A. Major issues addressed by the board during the 2015–16 year
1. The board approved the Institute's operating budget for 2016–17.
2. The board reviewed the CICW overall financial dashboard.
3. The board reflected on several strategic questions:
   • What kinds of internal communication could improve on-campus aware of CICW work?
   • How can we work best with all Centers and Institutes to describe our role in the educational project of Calvin?
   • How can we expand people's imagination and understanding of the term "worship"?
4. The board reviewed and discussed the program trajectories for 2015–16 and how they can best serve the broad Calvin community.
5. The board reviewed CICW programmatic accomplishments for 2015–16:
   • Published *Praise God in the Heights: Descants for use with “Lift Up Your Hearts” hymnal* (CICW ebook), by Larry Visser.
   • Celebrated our emerging collaboration with Calvin Press:
     ♦ Published *Worship in the Joy of the Lord*, a curated collection of over 300 quotations on the deep meaning and purpose of worship, edited by John D. Witvliet;
     ♦ Approved proposal for *The Family Prayerbook*, a daily devotional book grounded in scripture and structured by the liturgical/Christian year (forthcoming December 2016); and
     ♦ Approved proposal for bilingual (Spanish-English) children's book on “At God's Table” by Maria Cornou, Carrie Steenwyk, and John D. Witvliet (forthcoming January 2017).
   • Support of college-wide research focus on citizenship (Symposium 2016 seminar, upcoming 2016 summer seminar) with leadership by Kevin den Dulk (Henry Institute).
   • Continued excellent progress on a new preaching and worship portal site.
   • Growth in social media use, including a CICW channel within the new Calvin Sociabble account (a software platform that helps with content creation and curation).
   • Excellent monthly website reports which reinforce global reach and broad user access:
     ♦ Average of 40,000 visitors per month
     ♦ While the majority of our users come from the US (65%), we have consistent visitors from many other countries such UK, Canada, Philippines, South Africa, Indian, Singapore, and more.
     ♦ Facebook is the top referrer to our website, and Twitter is gaining influence quickly due to staff use and key CICW influencers (with major Twitter followings).
     ♦ In 2015 no single web page accounted for more than 4 percent of our total traffic. 1,035 pieces of content on our site each had 100 or more pageviews in 2015. Our website is very diffuse when it comes to visits. Lots of people going to lots of resources.
   • A number of events and consultations hosted or sponsored by CICW: Interlude retreat for mid-career church musicians; *Stilling the Storm*, regional book groups; Calvin College Gospel Choir retreat with Raymond Wise; consultation on worship and urban ministry; inclusive worship conference in Chicagoland; and a bilingual hymnal consultation.
   • Several CICW staff traveled and presented at conferences in Mexico City (Robert Keeley), Uganda (Robert Keeley and David Rylaarsdam), Karachi, Pakistan (Emily Brink), Redding, CA, Los Angeles, CA, Falmouth, MA, and Atlanta, GA.
• CICW hosted the annual Symposium on Worship (January 2016), an international conference attended by 1500 guests with participation by 100 presenters and panelists. Highlights from January include sermon by Richard Mouw with musical leadership by Urban Doxology; plenary address on ‘Improvising New Life’ with a jazz ensemble; plenary address on Universal Design for Worship; seminar on ‘Commemorating the 500th anniversary of the Protestant Reformation; and a seminar on “Rejoicing in Lament: Wrestling with Incurable Cancer, Cancerous Racism, and Life in Christ.”

• CICW hosted the annual colloquium (June 2015) for grant recipients, an event which brings together project directors completing the grant year as well as the brand new recipients for three days of common learning and networking. CICW awarded 28 new Vital Worship grants for 2016.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   Expression of Gratitude: The Board officially thanked the staff at the CICW for their excellent programs and accomplishments this year and commended the leadership team for their outstanding work and John Witvliet for his visionary direction.

D. Issues that will continue to be before the board next year
   1. How the specific work of CICW can support and align with the Calvin College strategic plan and be implemented through collaborative, cross-divisional means.
   2. Continued correspondence with the Development office to build the CICW endowment.