 708011307	72-6028332	501C3	27,000				UPS SCHOLARSHIPS
LUTHER COLLEGE 700 COLLEGE DRIVE DECORAH, IA 52101	42-0680466	501C3	13,000				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
MALONE UNIVERSITY 2600 CLEVELAND AVENUE NW CANTON, OH 44709	34-0737794	501C3	25,000				LILLY-NETVUE
MARIAN UNIVERSITY 3200 COLD SPRING ROAD INDIANAPOLIS, IN 46222	35-0868175	501C3	10,000				NETVUE

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
MARQUETTE UNIVERSITY PO BOX 1881 MILWAUKEE, WI 53201	39-0806251	501C3	9,937				LILLY-NETVUE
MARTIN METHODIST COLLEGE 433 WEST MADISON STREET PULASKI, TN 38478	62-0483210	501C3	25,000				LILLY-NETVUE ONLINE

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 37804	62-0475691	501C3	24,000				LILLY-NETVUE ONLINE
MCDANIEL COLLEGE 2 COLLEGE HILL WESTMINSTER, MD 21157	52-0591694	501C3	10,000				NETVUE

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
MICHIGAN COLLEGES ALLIANCE 26555 EVERGREEN ROAD SUITE 870 SOUTHFIELD, MI 480764239	38-1332962	501C3	30,000				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
MILLSAPS COLLEGE 1701 NORTH STATE STREET JACKSON, MS 39210	64-0303084	501C3	10,000				NETVUE
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	54,000				UPS SCHOLARSHIPS
MISSOURI COLLEGES FUND INC 3401 WEST TRUMAN BLVD SUITE 202 JEFFERSON CITY, MO 651096892	43-0680952	501C3	25,000				SCHOLARSHIP CHALLENG

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	8,449				LILLY-NETVUE
MUSKINGUM UNIVERSITY 163 STORMONT STREET NEW CONCORD, OH 43762	31-4379515	501C3	25,200				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
NEBRASKA WESLEYAN UNIVERSITY 5000 ST PAUL AVENUE LINCOLN, NE 685042796	47-0376524	501C3	10,466				LILLY-NETVUE
NEWBERRY COLLEGE 2100 COLLEGE STREET NEWBERRY, SC 29108	57-0314404	501C3	17,837				LILLY-NETVUE

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 CAROLINA INDEPENDENT COLL & UNIV - 530 N BLOUNT STREET RALEIGH, NC 276041120	56-0775353	501C3	164,000				UPS SCHOLARSHIPS
NORTH CAROLINA INDEPENDENT COLL & UNIV - 530 N BLOUNT STREET RALEIGH, NC 276041120	56-0775353	501C3	34,500				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 C/O UNIVERSITY OF JAMESTOWN FUND - 6080 COLLEGE LANE JAMESTOWN, ND 584050001	45-6013925	501C3	6,000				UPS SCHOLARSHIPS
NORTHWEST CHRISTIAN UNIVERSITY 828 E 11TH AVE EUGENE, OR 97401	93-0433696	501C3	10,000				NETVUE

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
OAKLAND CITY UNIVERSITY 138 NORTH LUCRETIA STREET OAKLAND, IN 47660	35-0869063	501C3	9,975				LILLY-NETVUE
OCCIDENTAL COLLEGE 1600 CAMPUS ROAD LOS ANGELES, CA 90041	95-1667177	501C3	10,762				NETVUE

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 FOUNDATION OF INDEPENDENT COLLEGES - 250 EAST BROAD ST 1700 COLUMBUS, OH 432153722	31-4441082	501C3	99,000				UPS SCHOLARSHIPS
OHIO FOUNDATION OF INDEPENDENT COLLEGES - 250 EAST BROAD ST 1700 COLUMBUS, OH 432153722	31-4441082	501C3	10,000				SCHOLARSHIP CHALLENG

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 FOUNDATION OF INDEPENDENT COLLEGES - 250 EAST BORAD ST 1700 COLUMBUS, OH 432153722	31-4441082	501C3	10,000				CAPICITY BUILDING
OKLAHOMA INDEPENDENT COLLEGES & UNIV - PO BOX 57148 OKLAHOMA CITY, OK 731577148	73-0632937	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
OREGON ALLIANCE INDEPENDENT COLL & UNIV - 17600 PACIFIC HWY BOX 23 MARYLHURST, OR 970360023	93-0452083	501C3	33,000				UPS SCHOLARSHIPS
OTTAWA UNIVERSITY 1001 SOUTH CEDAR 1020 OTTAWA, KS 660673399	48-0543772	501C3	19,852				LILLY-NETVUE ONLINE

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
OUACHITA BAPTIST UNIVERSITY 410 OUACHITA STREET ARKADELPHIA, AR 71998	71-0239383	501C3	18,655				LILLY-NETVUE ONLINE
PALM BEACH ATLANTIC UNIVERSITY 901 S FLAGER DRIVE WEST PALM BEACH, FL 334164708	59-1092732	501C3	10,000				NETVUE

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
PEPPERDINE UNIVERSITY 24255 PACIFIC COAST HIGHWAY MALIBU, CA 90263	95-1644037	501C3	13,217				NETVUE
PHILANDER SMITH COLLEGE 900 DAISY BATES DRIVE LITTLE ROCK, AR 72202	71-0239729	501C3	11,840				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
PIEDMONT COLLEGE PO BOX 10 DEMOREST, GA 30535	58-0566212	501C3	25,000				LILLY-NETVUE
RHODES COLLEGE 2000 NORTH PARWAY MEMPHIS, TN 38112	62-0476301	501C3	9,982				LILLY-NETVUE

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
RIVIER UNIVERSITY 420 MAIN STREET NASHUA, NH 03060	02-0223339	501C3	9,995				LILLY-NETVUE
SAINT JOSEPH'S COLLEGE 278 WHITES BRIDGE ROAD STANDISH, ME 040845263	01-0212542	501C3	10,000				NETVUE

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
SAINT MARTIN'S UNIVERSITY 5000 ABBEY WAY SE LACEY, WA 98503	91-0564993	501C3	24,418				LILLY-NETVUE
SCHREINER UNIVERSITY 2100 MEMORIAL BLVD KERRVILLE, TX 78028	74-1193459	501C3	25,000				LILLY-NETVUE

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
SOUTH CAROLINA INDEPENDENT COLL & UNIV - PO BOX 12007 COLUMBIA, SC 29211	57-0343998	501C3	60,000				UPS SCHOLORSHIPS
SOUTH CAROLINA INDEPENDENT COLL & UNIV - PO BOX 12007 COLUMBIA, SC 29211	57-0343998	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
SOUTHWESTERN UNIVERSITY 1001 E UNIVERSITY AVE GEORGETOWN, TX 78626	74-1233796	501C3	22,511				LILLY-NETVUE ONLINE
ST AMBROSE UNIVERSITY 518 WEST LOCUST STREET DAVENPORT, IA 52803	42-0703280	501C3	10,000				LILLY-NETVUE

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 NORBERT COLLEGE 100 GRANT STREET DE PERE, WI 54115	39-1399196	501C3	9,810				NETVUE
ST OLAF COLLEGE 1520 ST OLAF AVENUE NORTHFIELD, MN 55057	41-0693979	501C3	24,530				LILLY-NETVUE ONLINE

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 SELINSGROVE, PA 17870	23-1353385	501C3	24,960				LILLY-NETVUE ONLINE
THIEL COLLEGE 75 COLLEGE AVENUE GREENVILLE, PA 161252181	25-0965576	501C3	25,000				LILLY-NETVUE ONLINE

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
TRINITY CHRISTIAN COLLEGE 6601 W COLLEGE DR PALOS HEIGHTS, IL 60463	36-2387148	501C3	10,000				NETVUE
TROCAIRE COLLEGE 360 CHOATE AVENUE BUFFALO, NY 14220	16-0909446	501C3	8,775				LILLY-NETVUE

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
UNION COLLEGE 310 COLLEGE STREET BARBOURVILLE, KY 40906	61-0461768	501CS	9,629				LILLY-NETVUE
UNIVERSITY OF DAYTON 300 COLLEGE PARK DAYTON, OH 454690510	31-0536715	501C3	10,000				NETVUE

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	21,973				LILLY-NETVUE ONLINE
UNIVERSITY OF MOBILE 5736 COLLEGE PARKWAY MOBILE, AL 36613	63-0417508	501C3	9,993				LILLY-NETVUE

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 MOUNT UNION 1972 CLARK AVENUE ALLIANCE, OH 44601	34-0714687	501C3	15,863				LILLY-NETVUE ONLINE
UNIVERSITY OF PIKEVILLE 147 SYCAMORE STREET PIKEVILLE, KY 41514	61-0444788	504C3	7,495				LILLY-NETVUE

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
URSINUS COLLEGE 601 EAST MAIN STREET COLLEGEVILLE, PA 19426	23-1177930	501C3	23,925				LILLY-NETVUE ONLINE
VALPARAISO UNIVERSITY 1700 CHAPEL DRIVE VALPARAISO, IN 46383	35-0868125	501C3	24,635				LILLY-NETVUE

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
VIRGINIA FOUNDATION FOR INDEPENDENT COLL 8010 RIDGE RD STE B RICHMOND, VA 232297288	54-0554396	501C3	45,000				UPS SCHOLORSHIPS
VIRGINIA FOUNDATION FOR INDEPENDENT COLL 8010 RIDGE RD STE B RICHMOND, VA 232297288	54-0554396	501C3	30,000				SCHOLORSHIP CHALLENG

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
VIRGINIA FOUNDATION FOR INDEPENDENT COLL 8010 RIDGE RD STE B RICHMOND, VA 232297288	54-0554396	501C3	10,000				CAPACITY BUILDING
WAGNER COLLEGE ONE CAMPUS ROAD STATEN ISLAND, NY 10301	13-5604699	501C3	25,000				LILLY-NETVUE

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
WASHINGTON & JEFFERSON COLLEGE 60 SOUTH LINCOLN STREET WASHINGTON, PA 15301	25-0965601	501C3	10,000				LILLY-NETVUE
WAYNESBURG UNIVERSITY 51 WEST COLLEGE STREET WAYNESBURG, PA 15370	25-0965603	501C3	9,748				LILLY-NETVUE

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
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
WHEATON COLLEGE 26 E MAIN STREET NORTON, MA 02766	04-2103638	501C3	26,000				LILLY-NETVUE
WHITWORTH UNIVERSITY 300 W HAWTHORNE ROAD SPOKANE, WA 992510502	91-0473310		24,991				LILLY-NETVUE ONLINE

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	68,000				UPS SCHOLARSHIPS
WOFFORD COLLEGE 429 NORTH CHURCH STREET SPARTANBURG, SC 293033663	57-0314422	501C3	24,249				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

2019

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization	Employer identification number
COUNCIL OF INDEPENDENT COLLEGES	01-6004776

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate 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 ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (e.g., maid, chauffeur, chef)			
b	If any of the boxes on 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		
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 on Line 1a? . .	2		
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☐ Independent compensation consultant ☐ Form 990 of other organizations ☐ Written employment contract ☐ Compensation survey or study ☐ Approval by the board or compensation committee			
4	During the year, did any person listed 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? . . . . If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.	4c		No
	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? . . . . If "Yes," on line 5a or 5b, describe in Part III.	5b		No
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? . . . . If "Yes," on line 6a or 6b, describe in Part III.	6b		No
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 accured 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		

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported 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.

(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				
1 RICHARD EKMAN PRESIDENT	(i)	681,834	135,305	1,236		49,908	868,283	
	(ii)							
2 HAROLD V HARTLEY III SR. VICE PRESIDENT	(i)	234,655	9,000	1,188		53,238	298,081	
	(ii)							
3 CHRISTOPH KUNKEL - SR VICE PRESIDEN & CHIEF OF STAFF	(i)	215,240	9,000	414		51,751	276,405	
	(ii)							
4 CYNTHIA D PAGE DIRECTOR OF FINANCE	(i)	162,202	6,000	1,089		43,316	212,607	
	(ii)							
5 CAROL SCHULER - VP FOR STATE COUNCIL PROGRAMS	(i)	170,882		1,188		19,008	191,078	
	(ii)							
6 KERRY PANNELL - VICE PRESIDENT FOR ACADEMIC PROGRAM	(i)	173,493	6,800	710		35,997	217,000	
	(ii)							
7 JO ELLEN PARKER - VICE PRESIDENT FOR COMMUNICATIONS	(i)	141,996		1,219		40,308	183,523	
	(ii)							
8 ALLISON BLACKBURN - DIRECTOR OF CONFERENCES	(i)	141,012	5,500	774		42,955	190,241	
	(ii)							

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.

Return Reference	Explanation

efile GRAPHIC print - DO NOT PROCESS	As Filed Data -	DLN: 93493034012321

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 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

2019

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 NETVUE - WITH GENEROUS SUPPORT FROM LILLY ENDOWMENT INC., CIC CONTINUED TO STRENGTHEN ITS NETWORK FOR VOCATION IN UNDERGRADUATE EDUC ATION (NETVUE). THE NATIONAL CAMPUS-SUPPORTED NETWORK BROADENS AND DEEPENS VOCATIONAL EXPL ORATION AND DISCERNMENT AMONG UNDERGRADUATE STUDENTS. NETVUE'S FOCUS ON "VOCATION- AND "CA LLING" IS BROAD, GIVING ATTENTION TO THE THEOLOGICAL, PHILOSOPHICAL, ETHICAL, AND PRACTICA L ELEMENTS OF THIS LANGUAGE. LAUNCHED IN 2009, NETVUE GREW QUICKLY AND CURRENTLY HAS 266 C OLLEGE AND UNIVERSITY MEMBERS AND SIX ORGANIZATIONAL MEMBERS. SEVERAL DISTINCT PROGRAMS AN D EVENTS ARE PART OF THE BROADER NETVUE PROJECT: NETVUE NATIONAL CONFERENCE AND REGIONAL W ORKSHOPS - CAMPUS TEAMS GATHER REGULARLY FOR PROFESSIONAL DEVELOPMENT AND SHARING OF BEST PRACTICES. BIENNIAL NATIONAL CONFERENCES ALTERNATE WITH REGIONAL GATHERINGS HELD IN OFF YE ARS. NETVUE TEACHING VOCATIONAL EXPLORATION SEMINARS - MULTIDISCIPLINARY SEMINARS ARE DESI GNED TO HELP FACULTY MEMBERS STRENGTHEN THE TEACHING OF VOCATIONAL EXPLORATION, DEVELOP NE W COURSES OR COURSE CONTENT, DEVELOP OR IMPROVE PEDAGOGICAL RESOURCES, AND ESTABLISH AN EX PANDING NETWORK OF FACULTY MEMBERS WHO ARE COMMITTED TO TEACHING VOCATIONAL EXPLORATION. N ETVUE REFRAMING THE INSTITUTIONAL SAGA GRANTS - CIC WILL AWARD GRANTS FOR INSTITUTIONS TO RE-EXAMINE AND REFRAME OVER A TWO-YEAR PERIOD THE LANGUAGE IN WHICH THEY NARRATE THEIR HIS TORIES. THE GOAL OF THE INITIATIVE IS TO HELP INSTITUTIONS BALANCE THEIR IDENTITY AND HERI TAGE WITH OPENNESS TO DIVERSITY AND THE GOAL OF INCLUSION IN INCREASINGLY PLURALISTIC AND MULTI-FAITH CAMPUS ENVIRONMENTS. NETVUE VOCATION ACROSS THE ACADEMY GRANTS - CIC AWARDS GR ANTS TO SUPPORT INSTITUTION-WIDE INITIATIVES AT NETVUE MEMBER COLLEGES AND UNIVERSITIES OV ER A THREE-YEAR PERIOD TO EXPAND ONGOING PROGRAMMING IN THE VOCATIONAL EXPLORATION AND DIS CERNMENT ACROSS THE LIBERAL ARTS AND APPLIED PROFESSIONAL FIELDS. NETVUE PROGRAM DEVELOPME NT GRANTS - CIC AWARDS GRANTS FOR USE OVER APPROXIMATELY TWO YEARS TO NETVUE MEMBER INSTIT UTIONS TO HELP PARTICIPATING INSTITUTIONS DEVELOP AND EXPAND EXISTING CAMPUS PROGRAMS THAT FOCUS ON VOCATION AND CALLING AT COLLEGES AND UNIVERSITIES THAT ARE NETVUE MEMBERS AND ME ET 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 STAF F MEMBERS WHO SUPPORT UNDERGRADUATE VOCATION-RELATED INITIATIVES AT NETVUE MEMBER INSTITUT IONS. NETVUE ORGANIZATIONAL MEMBERS SUPPORT - CIC OFFERS GRANTS TO NETVUE ORGANIZATIONAL M EMBERS TO STRENGTHEN THESE HIGHER EDUCATION ASSOCIATIONS BY SUPPORTING GATHERINGS OF THEIR MEMBERS OR OTHER PROJECTS RELEVANT TO VOCATION. NETVUE SCHOLARLY RESOURCES PROJECT - FOUR DISTINCT GROUPS OF SENIOR SCHOLARS, REPRESENTING A WIDE RANGE OF THEOLOGICAL TRADITIONS A ND WITH EXPERTISE RELATED TO RESPECTIVE THEMES, WORK COLLABORATIVELY TO PRODUCE ARTICLES, BOOKS, AND OTHER RESOURCES FOR

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	USE ON CAMPUSES THAT RESPOND TO BROAD VOCATIONAL QUESTIONS. NETVUE INITIATIVES ASSESSMENT - CIC WILL SUPPORT AN EMPIRICAL INVESTIGATION OF THE IMPACT OF INITIATIVES FOR VOCATIONAL EXPLORATION AND DISCERNMENT AT NETVUE MEMBER INSTITUTIONS. THIS WORK WILL FOCUS ON THE DI FFERENCE THAT SUCH PROGRAMS HAVE MADE FOR STUDENTS AND WILL INCLUDE ATTENTION TO THE WAYS THAT SUCH PROGRAMS CAN TRANSFORM FACULTY CULTURES, CURRICULAR INITIATIVES, ADMINISTRATIVE PRIORITIES, AND INSTITUTIONAL GOALS, AS WELL AS HOW THEY MIGHT DRAW ON OR ALIGN WITH INSTI TUTIONAL HERITAGE AND MISSION. ONLINE RESOURCES - CIC PROVIDES A WIDE RANGE OF ONLINE RESO URCES FOR NETVUE MEMBERS, INCLUDING A DEDICATED WEBSITE, AN ONLINE COMMUNITY SITE, A PUBLI CLY-ACCESSIBLE BLOG, A WEBINAR SERIES, INFORMAL VIRTUAL GATHERINGS OF VARIOUS CAMPUS CONST ITUENCIES, AND A SOCIAL MEDIA PRESENCE ON TWITTER. RECENT ADDITIONS HAVE FOCUSED ON HOW LE ADERS CAN SUPPORT STUDENTS IN THE MIDST OF THE PUBLIC HEALTH CRISIS AND THE WIDENING FOCUS ON ISSUES OF RACIAL JUSTICE. LEGACIES OF AMERICAN SLAVERY: RECKONING WITH THE PAST - WITH SUPPORT FROM THE ANDREW W. MELLON FOUNDATION, CIC IS DEVELOPING A NATIONAL NETWORK OF IND EPENDENT COLLEGES AND UNIVERSITIES TO DEEPEN PUBLIC UNDERSTANDING OF THE MANY LEGACIES OF SLAVERY AND THEIR IMPACT ON AMERICAN LIFE AND CULTURE. IN PARTNERSHIP WITH THE GILDER LEHR MAN CENTER FOR THE STUDY OF SLAVERY, RESISTANCE, AND ABOLITION AT YALE UNIVERSITY (GLC), C IC WILL SELECT FROM FORTY-FOUR APPLICATIONS SIX INSTITUTIONS IN DIFFERENT REGIONS OF THE U NITED STATES TO SERVE AS REGIONAL COLLABORATION PARTNERS. EACH "HUB" INSTITUTION WILL FOCU S ON A SINGLE THEME RELATED TO A LEGACY OF SLAVERY THAT IS ESPECIALLY RELEVANT TO ITS REGI ON. OVER FOUR YEARS, THESE SIX INSTITUTIONS WILL COLLABORATE WITH OTHER CIC MEMBER INSTITU TIONS, LOCAL AND NATIONAL CIVIC ORGANIZATIONS, AND K-12 SCHOOLS TO ADDRESS AMERICAN SLAVER Y'S CONTINUING INFLUENCE THROUGH RESEARCH ACTIVITIES, UNDERGRADUATE COURSES, CURRICULAR DE VELOPMENT, AND PUBLIC EVENTS. DIVERSITY, CIVILITY, AND THE LIBERAL ARTS - WITH A GRANT FRO M 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 CURREN T SCHOLARSHIP THAT CAN INFORM CAMPUS DISCUSSIONS AROUND SUCH ISSUES AS IDENTITY, RACISM, I NTOLERANCE, HISTORIES OF DISCRIMINATION AND INEQUALITY, AND EFFECTIVE METHODS FOR ACHIEVIN G SOCIAL AND POLITICAL CHANGE. CIC STAFF AND THE EXTERNAL EVALUATORS ARE PREPARING A REPOR T ON LESSONS LEARNED TO BE SHARED WITH ALL CIC MEMBERS IN LATE 2020. HUMANITIES RESEARCH F OR 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 INSTI TUTIONS ARE ENGAGING STUDENTS IN RESEARCH PROJECTS THAT USE THE COLLEGES' SPECIAL LIBRARY COLLECTIONS, ARCHIVES, OR MUSE

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	UM RESOURCES TO ADDRESS AN ISSUE OF IMPORTANCE TO THEIR RESPECTIVE COMMUNITIES OR REGIONS IN WHICH THE INSTITUTIONS ARE LOCATED. CIC ORGANIZED AN ADDITIONAL VIRTUAL WORKSHOP FOR CA MPUS PROJECT LEADERS AND THEIR STUDENT RESEARCHERS PARTICIPATING IN THE FIRST COHORT. TALK ING ABOUT PRIVATE COLLEGES WORKSHOPS - CIC OFFERED THE FIRST THREE IN A SERIES OF SEVEN RE GIONAL WORKSHOPS DESIGNED TO SHARE KEY DATA ABOUT THE IMPACT AND VALUE OF INDEPENDENT COLL EGES AND GIVE PARTICIPANTS PRACTICE IN SHAPING COMMUNITY ATTITUDES ABOUT PRIVATE HIGHER ED UCATION THROUGH INFORMAL CONVERSATIONS. THE INNOVATIVE PERSON-TO-PERSON APPROACH TO MAKING THE CASE FOR INDEPENDENT HIGHER EDUCATION COMBINES INFORMATION FROM MULTIPLE NATIONAL DAT A SOURCES WITH ACTIVE LEARNING, STORY-TELLING STRATEGIES, AND ADVICE ABOUT INSTITUTION-SPE CIFIC FOLLOW-UP ACTIVITIES. RE-DEFINING THE ROLE OF THE ACADEMIC LIBRARY IN SUPPORT OF THE INSTITUTIONAL MISSION - WITH A PLANNING GRANT FROM THE GLADYS KRIEBLE DELMAS FOUNDATION, CIC IS DETERMINING PRECISELY HOW IT CAN BEST ASSIST MEMBER COLLEGES AS THEY RECONSIDER THE ROLE OF THE ACADEMIC LIBRARY IN THE INCREASINGLY DIGITAL ENVIRONMENT. BASED ON SURVEY RES PONSES AND INTERVIEWS OF 102 MEMBER CHIEF ACADEMIC OFFICERS TO GAUGE HOW INDEPENDENT COLLE GES ARE NOW THINKING ABOUT THEIR LIBRARIES, CIC DEVELOPED A CONCEPT FOR A PROGRAM TO HELP MEMBER COLLEGES AND UNIVERSITIES REIMAGINE THESE CENTRAL LEARNING SPACES ON CAMPUS AND PRE PARED A GRANT PROPOSAL FOR A LIBRARY-BASED PROJECT TO DESIGN, CURATE, AND IMPLEMENT OPEN E DUCATIONAL RESOURCES FOR CIC MEMBER INSTITUTIONS. INTERGENERATIONAL CONNECTIONS: STUDENTS SERVING OLDER ADULTS - IN COORDINATION WITH AND SUPPORTED BY A GRANT FROM THE AARP FOUNDAT ION, THE PROJECT DEVELOPED A NATIONAL NETWORK OF STUDENT PROGRAMS ON INDEPENDENT COLLEGE C AMPUSES THAT RECOGNIZE THE MUTUAL BENEFITS OF INTERGENERATIONAL INTERACTION WITH OLDER MEM BERS OF THE INSTITUTIONS' COMMUNITIES. GRANTS SUPPORT STRENGTHENING OR DEVELOPING NEW PROG RAMS ON CAMPUSES FOCUSED PRIMARILY ON SERVING THE BASIC NEEDS - HUNGER, HOUSING, INCOME, A ND ISOLATION - OF ADULTS IN THEIR COMMUNITIES. A CONCLUDING CONFERENCE FOCUSED ON SHARING BEST PRACTICES FOR STUDENT ENGAGEMENT AND INTERGENERATIONAL CONNECTIONS AS WELL AS DISCUSS IONS ABOUT PROJECT SUSTAINABILITY, AND CIC RELEASED A WEB-BASED REPORT THAT HIGHLIGHTS BES T PRACTICES AND LESSONS LEARNED THROUGHOUT THE TWO-AND-A-HALF YEAR PROJECT. CIC ONLINE COU RSE SHARING CONSORTIUM - IN NOVEMBER 2018, CIC ANNOUNCED A NEW MEMBER SERVICE OFFERED THRO UGH AN ARRANGEMENT WITH ACADEUM, A TECHNOLOGY COMPANY WITH AN ONLINE PLATFORM WHERE INDEPE NDENT COLLEGES CAN SHARE COURSES AND EASILY TRANSFER CREDITS AND FINANCIAL AID AS WELL AS ARRANGE FOR TUITION PAYMENTS. THE MAIN GOAL OF THE INITIATIVE ARE 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 STA NDARDS, AVOIDING THE BURDEN OF

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4B	CONFERENCES AND OTHER EVENTS CIC'S INSTITUTES, CONFERENCES, SEMINARS, AND WORKSHOPS PROVIDE ONGOING PROFESSIONAL DEVELOPMENT OPPORTUNITIES. THE 2020 PRESIDENT'S INSTITUTE EXPLORED THE THEME "HEALTHY INSTITUTIONS, STRONG LEADERS." THE INSTITUTE FOCUSED ON HELPING INDEPENDENT COLLEGE AND UNIVERSITY PRESIDENTS IDENTIFY STRATEGIES TO LEAD THEIR INSTITUTIONS - AND THEIR FACULTIES AND BOARDS - WITH VISION AND COURAGE TO ORGANIZATIONAL STRENGTH AND HEALTH IN THE FACE OF NEW CHALLENGES SUCH AS SHIFTING DEMOGRAPHICS, ERODING PUBLIC SUPPORT, AND THINNER OPERATING MARGINS. THE 2019 INSTITUTE FOR CHIEF ACADEMIC OFFICERS THEME "CHANGE: CONTINUITY, COMMUNICATION, AND CONNECTION" PROVIDED A FRAMEWORK FOR DISCUSSION AMONG CAOS AND PUBLIC RELATIONS DIRECTORS OF WAYS TO BLEND ADAPTATION AND CONTINUITY, ASSURE INSTITUTIONAL SUCCESS, AND SUSTAIN ROBUST LEARNING COMMUNITIES. THE CONVERSATION BETWEEN FOUNDATION OFFICERS AND COLLEGE AND UNIVERSITY PRESIDENTS PROVIDES BIANNUALLY OPPORTUNITIES IN PLENARY SESSIONS AND SMALL GROUP DISCUSSIONS FOR LEADERS OF THESE TWO TYPES OF ORGANIZATIONS TO LEARN FROM EACH OTHER; THE NEXT CONVERSATION WILL TAKE PLACE VIRTUALLY IN OCTOBER 2020.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	LEADERSHIP DEVELOPMENT PROGRAMS LEADERSHIP DEVELOPMENT PROGRAMS PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION - WITH LILLY ENDOWMENT INC., SUPPORT, CIC OFFERS SEMINARS AND CONSUL TATIONS 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 CONSI DER LEADING. THIRTY-TWO PERCENT OF THE PARTICIPANTS IN THE SEMINARS FOR PROSPECTIVE PRESID ENTS HAVE SINCE BEEN APPOINTED AS PRESIDENTS. CIC HAS POSTPONED THE 2020-2021 ITERATION OF THE PROGRAM BY A YEAR. NEW PRESIDENTS PROGRAM - CIC OFFERS ANNUALLY, JUST PRIOR TO THE PR ESIDENTS INSTITUTE, A PROGRAM FOR COLLEGE PRESIDENTS IN THEIR FIRST OR SECOND YEAR - AND C ONCURRENTLY A PROGRAM FOR THEIR SPOUSES OR PARTNERS - THAT ADDRESSES THE PRACTICAL NEEDS A ND STRATEGIC SUCCESS QUESTIONS OF NEW LEADERS OF INDEPENDENT COLLEGES AND UNIVERSITIES. TH E INTENSIVE AND HIGHLY PARTICIPATORY TWO-DAY WORKSHOP INCLUDES SESSIONS ON FINANCIAL FUNDA MENTALS, ENROLLMENT AND MARKETING, BOARD RELATIONS, LEADING THE SENIOR TEAM, ADVANCEMENT, AND STRATEGIC AND INNOVATIVE PRESIDENTIAL LEADERSHIP AMONG OTHER KEY TOPICS. THE PROGRAM E NCOURAGES PARTICIPANTS TO NETWORK WITH OTHERS WHO ARE NEW TO THE ROLE AND TO CONSIDER, INT ENTIONALLY, HOW TO DEFINE THE ROLE TO FIT THEMSELVES AND THEIR INDIVIDUAL SITUATIONS. PRES IDENTS GOVERNANCE ACADEMY - SINCE 2015 CIC IS OFFERING, JUST PRIOR TO THE PRESIDENTS INSTI TUTE, A PROGRAM TO HELP PRESIDENTS RESPOND EFFECTIVELY TO TODAY'S CAMPUS LEADERSHIP CHALLE NGES BY STRENGTHENING THE GOVERNANCE OF THEIR INSTITUTIONS. THE TWO-DAY INTENSIVE AND HIGH LY PARTICIPATORY WORKSHOP, UNTIL 2020 GENEROUSLY SUPPORTED BY THE HENRY LUCE FOUNDATION, I S LIMITED TO 25 PRESIDENTS AND INCLUDES THE THOROUGH REVIEW BY EXPERTS OF THE BYLAWS OF TH E PARTICIPANTS' INSTITUTIONS. EXECUTIVE LEADERSHIP ACADEMY - THE EXECUTIVE LEADERSHIP ACAD EMY (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 COL LEGE PRESIDENTS. IT IS ORGANIZED IN PARTNERSHIP WITH THE AMERICAN ACADEMIC LEADERSHIP INST ITUTE (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 PRE SIDENTIAL PURVIEW AND CONSISTS OF TWO SEMINARS, ONGOING WEBINARS AND READING EXERCISES, EX PERIENTIAL PROGRAMS AND ACTIVITIES FOCUSED ON SPECIFIC AREAS OF PRESIDENTIAL RESPONSIBILIT Y, CAREER COACHING, AND MENTORING. SINCE 2010, A LARGE NUMBER OF PARTICIPANTS HAVE BEEN AP POINTED PRESIDENTS OR CHANCELLORS AND MANY MORE HAVE ADVANCED TO OTHER POSITIONS. FACILITA TED BY AALI, COHORTS HAVE CONCLUDED AND BEGAN THEIR YEAR-LONG WORK IN VIRTUAL MEETINGS. SE NIOR LEADERSHIP ACADEMY - THE SENIOR LEADERSHIP ACADEMY (SLA) IS A YEAR- LONG PROGRAM TO P REPARE COLLEGE AND UNIVERSITY LEADERS IN MID-LEVEL POSITIONS WHO HAVE SERIOUS INTEREST AND POTENTIAL TO MOVE INTO VICE P

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	RESIDENCIES, AND PERHAPS EVENTUALLY INTO PRESIDENCIES. IT CONSISTS OF MENTORSHIP, A FALL S EMINAR HELD IN CONJUNCTION WITH THE CIC INSTITUTE FOR CHIEF ACADEMIC OFFICERS, A SPRING SE MINAR 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 PROG RAM IS SUPPORTED BY THE AMERICAN ACADEMIC LEADERSHIP INSTITUTE (AALI). SINCE 2010, CIC AND AALI HAVE OFFERED PROGRAMS FOR NINE COHORTS, OF WHICH NEARLY ONE- THIRD OF PARTICIPANTS H AVE EXPERIENCED CAREER ADVANCEMENT. FACILITATED BY AALI, COHORTS HAVE CONCLUDED AND BEGAN THEIR YEAR-LONG WORK IN VIRTUAL MEETINGS. WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS - L ATELY WITH ACADEMIC SEARCH SUPPORT, CIC HAS OFFERED FOR MANY YEARS AN ANNUAL SERIES OF FOU R PROFESSIONAL DEVELOPMENT WORKSHOPS FOR NEW AND EXPERIENCED DEPARTMENT AND DIVISION CHAIR S. SESSION TOPICS INCLUDE REALIZING RESPONSIBILITIES BEYOND THE JOB DESCRIPTION, UNDERSTAN DING THE DEPARTMENTAL AND DIVISIONAL BUDGET, DEALING WITH DIFFICULT CONVERSATIONS, MANAGIN G THE FACULTY HIRING AND EVALUATION PROCESS, BECOMING A CAMPUS LEADER, STRATEGIES FOR COLL ECTING AND SHARING DATA, AND BUILDING AND MAINTAINING A COLLEGIAL DEPARTMENT. FOR SOME SES SIONS PARTICIPANTS BREAK OUT INTO GROUPS BY SUBJECT MATTER EXPERIENCE LEVEL. THE SPRING 20 20 WORKSHOP SERIES HAD TO BE CANCELED.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	FACULTY DEVELOPMENT PROGRAMS 827,574 STUDENT FELLOWSHIP PROGRAMS 34,772 RESEARCH AND ADVANCEMENT PROGRAMS 431,317 TUITION EXCHANGE PROGRAM 96,504 COMMUNICATIONS 368,182 ADVISORS 88,835 OTHER PROGRAMS 192,050 MEMBERSHIP SERVICES 134,271

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, REVIEWS THE DRAFT FORM 990 AS PREPARED BY CIC'S AUDITORS, AND RECOMMENDS IT TO THE BOARD OF DIRECTORS FOR ACCEPTANCE, INCLUDING POSSIBLE REVISIONS. AT ITS JANUARY MEETING, THE BOARD OF DIRECTORS REVIEWS THE DRAFT FORM 990 AND ACCEPTS IT, INCLUDING POSSIBLE REVISIONS. AT THE ANNUAL MEETING OF THE MEMBERSHIP IN JANUARY, THE TREASURER REPORTS ON THE PROCEDURES AND OUTCOMES OF THE REVIEW OF THE DRAFT FORM 990. IF THE PREPARATION OF THE DRAFT FORM 990 IS DELAYED PAST THE JANUARY BOARD OF DIRECTORS MEETING, THE EXECUTIVE COMMITTEE REVIEWS AND ACCEPTS THE FORM ON BEHALF OF THE BOARD OF DIRECTORS, INCLUDING POSSIBLE REVISIONS.

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 661,792 38,418 0 ADVISORS 745,499 0 0 TOTAL 1,407,291 38,418 0