



ANNUAL REPORT



The Council of
Independent Colleges

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The **Council of Independent Colleges** (CIC) is an association of 762 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 independent higher education's contributions to society. CIC is the major national organization that focuses on services to leaders of independent colleges and universities and state-based councils. CIC offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. CIC also conducts the largest annual conferences of college and university presidents and of chief academic officers in the United States. Founded in 1956, CIC is headquartered at One Dupont Circle in Washington, DC. For more information, visit www.cic.edu.

PHOTO CREDITS

In most instances, the name of the institution is included on the photo. CIC appreciates the willingness of members to share their photos.

Front Cover: *(from left to right)* American University of Nigeria, Nazareth College, Furman University, Kenyon College, Elon University, Husson University, Bellevue University, and DePauw University

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Message from the Chair



CIC member colleges and universities provide exemplary and diverse educational experiences, and I'm delighted that CIC continues to develop new initiatives and share ideas to meet the evolving needs of members. The past year offers many examples of CIC's leadership and continued development, as detailed in this report, starting with a survey of members that provided the foundation for a new definition of strategic priorities and focus areas affirmed by the board.

As the newly elected board chair, I was part of adopting a new vision statement that reminds member institutions of the importance of collaboration and learning as a community. CIC is leading members to work together to find institutional success and build a healthy and vibrant ecosystem for independent higher education.

CIC's programs, services, and support for presidents and other campus leaders are essential to the future of our sector. Programs and services offered by CIC advance institutional excellence and support faculty members in key fields with practical, sustainable, and cost-effective solutions through in-depth programs, seminars, and networks.

I look forward to continuing the work of the CIC Board of Directors, supporting member institutions, and working alongside CIC staff under the visionary leadership of Marjorie Hass to offer fresh and relevant programs and services for those who lead independent colleges and universities.

Sincerely,

Barbara A. Farley
President
Illinois College
Chair, CIC Board of Directors



CIC is leading members to work together to find institutional success and build a healthy and vibrant ecosystem for independent higher education.

President's Perspective



Dear Colleagues,

I joined CIC as president in the summer of 2021. I was motivated by a belief in the significance of our sector for its contributions to individual and societal flourishing and by the recognition that our institutions face headwinds that are best tackled in collaboration.

CIC has spent the past year listening, learning, and interpreting data to ensure that we continue to offer and update the member services that are most valuable to you and that we invest in new services and opportunities that enhance your effectiveness in serving the more than two million students who attend CIC institutions every year.

As you will read about in this report, the CIC Board of Directors has endorsed four areas of strategic focus that will guide our decision making over the next few years. We look to engage members more deeply and develop collaborative shared solutions that create value for individual institutions and organizations as well as for the overall sector of independent higher education. In this report on CIC's first full year under my leadership, you will read about how both longstanding and new activities are strengthening independent colleges and universities and supporting their leaders as they address the most important educational issues of our day.

The changes you will see at CIC are evolutionary and build on our strengths and relationships. We are cultivating new competencies and responding to a changing environment. We are proud of the past on which we build and of the future that we are creating—always in service of the important and distinctive tradition of independent higher education.

I hope you will consider visiting our offices when you are next in DC.

Marjorie Hass

President, Council of Independent Colleges



We are proud of the past on which we build and of the future that we are creating—always in service of the important and distinctive tradition of independent higher education.

Strategic Directions

In May 2022, the CIC Board of Directors affirmed a set of strategic focus areas to guide future decision making and programming. CIC President Marjorie Hass guided the development of these focus areas that are grounded in internal and external data about the state of independent higher education, extensive feedback from CIC members, and an operational review of CIC's capacities and opportunities. Over the next several years, President Hass and the CIC staff will use these focus areas to improve member services and programs. The focus areas are intended to guide but not constrain. CIC will remain responsive to unexpected opportunities and to the changing needs of CIC campuses and emergent member priorities.

When presenting the focus areas to the Board, President Hass said, "These four focus areas are important in that our members increasingly look to us for leadership and solutions to pressing problems. ***In this period of rapid economic and cultural change, when our campuses and their leaders are under significant stress, CIC has a unique opportunity to leverage the shared strength of our diverse sector to create meaningful solutions.***"

CIC is one of only six national higher education presidential associations and the only one to focus explicitly on supporting the practice of independent college and university leadership. CIC member institutions currently enroll more than 2 million students on more than 660 campuses across the United States and the world.

Newly-elected Board Chair Barbara Farley added, "The CIC Board is delighted that this new strategic plan will enhance the value CIC provides for its members by focusing on four key areas. We are pleased that our organization is expanding beyond informing and educating members about the problems faced by our sector to also developing concrete shared solutions."

CIC STRATEGIC PRIORITIES AND FOCUS AREAS

1

Ensure our institutes, leadership development programs, workshops, and conferences are ever more relevant, engaging, inspiring, and of practical use to a diverse membership.

CIC will continue to set a standard in terms of developing a well-prepared and diverse leadership pipeline for independent higher education. Our meetings will make use of contemporary learning formats to encourage discussion and debate. In-person convenings will encourage interaction and offer relevant conceptual frameworks and solutions so that participants return to their campuses inspired and ready to implement change. Virtual gatherings will offer timely, cost-effective ways for campus leaders to stay informed and build community. Our offerings will be accessible to diverse participants and relevant to diverse institutions.

2

Support member financial health and innovation.

CIC's programming and member services continuously evolve to meet the needs of our members. Building on the success of our current networks and services, CIC will develop new solution-oriented networks, projects, and tools. These will support campus leaders as they explore innovation and sustainability.

3

Increase member engagement.

We will make our value proposition clear and compelling and ensure that every member has access to the full value of CIC membership. We will adopt a "digital first" strategy to improve communication with members. Enhanced use of internal data will allow us to reach out to members in more effective and relevant ways.

4

Strengthen CIC's role as a visible champion of independent higher education.

CIC's focus on practice rather than policy gives us the opportunity and responsibility to champion independent higher education and the liberal arts in ways that influence public opinion and student choice. We are committed to using data and campus success stories to share the good news about our sector and its impact.

CIC VISION AND MISSION STATEMENTS

In addition to affirming the new strategic focus areas, the Board re-affirmed CIC's mission statement and adopted a new vision statement.

Vision Statement:

CIC is the gathering place of choice for those seeking lively conversation, insight, and inspiration about independent higher education. In community, our members assess the sector's past, support its present, and create its future. Through membership in CIC our members collaborate and learn. Presidents, provosts, and other leaders find the knowledge, networks, and resources they need to improve institutional success and build a healthy and vibrant ecosystem for independent higher education.

Mission Statement

Founded in 1956, the Council of Independent Colleges (CIC) is an association of nonprofit independent colleges and universities, state-based councils, and higher education affiliates that works

to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education's contributions to society.

CIC is the major national organization that focuses on providing services to leaders of independent colleges and universities and state-based councils. CIC offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility.

Eligibility for CIC membership is open to all small and mid-sized private, nonprofit colleges and universities in the U.S. that show a commitment to the liberal arts, similar institutions located outside the U.S., and two-year independent institutions. Nonprofit organizations that support the purposes of independent higher education also are eligible to be members of CIC.

CIC Member Priorities Based on 2022 Member Engagement Survey

Financial Sustainability	Diversity, Equity, and Inclusion	Institutional Effectiveness
Financial Aid Optimization	Link Curriculum to Career	Co-curricular Experience
Faculty Governance	Board Governance	Athletics

CIC MEMBER ENGAGEMENT SURVEY

Early in 2022, CIC conducted a Member Engagement Survey of presidents and chief academic officers to gather their perspectives and insights on a variety of issues. Questions focused on membership value, institutional priorities, communications, and demographics.

Responses revealed great diversity across CIC membership and showed that a variety of factors affect institutional priorities. For example, responses showed that today more than half of CIC member institutions now offer graduate programs—thus an increasing number are categorized by the Carnegie classifications as master’s and doctoral institutions. Top priorities include: financial stability; diversity, equity, and inclusion; using data for decisions/institutional effectiveness; financial aid optimization; linking curriculum to career; co-curricular experience; faculty governance; board governance; and athletics.

Within these priorities, a variety of specific approaches were reported. For example, 91 percent of respondents said that their primary strategy to address financial sustainability is to focus on student outcomes such as recruitment and retention; 90 percent indicated they engage in

development opportunities such as fundraising and establishing partnerships; 85 percent said they focus on operational efficiencies such as mergers/acquisitions and cost reductions; and 85 percent indicated that improving programmatic offerings such as majors and curriculum are key to financial sustainability.

In addition to surveys such as this, CIC regularly hears from campus leaders in a variety of ways—through programs and events as well as listservs, online communities, task forces, and social media. For example, several program committees and task forces continually inform the development of services and programs. And through 17 listservs and 16 community sites, CIC sustains networks of professional counterparts. Annual calls with member presidents are another valuable way that CIC stays in touch with the interests and needs of its members.

Top considerations for CIC member presidents and CAOs when addressing financial sustainability

STUDENT OUTCOMES
(recruitment, retention, etc.)

91%

DEVELOPMENT OPPORTUNITIES
(fundraising, partnerships, etc.)

90%

OPERATIONAL EFFICIENCIES
(mergers/acquisitions, cost-reduction, etc.)

85%

PROGRAMMATIC OFFERINGS
(majors, curriculum, etc.)

85%



Supporting College and University Leadership

Identifying and equipping diverse and qualified candidates for the presidency and other campus leadership positions is essential to the future of independent higher education. These professional development opportunities are designed for future leaders to learn from experts, share ideas, and support one another.

PROGRAMS AND SERVICES FOR CAMPUS LEADERS

Presidents Institute

CIC's 52nd annual Presidents Institute, held January 4–7, 2022, at the JW Marriott Marco Island hotel in Marco Island, Florida, attracted 258 presidents, 121 spouses and partners, and a total of 652 participants from 42 states. The continued prevalence of COVID-19 affected participation; still, the Presidents Institute remains the largest gathering of college and university presidents in the country. A record number of sponsors from 75 organizations contributed a record amount of \$928,500.

The Institute's theme, "Recovery, Reckoning, Reinvention," reflected the unprecedented conditions colleges and universities have confronted during the global pandemic, including tightening economic constraints, repeated instances of racial injustice, increasing economic inequality, and shifting demographic patterns. The keynote address delivered by Ronald J. Daniels, president of Johns Hopkins University, emphasized the essential role of higher education for any healthy democracy. His remarks and book, *What Universities Owe Democracy* (2021), lay out the case for greater leadership from higher education in preparing citizens for democratic engagement. This session was also the inaugural "Richard Ekman Keynote Address in Higher Education," established by the CIC Board of Directors in 2021 to recognize president emeritus Richard Ekman for his more than 20 years of service. In another new development, the Institute

program featured “A Celebration of Independent Higher Education” to recognize contributions to the independent higher education sector and honor leading educators and supporters.

The most popular concurrent sessions at the 2022 Presidents Institute included: Alternatives to Merger: New Models for Sustainability and Growth; Bold Fundraising Goals and Strategies to Achieve Them; Preparing for the Coming Demographic Shift; Legal Issues That Keep Presidents Up at Night; and Strategies for Diversity and Inclusion at Predominantly White Institutions.

New Presidents Program and Presidential Spouses and Partners Program

In conjunction with the 2022 Presidents Institute, CIC offered the New Presidents Program for presidents in their first or second year and a parallel program for spouses and partners of new

2022 PRESIDENTS INSTITUTE PARTICIPANTS

258
presidents

121
spouses and partners

652
total participants
from 42 states
and 3 countries



*From left to right: New Presidents Program Director Mary Pat Seurkamp, president emerita of **Notre Dame of Maryland University**, and presidents Arvid C. Johnson of **University of St. Francis (IL)**, Mary-Beth A. Cooper of **Springfield College (MA)**, and Colette Pierce Burnette of **Huston-Tillotson University** discuss “Perspectives on Critical Leadership Issues.”*

presidents; and the Presidential Spouses and Partners Program, the longest-running and highest-attended annual offering of this kind in the nation. The New Presidents Program, which has served more than 1,000 participants since it was first offered in 1989, is an intensive two-day workshop with sessions on strategic and innovative presidential leadership, enrollment and marketing, financial fundamentals, board relations, and institutional advancement.

Presidents Governance Academy

CIC’s Presidents Governance Academy is an intensive and highly participatory two-day program held in conjunction with the Presidents Institute, designed to help CIC member presidents respond effectively to today’s campus leadership challenges while

strengthening the governance of their institutions. The Arthur Vining Davis Foundations provided support for the 2022 Academy.

Institute for Chief Academic Officers

CIC’s 2021 Institute for Chief Academic Officers, with Chief Student Affairs and Chief Diversity Officers, took place November 6–9 at the Galt House Hotel in Louisville, Kentucky. The theme, “Constructing the Future: Collaborating for Success,” provided a framework to explore holistic, collaborative strategies for increased student success. The Institute was co-sponsored by NASPA–Student Affairs Administrators in Higher Education.

A total of 382 chief academic, chief student affairs, and chief diversity officers participated in the Institute, with 6 spouses and

partners, and a grand total of 565 participants from 42 states and 1 international member from Pakistan participated in the Institute. In addition, sponsors from 25 organizations contributed \$194,850 to the Institute.

During the closing plenary, a panel of distinguished member presidents shared their approaches to “Collaborating to Build the Future Campus.” Panelists included Eva Chatterjee-Sutton, vice president of student life and dean of students at **Washington & Jefferson College** (PA); Leanne M. Neilson, provost and vice president for academic affairs at **California Lutheran University**; and Monica M. Smith, vice president of diversity, equity, and inclusion at **Augustana College** (IL). Kevin Kruger, president of NASPA, moderated the discussion.

The most popular concurrent sessions included: Maximizing Student Achievement and Retention; Strategic Academic Review and Realignment; Career Readiness and Curricular Integration; Student Mental Health; and Promoting Antiracism on Campus.

The Workshop for New Academic Officers (54 participants) and the Workshop for CAOs in Their



*Participants of the 2021 Institute for Chief Academic Officers, with Chief Student Affairs and Chief Diversity Officers, applaud remarks by Lindsay Till Hoyt, assistant professor of applied developmental psychology at **Fordham University**.*

Third or Fourth Year of Service (35 participants) immediately preceded the Institute.

Presidential Vocation and Institutional Mission Program

The Presidential Vocation and Institutional Mission program strengthens participants’

preparation for a meaningful and successful presidency by focusing on the alignment of institutional mission and personal vocation. A small cohort of senior administrators—along with their spouses or partners—comes together to think deeply about meaning, purpose, and institutional mission in the context of a college presidency. As of April

MOST POPULAR CONCURRENT SESSIONS
2021 Institute for Chief Academic Officers with Chief Student Affairs and Chief Diversity Officers

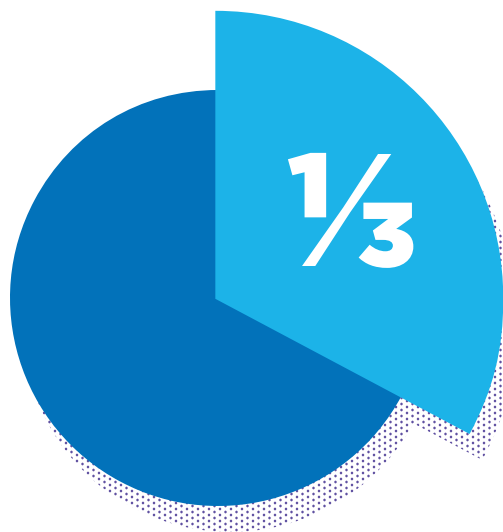
Maximizing Student Achievement and Retention	Strategic Academic Review and Realignment	Career Readiness and Curricular Integration	Student Mental Health	Promoting Antiracism on Campus
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2022, 218 senior administrators have participated in one of 10 cohorts. Of these, about a third have assumed a presidency. The program is generously funded by Lilly Endowment Inc. (For the list of those who have been named to presidencies, see pages 47–49.)

The 2021–2022 cohort of 17 senior administrators met for the closing seminar February 21–22, 2022, in Atlanta, Georgia. (For the list of participants, see page 46.) CIC selected the 2022–2023 cohort of 20 senior administrators, most accompanied by spouses or partners, in spring 2022. The Summer Seminar was held July 10–13, 2022, in Essex, Vermont, and participants will gather again for the Winter Seminar, February 19–21, 2023, in Atlanta, Georgia. This is the final program to be directed by Frederik Ohles, president emeritus of **Nebraska Wesleyan University**, who originally conceived of the program while a member of the CIC staff in 2005. Steven C. Bahls, who retired as president of **Augustana College** (IL) in the summer of 2022, will direct the program beginning with the 2023–2024 program year.

Executive and Senior Leadership Academies

The Executive Leadership Academy (ELA) is offered in partnership with both the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU). It prepares experienced provosts and vice presidents to move to positions of greater responsibility, including presidencies. Offered in partnership with AALI, the Senior Leadership Academy (SLA) prepares mid-level administrators who aspire



A third of 218 senior administrators have assumed a presidency after participating in one of 10 Presidential Vocation and Institutional Mission cohorts (as of April 2022).

to cabinet-level positions. The ELA and SLA are generously supported by AALI and Academic Search. Since 2009, 12 cohorts have participated in the Executive Leadership Academy, and since 2010, 12 cohorts have participated in the Senior Leadership Academy.

Twenty-three administrators from CIC member institutions participated in the 2021–2022 Executive Leadership Academy and met for the closing seminar on June 13–15, 2022, in Washington, DC. (For the list of participants, see page 50.) The 2022–2023 ELA cohort includes 22 administrators who were selected in spring 2022 and met for an opening seminar on June 23–25, 2022, in Washington, DC.

Since 2009, more than 100 of the participants in the 12 cohorts that completed the Executive Leadership Academy have been appointed as presidents or chancellors or have advanced to other senior positions. (For the list of those CIC participants who have been named to presidencies, see pages 51–52.)

Forty-two administrators from CIC member institutions participated in the 2021–2022 Senior Leadership Academy, which held its closing seminar on June 16–18,

2022, in Washington, DC. (For the list of participants, see pages 53–54.) The 2022–2023 SLA includes 40 administrators who met for their opening seminar November 4–6, 2022, in Dallas, Texas, prior to the Institute for Chief Academic Officers.

Since 2010, more than 200 participants in the 12 cohorts that completed the Senior Leadership Academy have experienced career advancement. In addition to the professional advancement of participants, successful outcomes occur when participants strengthen leadership skills in their current positions.

State Councils Annual Conference

This annual meeting provides an opportunity for CIC state executives and key staff colleagues to explore emerging trends in independent higher education and how they can most effectively benefit their member institutions. The meetings feature presentations by foundation and corporate executives and nationally recognized experts as well as opportunities to network and learn from colleagues. The 2022 annual conference was held April 24–26,

in Austin, Texas, at the Stephen F. Austin Royal Sonesta Hotel. Under the theme of “Transitions,” 37 participants from 22 State Councils focused on exploring how State Councils can help private colleges and universities, students, and corporations transition to new models of practice in higher education, including transitions from college to career, from community college to independent colleges, and from traditional messaging to more informed conversations about the value of independent colleges and universities. Four sponsors contributed \$60,000 for the program. The next conference will take place in Virginia Beach, Virginia, April 30-May 2, 2023.

Workshops for Department and Division Chairs

This annual series of professional development workshops for department and division chairs takes place in multiple cities across

the country each spring. The 21st annual workshops in 2022 engaged a total of 353 participants from 145 institutions in 37 states and raised \$50,000 from one sponsor. Participants consistently share how the workshops have helped them understand their roles. For many, these workshops provided the only professional development they received to prepare them to be chairs and division directors. These workshops were generously supported by Academic Search.

PROMOTING DATA-INFORMED DECISION MAKING THROUGH BENCHMARKING REPORTS

Through its research and data-informed initiatives, CIC helps member colleges and universities use comparative research to improve institutional effectiveness, planning, and decision making.

Key Indicators Tool

CIC’s Key Indicators Tool (KIT) provides each CIC Institutional Member president with a confidential, customized annual benchmarking report prepared at no cost to the institution. The KIT report contains comparative data on 20 performance indicators in the areas of student enrollment and progression; faculty composition and compensation; tuition revenues and financial aid; and institutional resources and expenditures. Drawing from a database of nearly 800 nondoctoral independent colleges and universities, the KIT compares institutional performance over a five-year period by region,



enrollment size, institutional financial resources, and Carnegie Classification. The KIT uses the most recent data from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS). CIC released the 18th annual KIT reports to Institutional Member presidents in May 2022. Ruffalo Noel Levitz (RNL) provides financial support for the KIT through an in-kind donation. A sample report is available at www.cic.edu/KIT.

Financial Indicators Tool

The Financial Indicators Tool (FIT) provides each CIC Institutional Member president with a confidential, customized, financial benchmarking report to complement the KIT report at no cost to the institution. The FIT measures institutional financial health using four core financial ratios, which assess resource sufficiency, debt management, asset performance, and operating results, along with a combined index score. The FIT is designed to provide a succinct indication of an institution’s financial

2022 WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS

353
participants

145
institutions

37
states represented

KEY INDICATORS TOOL

KIT compares institutional performance over a five-year period by region, enrollment size, institutional financial resources, and Carnegie Classification.

FINANCIAL INDICATORS TOOL

FIT measures institutional financial health using four core financial ratios, which assess resource sufficiency, debt management, asset performance, and operating results, along with a combined index score.

performance over six years. CIC relies on a dataset of more than 750 baccalaureate and master's-level independent colleges and universities, using data from IPEDS. CIC released the 16th annual FIT reports to Institutional Member presidents in July 2022. RNL provides financial support for the FIT through an in-kind donation. A sample report is available at www.cic.edu/FIT.

Other Benchmarking Services

CIC provides additional services to augment the KIT and FIT benchmarking reports. For a modest fee, each CIC Institutional Member can select two sets of comparison institutions for more refined benchmarking analysis and schedule an online consultation with Mike Williams, CIC senior advisor, data and benchmarking services. This service compares each State Council's fundraising results with those of a peer group and with the entire network.

Digest of Recent Research

CIC began publishing a *Digest of Recent Research* in fall 2016. The *Digest* highlights timely and pertinent research from scholarly journals and other publications that independent college and university presidents and other senior

campus leaders may find helpful. It is edited by Matthew J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration at The Ohio State University. With generous support from the Arthur Vining Davis Foundation, CIC published the tenth edition in March 2022.



Saint Elizabeth University

Advancing Institutional Excellence

Dozens of programs and services offered by CIC in 2021–2022 advance institutional excellence. CIC supports faculty members in key fields with practical, sustainable, and cost-effective solutions through in-depth programs and seminars. The Council also supports the more than two million students who attend CIC institutions through initiatives on college affordability, transfer from community colleges to four-year institutions, and advancing civil discourse through courses for first-year students.

Legacies of American Slavery: Reckoning with the Past



CIC's Legacies of American Slavery: Reckoning with the Past initiative supports a national network of independent colleges and universities to advance the research, teaching, and public programming exploring the continuing impact of slavery on American society and culture. It is directed by Pulitzer Prize-winning historian David Blight, Sterling Professor of American History and director of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at the McMillan Center, Yale University.

Seven CIC member colleges and universities serve as "Regional Collaboration Partners," responsible for organizing regional activities. In addition to the seven partners, 12 colleges and universities are designated as Institutional Affiliates and will play an important role in developing regional and national networks. (For the list of partners and affiliates, see page 54.) Over four years, the seven partners will collaborate with other CIC member institutions, local and national civic and cultural organizations, and K–12 schools to address American slavery's continuing influence through

research activities, undergraduate courses, curricular development, and public events. Updates can be found online at legaciesofslavery.net. The project will culminate in a national conference in 2024. This initiative is generously funded by the Mellon Foundation with supplemental support from the National Endowment for the Humanities.

Crafting Democratic Futures

Crafting Democratic Futures: Situating Colleges and Universities in Community-based Reparations Solutions is an initiative, based at the University of Michigan's Center for Social Solutions (CSS), to leverage a national network of scholars working in partnership with community-based organizations to develop proposals for research-informed and location-specific reparation plans. Four member institutions—**Concordia College** (MN), **Connecticut College**, **Wesleyan College**, and **Wofford College**—participate in the project through CIC. The initiative is funded by a \$5 million grant to the Center for Social Solutions from the Mellon Foundation as part of the Foundation's "Just Futures: Advancing a More Democratic Society" program, led by Earl Lewis, founding director of CSS and Thomas C. Holt Distinguished University Professor of History, Afroamerican and African Studies, and Public Policy at the University of Michigan.

Humanities Research for the Public Good

This initiative develops institutional capacity for student research in the humanities to address community interests and concerns. Faculty members, collection specialists,

administrators, and students from 49 CIC member institutions collaborated with community partners to support undergraduate research projects and public programs that engage issues of community concern while drawing upon unique collections held by institutional libraries, archives, or museums. (For the list of participating institutions, see page 54.) Additional grants will be awarded in 2023. The program is directed by Anne M. Valk, executive director of the American Social History Project/Center for Media and Learning at the CUNY Graduate Center. This initiative is generously funded by the Mellon Foundation.

New Currents in Teaching Philosophy

This week-long program helps faculty members at CIC institutions learn more about innovative approaches to teaching philosophy that have the potential to revitalize philosophy programs and attract more undergraduates to philosophy as a major or minor field of study. Led by Edward J. (Ned) Hall, Norman E. Vuilleumier Professor and former chair of the philosophy department at Harvard University, institutes in 2021, 2022, and 2023 feature leading philosophers from public and private research universities who are also innovators in the teaching of philosophy. The 2022 Institute took place on July 24–28, in Baltimore, Maryland. (For the list of participants, see page 56.) This initiative is generously funded by the Mellon Foundation with supplemental support from the National Endowment for the Humanities.

HUMANITIES RESEARCH FOR THE PUBLIC GOOD

49
participating
member institutions
collaborated with
community partners to
support undergraduate
research projects
and public programs
that engage issues of
community concern

Deliberation & Debate: Advancing Civil Discourse through Courses for First- Year Students

A series of workshops developed by CIC prepared faculty members who teach first-year courses to use techniques that promote civil discourse—such as logical argument, the use of evidence, and empathic listening—in either new or modified courses that are taken by most or all freshmen. Workshops in 2020, 2021, and 2022 accommodated 20 teams of two faculty members who regularly teach first-year courses and who have the institution's approval to design new courses or integrate aspects of civil debate into existing courses. The final workshop was held July 17–20, 2022, in Washington, DC. Twenty teams of two faculty members participated in the workshop. (For the list of participating institutions, see page 57.) Michael Gilligan, CIC senior



CIC's Teaching European Art in Context Seminars are designed to strengthen the teaching of art history at CIC member institutions. The summer 2022 seminar explored "Critical Making: Knowledge and Art in the Early Modern Globe, c. 1400–1660," and was held June 19–24 at the Allen Memorial Art Museum of Oberlin College in Ohio. (For the list of participants, see page 58.) The program is generously supported by the Samuel H. Kress Foundation.

Pictured: Portable Altar in a Carrying Case (Christ on the Mount of Olives) 1608, Jacopo Ligozzi (Italian, 1547–1626)

advisor and president emeritus of the Henry Luce Foundation, directed the program, which is generously supported by the Charles Koch Foundation with supplemental support from the National Endowment for the Humanities.

Teaching Interfaith Understanding Seminars

CIC has offered these seminars for faculty members in partnership with Interfaith America (formerly Interfaith Youth Core) since 2015. The program helps faculty members strengthen the teaching of interfaith understanding, develop new courses and resources, and build an expanding network of educators. Twenty-three faculty members participated in the June 19–22, 2022, seminar in Chicago, Illinois. (For the list of participants, see page 57.) The seminars have been generously supported by the Henry Luce Foundation and currently by Lilly Endowment Inc.

Independent Pathways: Community College Transfer in the Liberal Arts and Ohio Consortium for Transfer Pathways to the Liberal Arts

Creating a "culture of transfer" in North Carolina and Ohio is the goal of two pilot programs sponsored by CIC in partnership with North Carolina Independent Colleges and Universities (NCICU) and the Ohio Foundation of Independent Colleges (OFIC). The projects seek to ensure that students are carefully advised from their first year at a two-year college until graduation with a bachelor's degree, following tailored curricula in specific fields

in the liberal arts. The North Carolina project is supported by the Teagle Foundation, while the Ohio project is supported by the Teagle Foundation and Arthur Vining Davis Foundations.

CONSORTIA AND COLLABORATIONS

By establishing consortia and fostering collaboration among private colleges and universities and by partnering with other organizations, CIC offers cost-effective and efficient programs and services to its members.

Online Course Sharing Consortium

Three hundred twelve colleges and universities are members of CIC's Online Course Sharing Consortium (CIC-OCSC), powered by Acadeum, which supports an online platform on which to share courses, transfer credits, and manage financial transactions. Participating institutions offer a broad catalog of 7,328 courses. Participating institutions pre-approve transcript credits at the home institution and transfer financial aid between institutions. A Northeast Summit on Improving Retention & Student Success for CIC-OCSC member institutions was hosted by Bay Path University (MA) on August 18, 2022. (For the list of Consortium member institutions in 2021–2022, see pages 36–42.)

CIC Tuition Exchange Program

More than 2,000 students were accepted into CIC's Tuition Exchange Program (CIC-TEP) during

the 2021–2022 academic year. Nearly 440 colleges and universities (roughly two-thirds of all CIC members) from 47 states and seven countries are TEP members. This program allows qualifying employees of participating member institutions and their spouses and dependents to attend any college or university in the network tuition free. (For the list of CIC-TEP member institutions in 2021–2022, see pages 36–42.) The program’s administrative online portal was recently updated to provide liaisons with a user-friendly interface, and a new feature allows students to apply to the program directly online, easing some of the administrative burden for liaison officers.

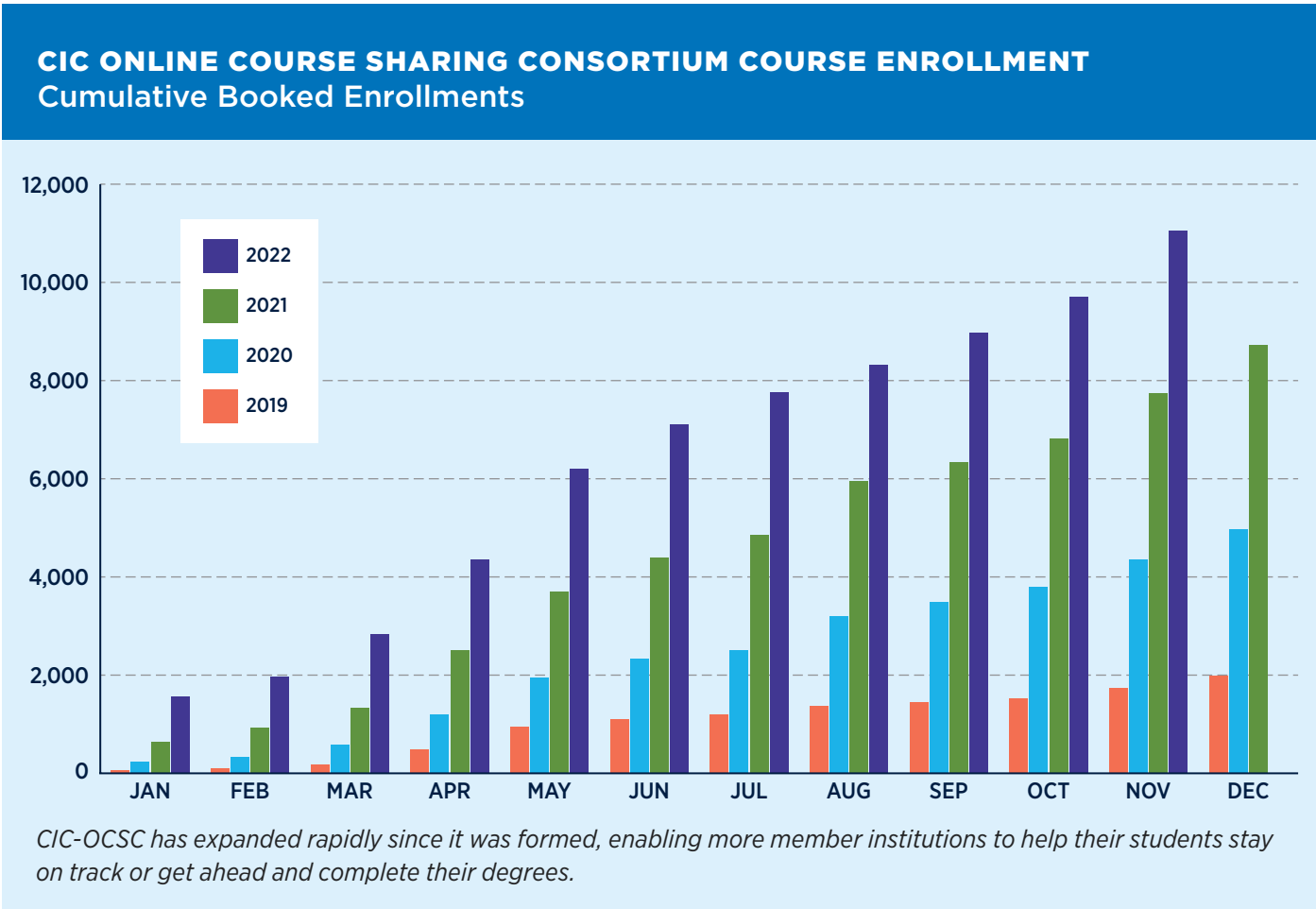
PROGRAMS AND SERVICES FOR STATE COUNCIL EXECUTIVES

CIC actively supports the advancement of State Councils—consortia of independent colleges and universities with the mission of strengthening their member institutions through four priority areas: fundraising for student scholarships, leveraging corporate networks for financial support and career pathways for students, developing collaborative programs for member institutions, and “making the case” for independent higher education. CIC provides scholarships, matching grants for state-based programming, professional development

opportunities, and consulting to its 26 State Councils, and organizes conferences, webinars, and workshops.

CIC/UPS Scholarships

In July 2022, CIC distributed more than \$1.4 million to 26 State Councils through the 2021–2022 CIC/UPS Scholarships grant program. Distributed annually through State Council members of CIC, awards for the 2021–2022 academic year provided \$3,200 scholarships to 449 full-time undergraduates who qualify as low-income, minority, first-generation, or new American students. Since the inception of the program in 1985,



more than \$62 million has been awarded in scholarship grants to state associations to assist 22,220 first-generation, low-income, minority, or new American students at independent colleges across the country.

Scholarship Challenge Grants

This competitive program allows CIC State Councils to apply for grants to match scholarship funds raised for students enrolled at State Council member institutions. In 2021–2022 CIC awarded eight State Councils grants of \$149,000 with an anticipated reach of 160 State Councils colleges and universities. Since its inception, the Scholarship Challenge Grant program has generated over \$3.7 million in new scholarships for deserving students across the country.

Capacity-Building Grants

These competitive grants are awarded to State Councils to enhance their capacity to raise funds on behalf of their member institutions. The grants typically address operational needs and help State Councils succeed by offsetting the costs of consultants, new staff, or marketing materials that will improve fundraising. CIC awarded \$69,139 to eight State Councils during the 2021–2022 academic year. Since the program's inception, approximately \$550,000 has been distributed to fund 64 grant programs.

First Opportunity Partners Grants

With financial support from an annual grant provided by the UPS Foundation, these grants support

state-based diversity programs that improve access and success for first-generation, minority, low-income, or new American students at independent colleges and universities. The grants fund multi-college projects, with project leadership and matching funds provided by State Councils. In 2021–2022 CIC awarded conditional grants to three State Councils: \$48,538 to the Associated Colleges of Illinois and Wisconsin Association of Independent Colleges and Universities, and \$13,300 to the Virginia Foundation for Independent Colleges. Since the start of the program, approximately \$1.6 million has been distributed to fund 52 grant programs. Reported matching funds total more than \$2 million, which brings the total economic impact of these grant programs to more than \$3.6 million.

Career-Readiness Initiative

CIC received a \$30,000 grant from the UPS Foundation toward support of a career-readiness initiative, the Bright Futures Internships project, in collaboration with the UPS Talent Acquisition Management Team. The grant supported CIC services that prepared CIC/UPS Scholarship recipients to apply for paid internships with UPS. Internships were available in a wide range of fields including human resources, marketing, engineering, information technology, finance, and accounting. The project concluded in the fall of 2022.

PROGRAMS AND SERVICES FOR NetVUE MEMBERS

Established in 2009 through a generous grant from Lilly Endowment Inc., CIC's national Network for Vocation in



Tuskegee University



Noted author and scholar Eddie S. Glaude, Jr. delivered a powerful keynote address at the March 24–26 2022 NetVUE Conference in Dallas, Texas, about the paradox of liberal education—its capacity to produce critical thinkers, but also to form them to align with current cultural norms.

Undergraduate Education (NetVUE) helps faculty and staff members develop vocational reflection and discernment among students. NetVUE activities include a biennial national conference, regional gatherings and multi-campus collaborations, faculty seminars, campus visits and consulting services, online resources and networking, and the development of scholarly resources. In addition, a variety of grant opportunities are available to NetVUE member institutions to support professional development and vocation-related programming on their campuses. In September 2022, the network included a total of 291 colleges and universities and nine organizational members. (For the list of NetVUE member institutions in 2022, see pages 36–43.)

NetVUE Conference

Under the theme “Called into Community: Vocation, Engagement, and Difference,” CIC’s 2022 NetVUE

Conference explored issues of justice, inclusion, and the common good. The conference, which attracted a record 789 participants, took place in Dallas, Texas, March 24–26.

NetVUE Grant Programs

To date, the Lilly Endowment has provided CIC over \$26 million in support of NetVUE programs and services. Two-thirds of the Lilly Endowment funds to CIC are designated to support vocational exploration activities on NetVUE member campuses through a range of NetVUE grant programs.

Program Development Grants

NetVUE Program Development Grants are intended to deepen, expand, refresh, or otherwise strengthen vocational exploration programs that are already underway and supported by NetVUE member colleges and universities. In February 2022, 12 institutions were awarded

grants for projects that began May 1, 2022. (For the list of recipients, see page 59.) To date, CIC has awarded a total of nearly \$8.7 million to 173 different NetVUE member institutions over nine rounds of grants.

Professional Development Awards

NetVUE Professional Development Awards support activities that enhance the knowledge, skills, and expertise of staff and faculty members involved in undergraduate vocational initiatives. In 2022, CIC awarded Professional Development Awards to 31 NetVUE member institutions. (For the list of recipients, see page 60.) In this ninth round of selection, CIC awarded over \$298,000 in support, bringing the total provided for NetVUE Professional Development Awards to nearly \$1.8 million since 2014.

Vocation across the Academy Grants

This NetVUE grant program is designed to help colleges and universities strengthen the link between professional preparation and their students’ exploration of meaning, purpose, and identity. In May 2022, CIC awarded Vocation across the Academy Grants totaling over \$211,000 to nine NetVUE member institutions for projects that began that summer. (For the list of recipients, see page 60.) To date, through five rounds of these grants, CIC has awarded a total of over \$2 million to 65 institutions.

Grants for Reframing the Institutional Saga

CIC's newest grant program offers grants of up to \$40,000 over two years for institutions to re-examine and reframe the ways that they narrate their histories, balancing their received identity and heritage with an openness to diversity and inclusion. In early 2022, CIC awarded 24 institutions over \$942,000 in support. (For the list of recipients, see page 60.) This brings the total provided for both rounds of Reframing the Institutional Saga grants to over \$1.6 million.

Grants for NetVUE Organizational Members

Supported by a new award from Lilly Endowment Inc., CIC will offer grants to NetVUE organizational members of \$3,000 to \$25,000. The grants will be used to strengthen these higher education associations and can be used to host a gathering of the organization (for example, in conjunction with the biennial NetVUE Conference). CIC issued an official invitation for applications in March 2020, with proposals accepted on a rolling basis. Three organizations, the Association of Catholic Colleges and Universities, the Council for Christian Colleges & Universities, and the Network of ELCA Colleges and Universities, have received grants to date.

Additional NetVUE Offerings

Regional Gatherings

NetVUE hosts smaller regional gatherings for faculty members and staff at NetVUE member institutions, typically focusing

on a specific theme or topic. The gatherings provide participants with opportunities to exchange knowledge, program ideas, and best practices. In late October 2021, **Dominican University** (IL) held *The Change a Difference Makes: Enriching Vocation through Religious Diversity*, in June 2022, St. Norbert College hosted *Engaging Faculty Members in the Work of Vocation*, and during the fall of 2022 two additional gatherings were held—*Scientific Callings: Mentoring and Vocational Exploration in the Natural and Health Sciences* (Assumption University and College of the Holy Cross) and *Institutional Saga: A Tool for Aligning Mission, Vocation, and Innovation* (Schreiner University).

Faculty Seminars

CIC offers multidisciplinary seminars to help faculty members of NetVUE institutions strengthen the teaching of vocational exploration, develop new courses, design new course content, create or improve pedagogical resources, and expand the network of faculty members who are committed to teaching vocational exploration. Twelve faculty members, specializing in a wide range of academic disciplines, participated in the fifth Teaching Vocational Exploration seminar, which took place in Indianapolis, Indiana, June 13–17, 2022. (For the list of participants, see page 58.) The program was led by Paul J. Wadell, professor emeritus of theology and religious studies at St. Norbert College, and Darby Kathleen Ray, Donald W. and Ann M. Harward Professor of Civic Engagement and professor of religious studies at Bates College. The next seminar will take place June 12–16, 2023.

Scholarly Resources Project

NetVUE's Scholarly Resources Project develops materials for teaching and research related to vocational exploration and discernment. Past scholars in this project collaborated on three books, all published by Oxford University Press: *At This Time and In This Place: Vocation and Higher Education*, *Vocation across the Academy: A New Vocabulary for Higher Education*, and *Hearing Vocation Differently: Meaning, Purpose, and Identity in the Multi-Faith Academy*. A grant that Lilly Endowment Inc. awarded CIC in 2018 will help produce two additional books. Project director Erin VanLaningham, professor of English at Loras College and editor of the next volume, has convened three gatherings of contributors for the next volume. The final gathering of the 12 contributors took place in Minneapolis, Minnesota, August 8–11, 2022. (For the list of participants, see page 59.) The volume will focus on vocation, work, and the common good. It is expected to be published in late 2023.

Online Resources

NetVUE also provides a number of online resources for its members, including dedicated webpages within CIC's website; an online community; a publicly accessible blog, www.vocationmatters.org; a Twitter feed, [@vocationmatters](https://twitter.com/vocationmatters); and a podcast, *Callings: Conversations on College, Career, and a Life Well Lived*. Recordings and other records of most NetVUE virtual events are available to faculty members and staff at member institutions through the NetVUE Online Community.



2021–2022 CIC Awardees

CIC presents annual awards to celebrate and honor organizations and individuals who have contributed generously to independent higher education—through their professional expertise, philanthropic generosity, or both.

CIC announced the recipients of its annual awards during the 2022 Presidents Institute and the 2021 Institute for Chief Academic Officers with Chief Student Affairs and Chief Diversity Officers.

The 2022 Allen P. Splete Award for Outstanding Service went to **Judith Block McLaughlin** in recognition of her contributions to strengthening the leadership pipeline and contributing to the success of more than 1,000 college and university presidents. McLaughlin is educational chair of the Harvard Seminar for New Presidents and the Harvard Seminar for Experienced Presidents.

The 2022 Award for Philanthropy (Individual) honors **Robert Hale and Karen Hale** for their visionary leadership in philanthropic and volunteer support of higher education. The Hales' generous contributions to **Connecticut College** for scholarships, campus programs,

facilities, and infrastructure projects have benefited countless faculty members and students. Through the New Breeze Foundation, they have given their time and talents to raising funds for the college education of children of fallen service members.

The 2022 Award for Philanthropy (Organization) was presented to **Cannon Charitable Interests** in recognition of the organization's generous support of higher education, health care, human services, and community. Grants from the foundation, which is composed of the Cannon Foundation, the Charles A. Cannon Charitable Trusts, and the Mariam and Robert Hayes Charitable

Trust, have allowed **Wingate University** and more than 25 additional independent colleges and universities in North Carolina and other states to complete significant projects and implement new programs on their campuses.

The 2021 Chief Academic Officer Award was presented to **Ron Cole**, provost and dean of the college of **Allegheny College**, in recognition of his support of colleagues at independent colleges and universities. He has led the Mentor Program for New CAOs in 2018 and 2019. Since 2017, Cole has shared his knowledge and advice as a presenter for the CIC Workshops for Department and Division Chairs.

 [View videos of interviews with each 2022 Presidents Institute award recipient.](#)

The videos highlight conversations between Judith Block McLaughlin and Elfred Anthony Pinkard, president of **Wilberforce University**; Robert Hale and Katherine Bergeron, president of **Connecticut College** and then-chair of the CIC Board of Directors; and Gene Cochran and William Cannon by Rhett Brown, president of **Wingate University**.



LEFT: Judith Block McLaughlin, senior lecturer on education and educational chair of the Harvard Seminar for New Presidents, received the 2022 Allen P. Splete Award for Outstanding Service.



RIGHT: The 2022 Award for Philanthropy (Individual) honored Robert and Karen Hale for their visionary leadership in philanthropic and volunteer support of higher education. Pictured (front row) are Robert's mother, Judith B. Hale; Robert and Karen Hale; (back row) Joseph Rovin, presidential spouse at **Connecticut College**; Katherine Bergeron, president of **Connecticut College**; and CIC President Marjorie Hass.



LEFT: Ron Cole, provost and dean of **Allegheny College**, received the 2021 Chief Academic Officer Award in recognition of his support of colleagues at independent colleges and universities.



RIGHT: CIC presented awards for service to the Chief Academic Officers Task Force to Yolanda Williams Page, vice president for academic affairs, **Dillard University**; Aimee Sapp, vice president and dean for academic affairs, **William Woods University**; and Dean A. Pribbenow, vice president for academic affairs and dean of faculty, **Elmhurst University**. Also pictured are CIC President Marjorie Hass and CIC Senior Advisor for Academic Programs Katherine Whatley.



LEFT: The 2022 Award for Philanthropy (Organization) recognized Cannon Charitable Interests for the organization's generous support of higher education, health care, human services, and community. Pictured are presidents of institutions in North Carolina that have received generous support from Cannon Charitable Interests: Daniel G. Lugo of **Queens University of Charlotte**, Rhett Brown of **Wingate University**, David Nelson of **Catawba College**, and Kyle Farmbry of **Guilford College**. Also pictured are **Connecticut College** President Katherine Bergeron and CIC President Marjorie Hass.



RIGHT: Long-serving members of the Presidential Spouses and Partners Task Force, which plans the spouses and partners programming at the Institute, were awarded for their dedicated service. Pictured are Cayce L. McCormick of **Schreiner University**, Constance Currier Holoman of **Centenary College of Louisiana**, and J. Lawrence Smith of **York College of Pennsylvania**. Also pictured is CIC President Hass.



Minor Mickel Shaw, president of Micco, LLC, received the 2022 Charles W. L. Foreman Award, which recognizes a college president or corporate trustee who has demonstrated an outstanding record of service in support of the mission and work of CIC State Councils. Shaw has dedicated her career to public service and to promoting higher education in South Carolina. Shaw served on the SCICU board for 14 years, including as chair from 1995-1997. In 2011, she joined her father as a life trustee of the SCICU organization. She continues to support SCICU through annual gifts to the SCICU Student/Faculty Undergraduate Research Program and the SCICU Student Lifeline Grants Program. Shaw's family created the Daniel-Mickel Foundation which has contributed more than \$1.7 million to SCICU programs over the past 50 years. This award recognized Shaw for her unfailing devotion to the advancement of independent colleges and universities and the students they serve, and her distinguished service, philanthropy, and leadership.

Independent Higher Education's Contributions to Society

CIC serves as a national voice for independent higher education. Through its publications and media outreach, CIC promotes the distinctive qualities of liberal arts education offered by small and mid-sized, teaching-oriented, private colleges and universities.

RESEARCH STUDIES AND FACT SHEETS

Research Reports

To address important issues facing the independent college sector and member needs, CIC periodically produces research reports on timely topics. CIC published a number of research reports and resources in 2022:

Diversity, Civility, and the Liberal Arts: Reflections on a CIC Initiative



Released in summer 2022, *Diversity, Civility, and the Liberal Arts: Reflections on a CIC Initiative* offers practical resources and lessons learned from two CIC Institutes created to help institutions respond to protest and advance diversity by leaning into their teaching and learning missions. Fifty institutions sent teams of faculty members, academic administrators, and student affairs administrators to workshops in 2018 and 2019 to develop specific diversity, equity, and inclusion projects. The Institutes were directed by Beverly Daniel Tatum, president emerita of Spelman College. Several eventful years after the Institutes took place, participants convened to reflect on lessons learned and how their participation in the Institutes shaped campus efforts. This report not only summarizes Institute takeaways but also looks forward,

exploring the changing context of DEI work in a new era marked by a contentious presidential election, racial reckoning inspired by the murder of George Floyd, and a global pandemic.

Affordable Access: OER at CIC

Making college more affordable, particularly for historically underrepresented students, was the objective of this initiative to reduce textbook costs at small and mid-sized independent colleges and universities. With funding from the William and Flora Hewlett Foundation, the project continues CIC’s long commitment to foster collaboration and capacity building in online learning. *Access and*

Innovation: The Use of OER at Smaller Independent Colleges and Universities to Support Historically Underrepresented Students, showcases existing textbook cost-saving initiatives at CIC member institutions—focusing on historically black colleges and universities, predominantly black institutions, Hispanic-serving institutions, and emerging Hispanic-serving institutions—and details best practices. The project was directed by edBridge Partners.

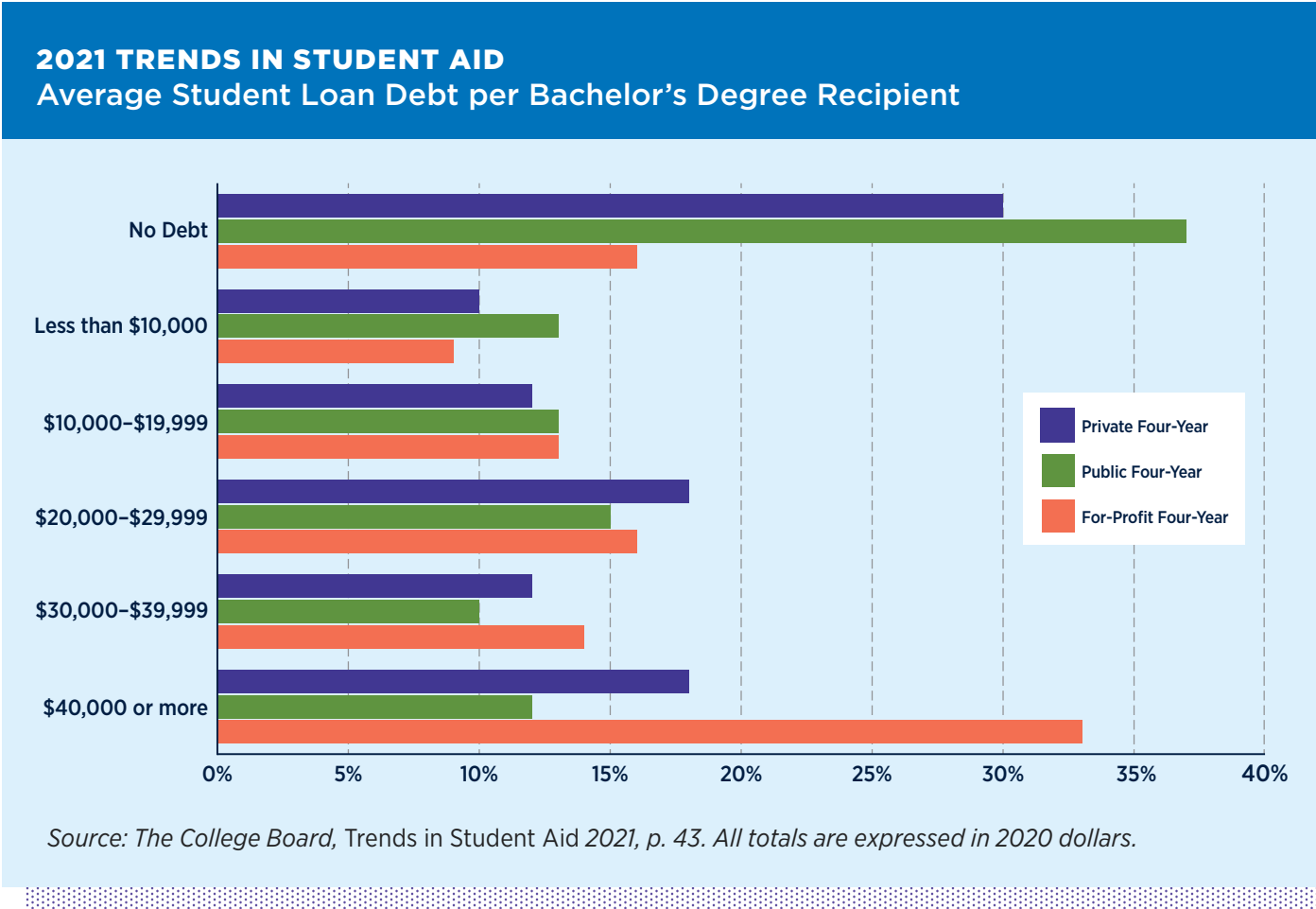
Resources for Reckoning with the Legacies of Slavery

In summer 2022 CIC announced three new resources to help member colleges and universities explore, teach, and

address the multiple legacies of slavery in American life. Members can view a virtual symposium tackling issues of memory and teaching; consult a resource database of ongoing work from CIC member institutions; and subscribe to a new blog sharing current information about CIC’s Legacies of American Slavery initiative. Visit www.legaciesofslavery.net for the latest news about this initiative. (For the list of Partners, see page 54.)

Student Debt Fact Sheets

To help campus leaders and the broader public better understand college affordability and student debt levels, in January 2022,



CIC released updated analyses on student debt. The ninth annual edition of “Student Debt: Know the Facts” is designed to help college and university presidents counter misperceptions with data and provide explanations that can be shared with their leadership team, trustees, alumni, prospective students and their families, and journalists.

Charts and Data Website

Since 2005, CIC has provided a robust, searchable website with more than 100 charts, data, and other resources to “make the case” for the educational quality and effectiveness of independent colleges and universities. CIC’s charts and reports can be downloaded for inclusion in campus presentations and reports

or easily shared via social media. All resources are accessible for download at www.cic.edu/resources-research/charts-data.

Independent Newsletter

CIC’s *Independent* newsletter includes information on CIC’s latest programs and services as well as a column on higher education issues, news briefs on higher education research, and highlights from member institutions. All issues are available at www.cic.edu/independent.

Social Media

CIC’s main Twitter feed, @CICnotes, provides news and notes about the independent sector of higher

education, with 2,580 followers. The @SmartColleges twitter feed has 5,400 followers. CIC also encourages campus leaders to follow its LinkedIn page, engage with the site, and make CIC part of their professional networks: www.linkedin.com/company/council-of-independent-colleges.

Letters to Government Officials

CIC signed onto 11 letters to government officials spearheaded by the American Council on Education and the National Association of Independent Colleges and Universities to urge action or weigh in on policy decisions.

Articles, Op-Eds, and Coverage of CIC Programs and Services

CIC serves as a national voice for independent higher education through media interviews, opinion pieces, and articles. CIC also helps reporters identify sources among member institutions, increasing the representation of smaller independent colleges in media coverage. The following are highlights from 2021-2022:

“The problems are national, but the solutions are local,” says Hass. “In other words, each institution has to find its particular combination of business model, mission, and culture that’s sustainable.”

The Chronicle of Higher Education
Surviving Among the Giants: As growth has become higher ed’s mantra, some colleges seek to stay small.

“One of the things that is a hallmark of the American education system is the notion of independent higher education—student-centered learning that is transformational for individuals and for the communities they live in.”

The Business Journals
Expert View: What’s working and not working as private colleges struggle with enrollment, financial pressures

“You can raise tuition as high as you want, but if you can’t provide additional need-based aid to match that, you’re just going to price students out of your college,” Hass said. “It’s more complicated than just picking a dollar number.”

Inside Higher Ed
Tuition Increases Remain at a Historic Low



Organizational Capacity

CIC's fundraising efforts generate grants for programs and projects, contributions, and sponsorships for annual events and conferences.



Resource Development

CIC's fundraising efforts generate grants for programs and projects, contributions, and sponsorships for annual events and conferences. CIC received financial support between July 1, 2021, and June 30, 2022, from the following donors and sponsors:

Ad Astra
Academic Search
AE7 Architects & Planners
AGB Consulting
AGB Search
American Academic Leadership Institute
American Council of Learned Societies
Anthology
Aramark Collegiate Hospitality
Ardeo Education Solutions
Art & Science Group, LLC
Arthur Vining Davis Foundations
Asset Strategy Consultants
AVI Food Systems, Inc.
BHDP
BKD CPAs & Advisors
Blue Moon Consulting Group
Bon Appétit Management Company
Brown, Hendrix & Associates
Campus Prevention Network by Vector Solutions
Capital Education
Capture Higher Ed
Casagrande Consulting, LLC
Charles Koch Foundation
Collegis Education
Credo
Derck & Edson, LLC
Dynamic Campus
EAB
EIIA

Ellucian
Encoura
EY-Parthenon
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Flywire
GMB Architecture + Engineering
Goff Public
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Nearpeer
Parkhurst Dining
Partners Development
Pearl Meyer
Pioneer College Caterers
RH Perry & Associates

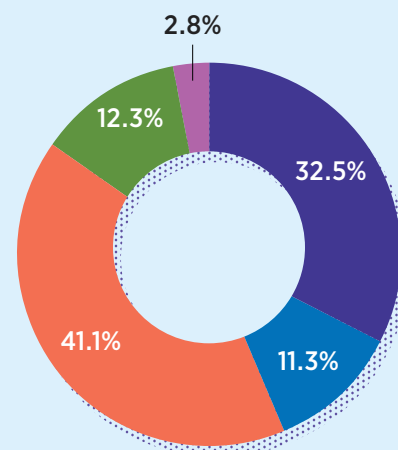
RNL
RW Jones Agency
SAGE Scholars Inc.
Samuel H. Kress Foundation
Scott Healy & Associates
Shorelight
Sodexo
Spelman Johnson
Stamats
Steptoe & Johnson PLLC
Stevens *Strategy*, LLC
Synergis Education
The Mellon Foundation
The Chronicle of Higher Education
The Collaborative
The Dysart Group
The Hill Group, Inc.
The Henry Luce Foundation, Inc.
The Registry
The Virtual Care Group
The Teagle Foundation
The UPS Foundation, Inc.
TIAA
Westfall Gold
William and Flora Hewlett Foundation
W. M. Keck Foundation
Wiley University Services
Ziegler

Financial Statement

Statement of revenues, expenses, and change in assets without donor restrictions for the year ended June 30, 2022.

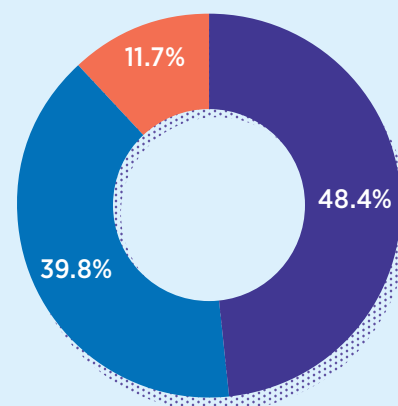
REVENUES

Membership Dues	4,861,597
Participant Registration Fees	1,695,502
Foundation Grants and Corporate Support	6,141,129
Endowment Assets Released (4.5 Percent Drawdown)	1,841,559
Interest, Dividends, and Other Income from Operations	414,006
Total Revenues	\$14,953,793



EXPENSES

Programs, Projects, and Services	7,006,414
Grants/Scholarships to Colleges, Universities, and State Council Members	5,755,073
Administrative and Supporting Services	1,704,743
Total Expenses	\$14,466,230



NET ASSETS

Change in Net Assets without Donor Restrictions	\$487,563
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A copy of the audited financial statements will be provided upon request.



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Presidential Spouse, Philander Smith College

J. Lawrence Smith
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Provost and Vice President
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Christian College

Lisa Long
Acting President, Provost and
Executive Vice President, and Vice
President for Academic Affairs,
Talladega College

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Adolphus College

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Senior Advisor for Academic
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Julie D. Massey
Chief of Staff and Secretary
to the Board of Trustees,
St. Norbert College

Charlie T. McCormick
President, Schreiner University

Kathleen F. Weaver
Associate Provost for Research
and Professional Development,
Loyola Marymount University

STATE COUNCILS ADVISORY COUNCIL

Robert Bartlett
President, Michigan Colleges
Alliance

Katie Conboy
Saint Mary's College

Treva Haugaard
Council of Independent Nebraska
Colleges Foundation

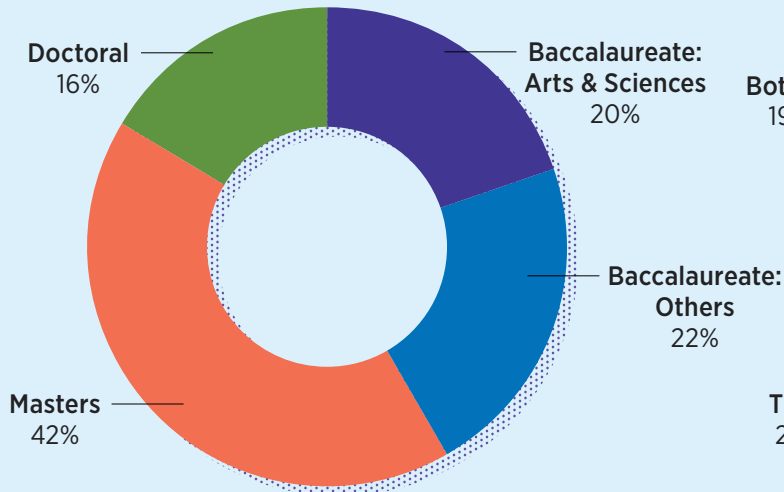
Matthew Shank
Virginia Foundation for
Independent Colleges

William (Bill) J. Spiker (*Ex Officio*)
President, Ohio Foundation of
Independent Colleges

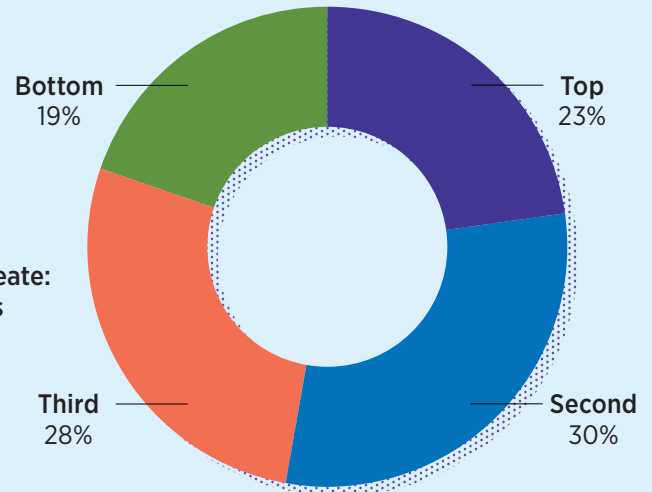
Terri Standish-Kuon
President and CEO, Independent
Colleges of Washington

2021–2022 CIC Institutional Members Profile

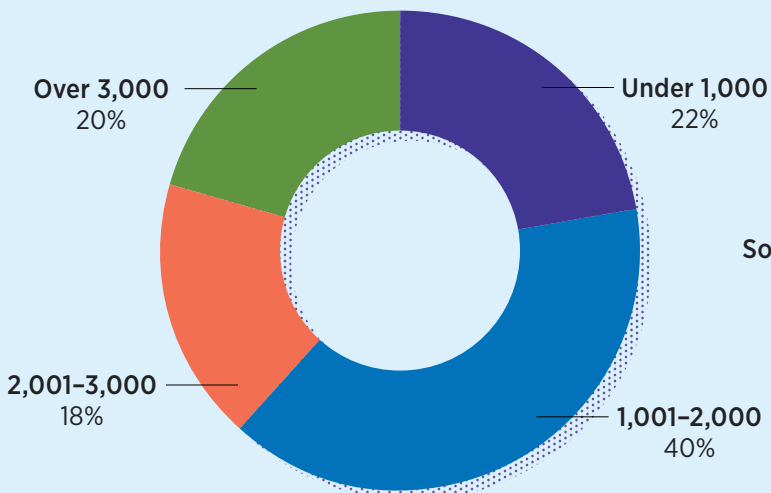
Carnegie Classification



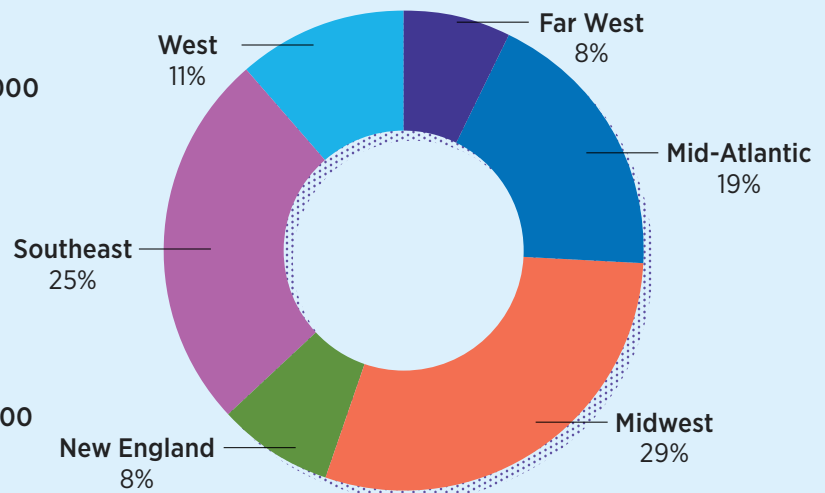
Financial Quartile



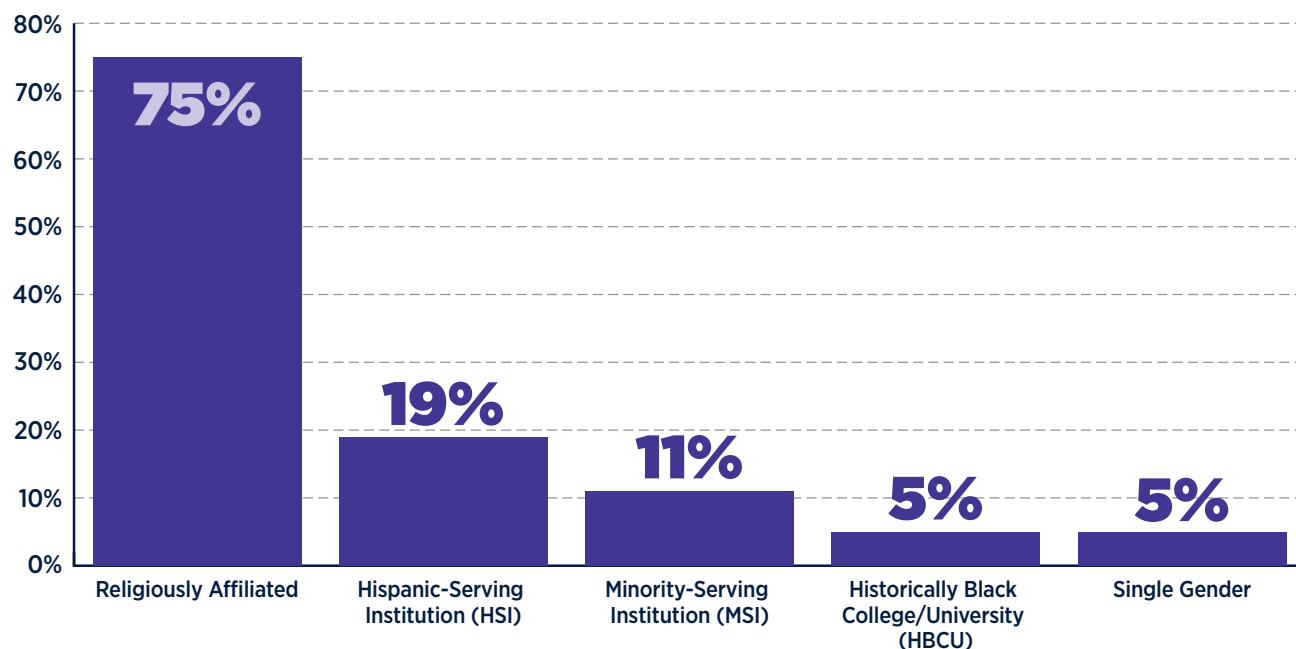
Enrollment Size



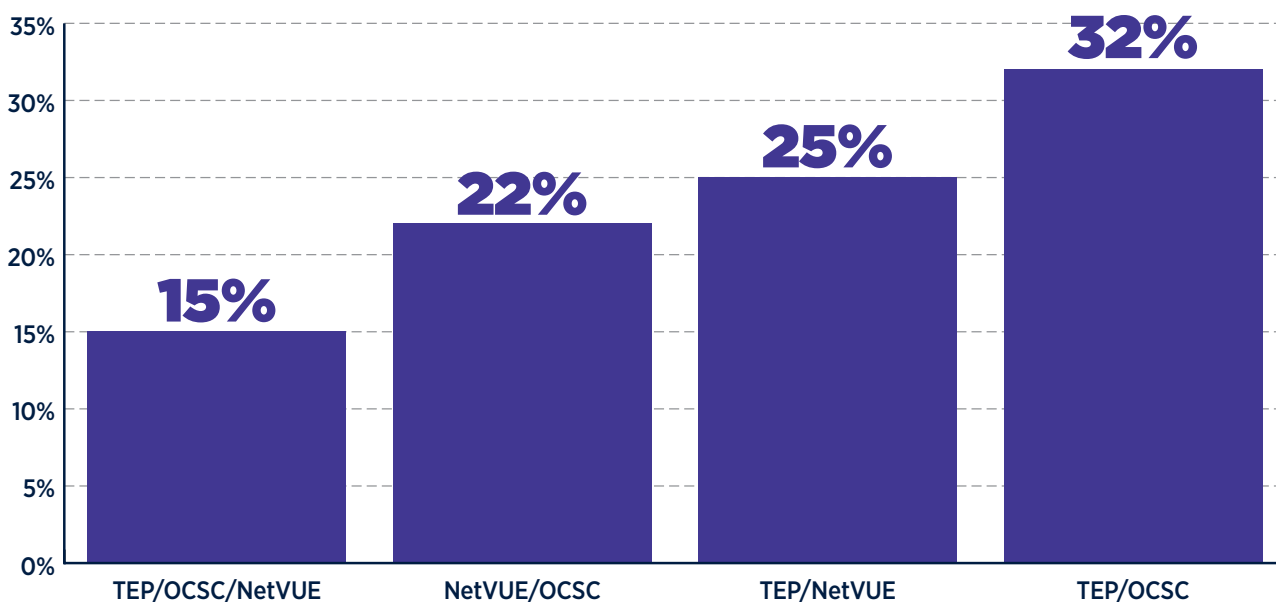
Region



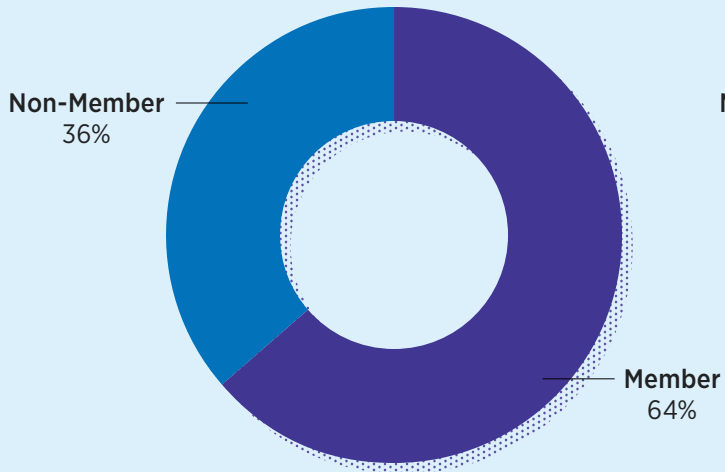
CIC MEMBERS WITH INSTITUTIONAL MISSIONS



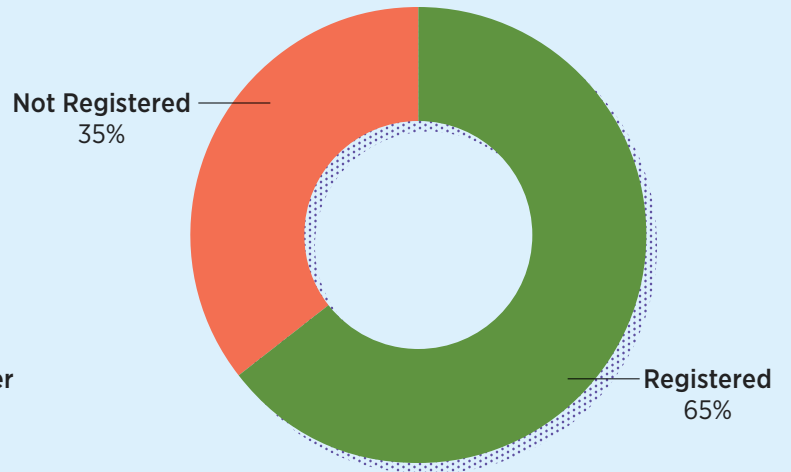
NETWORK PARTICIPATION AMONG CIC MEMBERS



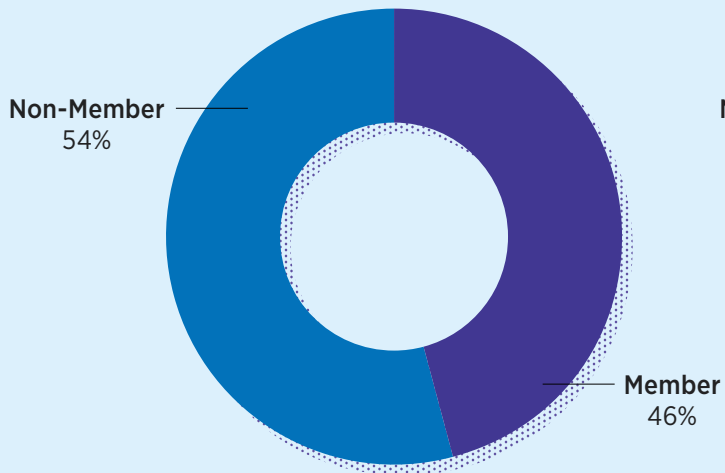
TEP Participation



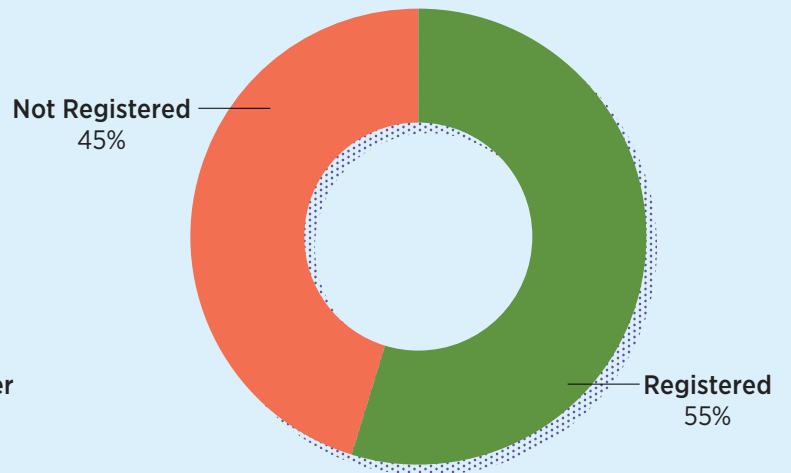
2022 Presidents Institute Registration



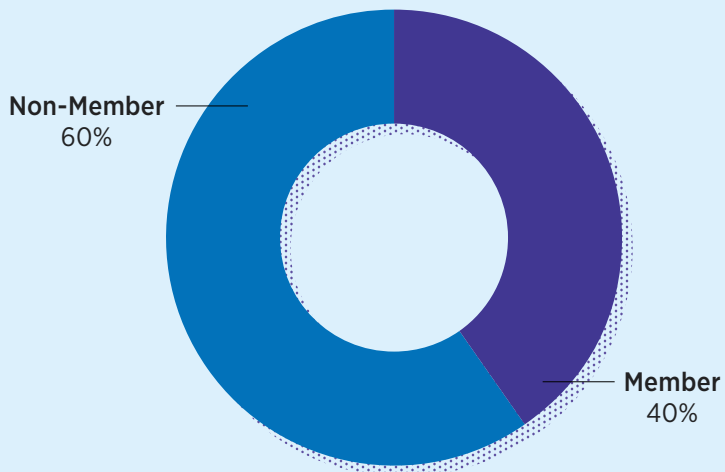
OCSC Participation



2021 CAO Institute Registration



NetVUE Participation



Members of CIC (June 2022)

CIC supports a strong membership. In 2021–2022, the Council served 690 independent colleges and universities—including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, the Council supported 71 national, state, and regional organizations that were Affiliate or State Council members.

INSTITUTIONAL MEMBERS

Alabama

Birmingham-Southern College
Huntingdon College ^{T, N}
Miles College [○]
Oakwood University [○]
Samford University ^N
Spring Hill College ^{T, N}
Stillman College ^{T, N, ○}
Talladega College [○]
Tuskegee University ^{T, ○}
University of Mobile ^{N, ○}

Alaska

Alaska Pacific University ^T

Arizona

Prescott College ^T

Arkansas

Hendrix College ^{T, N}
John Brown University ^{N, ○}
Lyon College ^T
Philander Smith College ^{T, N}
University of the Ozarks ^{T, N, ○}

California

Azusa Pacific University ^N
Biola University
Brandman University

California Baptist University ^T
California Lutheran University ^N
Concordia University Irvine [○]
Dominican University of California ^T
Fresno Pacific University ^T
Golden Gate University ^T
Holy Names University ^{T, ○}
La Sierra University [○]
Life Pacific University ^T
Loma Linda University [○]
Marymount California University [○]
Mount Saint Mary's University [○]
Notre Dame de Namur University ^{T, N, ○}
Pacific Union College [○]
Pepperdine University ^N
Pitzer College
Point Loma Nazarene University ^N
Saint Mary's College of California
Scripps College
Simpson University ^{T, ○}
UMass Global [○]
University of La Verne ^N
University of Redlands
Westmont College ^{N, ○}
Whittier College
William Jessup University ^{T, ○}
Woodbury University ^{T, ○}

Colorado

Colorado Christian University
Colorado College
Naropa University ^T
University of Denver

Connecticut

Albertus Magnus College ^{T, ○}
Connecticut College
Goodwin University ^{T, ○}
Mitchell College ^{T, ○}
Trinity College
University of Bridgeport ^T
University of New Haven ^T
University of Saint Joseph ^T

Delaware

Goldey-Beacom College ^{T, ○}
Wilmington University ^T

Florida

AdventHealth University ^N
Ave Maria University ^T
Beacon College ^T
Bethune-Cookman University
Eckerd College ^N
Edward Waters University ^{T, ○}
Flagler College ^T
Florida Memorial University [○]
Hodges University
Lynn University ^T
Palm Beach Atlantic University ^{N, ○}
Rollins College
Saint Leo University [○]
Southeastern University ^{T, ○}
St. Thomas University ^{T, ○}
Stetson University ^T
Warner University ^T

^T = CIC members that participated in the CIC Tuition Exchange Program in 2021–2022

^N = CIC members that were 2022 NetVUE members

[○] = CIC members that were CIC Online Course Sharing Consortium members in 2021–2022

Georgia

Agnes Scott College^N
Berry College^N
Brenau University^T
Clark Atlanta University
Covenant College^{N, O}
LaGrange College^{T, N, O}
Life University
Morehouse College^N
Oglethorpe University^O
Piedmont University^{T, N, O}
Point University^O
Reinhardt University^{T, N, O}
Shorter University^O
Spelman College^N
Thomas University^T
Wesleyan College^{T, N, O}
Young Harris College^T

Hawaii

Chaminade University of
Honolulu^{T, O}
Hawaii Pacific University^O

Idaho

Northwest Nazarene University
The College of Idaho^T

Illinois

Augustana College^{N, O}
Aurora University^{T, N, O}
Benedictine University^{T, N}
Blackburn College^{T, N, O}
Bradley University
Columbia College Chicago^T
Concordia University Chicago^O
Dominican University^{T, N}
Elmhurst University^{T, N, O}
Eureka College^{T, O}
Greenville University^{N, O}
Illinois College^{T, N}
Illinois Wesleyan University^{T, N, O}
Judson University^T
Knox College
Lake Forest College^T
Lewis University^{T, N}
Lincoln College^T
McKendree University^{T, O}
Methodist College^T
Millikin University^{T, O}
Monmouth College^{T, N, O}
National Louis University^T

North Central College^{T, N}
North Park University^N
Olivet Nazarene University^O
Principia College
Quincy University^{T, O}
Rockford University^{T, O}
Saint Xavier University^{T, O}
Trinity Christian College^{T, N, O}
University of St. Francis^{T, N, O}
Wheaton College^{N, O}

Indiana

Anderson University^{T, N, O}
Bethel University^O
Butler University^{N, O}
Calumet College of St. Joseph^{T, O}
DePauw University
Earlham College^N
Franklin College^{T, N, O}
Goshen College^{N, O}
Grace College and Seminary^{T, N}
Hanover College^{T, N}
Holy Cross College^{T, N}
Huntington University^{T, O}
Indiana Institute of Technology^O
Indiana Wesleyan University^{N, O}
Manchester University^{T, N}
Marian University^{T, N, O}
Oakland City University^N

Saint Mary-of-the-Woods College^{T, N}
Saint Mary's College^{T, N, O}
Taylor University
Trine University^{T, O}
University of Evansville^T
University of Indianapolis^{T, N, O}
University of Saint Francis^{T, N}
Valparaiso University^{N, O}
Wabash College^{N, O}

Iowa

Briar Cliff University^{T, O}
Buena Vista University^T
Central College^{T, O}
Clarke University^{T, O}
Coe College^N
Cornell College^{T, O}
Divine Word College^T
Dordt University^O
Drake University^{T, O}
Graceland University^{T, O}
Grand View University^{T, N}
Grinnell College
Iowa Wesleyan University^T
Loras College^{T, N, O}
Luther College^{N, O}
Morningside University^{T, N, O}
Mount Mercy University^T
Northwestern College^{T, N, O}



Buena Vista University



Bard College at Simon's Rock (MA)

Simpson College ^{T, N, O}
 St. Ambrose University ^{T, N, O}
 University of Dubuque ^{T, N, O}
 Upper Iowa University ^T
 Wartburg College ^N
 William Penn University ^T

Kansas

Baker University ^T
 Benedictine College ^{T, O}
 Bethany College ^{T, N}
 Bethel College ^{T, O}
 Friends University ^{T, N, O}
 Hesston College ^O
 Kansas Wesleyan University ^{T, O}
 McPherson College ^{T, O}
 MidAmerica Nazarene University ^T
 Newman University ^{T, N}
 Ottawa University ^{T, N, O}
 Southwestern College ^{T, N}
 Sterling College ^{T, O}
 Tabor College ^{N, O}
 University of Saint Mary ^{T, N, O}

Kentucky

Alice Lloyd College ^T
 Asbury University ^O
 Bellarmine University ^{N, O}
 Berea College ^T

Brescia University ^{T, O}
 Campbellsville University ^T
 Centre College
 Georgetown College ^{T, N, O}
 Kentucky Wesleyan College ^N
 Lindsey Wilson College ^{T, N}
 Midway University ^T
 Spalding University ^{T, O}
 Thomas More University ^T
 Transylvania University ^{N, O}
 Union College ^{T, N}
 University of Pikeville ^{T, N, O}
 University of the Cumberlands ^T

Louisiana

Centenary College of Louisiana ^{T, N}
 Dillard University ^{T, O}
 Franciscan Missionaries of Our Lady
 University ^{T, N}
 University of Holy Cross
 Xavier University of Louisiana

Maine

Husson University ^T
 Saint Joseph's College of Maine ^{T, N, O}
 Thomas College ^T
 Unity College
 University of New England ^T

Maryland

Capitol Technology University ^{T, O}
 Goucher College ^O
 Hood College ^O
 Loyola University Maryland ^N
 McDaniel College ^N
 Mount St. Mary's University ^{T, N}
 Notre Dame of Maryland
 University ^{T, N}
 St. John's College
 Stevenson University ^T
 Washington Adventist University ^O
 Washington College

Massachusetts

American International College ^{T, O}
 Anna Maria College ^T
 Assumption University ^{T, N}
 Bard College at Simon's Rock
 Bay Path University ^{T, N, O}
 Cambridge College ^O
 Curry College ^T
 Dean College ^{T, O}
 Eastern Nazarene College ^O
 Elms College ^{T, O}
 Emerson College
 Emmanuel College
 Endicott College ^{T, O}
 Fisher College ^{T, O}
 Gordon College ^{N, O}
 Hampshire College
 Lasell University ^O
 Lesley University ^T
 Merrimack College ^N
 Nichols College ^T
 Pine Manor College
 Regis College ^T
 Simmons University
 Springfield College ^{T, O}
 Stonehill College ^{N, O}
 Western New England University ^{T, O}
 Wheaton College ^T

Michigan

Adrian College ^T
 Albion College ^{T, N, O}
 Alma College ^{T, N, O}
 Andrews University ^{N, O}
 Aquinas College ^{T, N, O}
 Baker College ^O
 Calvin University ^{N, O}
 Cornerstone University ^{N, O}

Finlandia University ^{T,N,O}
Hillsdale College ^T
Hope College ^N
Kalamazoo College
Madonna University ^T
Olivet College ^{T,O}
Rochester University ^N
Siena Heights University ^{T,O}
Spring Arbor University ^T

Minnesota

Augsburg University ^{T,N,O}
Bethany Lutheran College ^O
Bethel University ^{N,O}
College of Saint Benedict
Concordia College ^{T,N,O}
Concordia University, St. Paul ^{T,N}
Gustavus Adolphus College ^N
Hamline University ^{T,O}
Martin Luther College ^O
North Central University
Saint John's University
Saint Mary's University of
Minnesota ^N
St. Catherine University ^{T,O}
St. Olaf College ^N
The College of St. Scholastica ^{T,N}
University of Northwestern-
St. Paul ^{T,O}

Mississippi

Millsaps College ^{T,N}
Rust College
Tougaloo College ^N

Missouri

Avila University ^{T,N,O}
Central Methodist University ^{T,N}
College of the Ozarks ^{T,N}
Columbia College ^T
Cottey College ^{T,O}
Culver-Stockton College ^T
Drury University ^{T,N,O}
Fontbonne University ^{T,N,O}
Hannibal-LaGrange University ^O
Kansas City Art Institute ^T
Lindenwood University ^T
Logan University ^{T,O}
Maryville University of Saint Louis ^T
Missouri Baptist University ^T
Missouri Valley College ^{T,O}
Park University ^{T,O}

Rockhurst University ^T
Southwest Baptist University
Stephens College ^T
University of Health Sciences and
Pharmacy in St. Louis ^T
Webster University ^T
Westminster College ^{T,O}
William Jewell College ^T
William Woods University ^{T,N,O}

Montana

Carroll College ^{T,N}
Rocky Mountain College ^T
University of Providence ^{T,N,O}

Nebraska

Bellevue University ^T
Bryan College of Health Sciences ^T
College of Saint Mary ^{T,O}
Doane University ^T
Hastings College ^{T,N,O}
Midland University ^{T,O}
Nebraska Methodist College ^{T,O}
Nebraska Wesleyan University ^{N,O}
Union College ^{N,O}

Nevada

Sierra Nevada College

New Hampshire

Colby-Sawyer College ^{T,N,O}
Franklin Pierce University ^T
New England College ^T
Rivier University ^{T,N}
Saint Anselm College ^{T,O}
Southern New Hampshire
University ^T

New Jersey

Bloomfield College ^{T,N,O}
Caldwell University ^{T,O}
Centenary University ^{T,O}
Drew University ^{T,N}
Fairleigh Dickinson University ^T
Felician University ^T
Georgian Court University ^{T,N,O}
Monmouth University ^T
Rider University
Saint Elizabeth University ^{T,O}
Saint Peter's University ^{T,O}

New Mexico

St. John's College
University of the Southwest ^{T,N}

New York

Bard College
Cazenovia College ^T
Clarkson University ^O
College of Mount Saint Vincent ^{T,O}
Daemen College ^T
Dominican College ^{T,O}
D'Youville College ^{T,N}
Elmira College
Hartwick College ^O
Hilbert College ^{T,O}
Houghton College ^{N,O}
Ithaca College
Keuka College ^{T,O}
Manhattan School of Music
Manhattanville College ^{T,O}
Maria College ^{T,O}
Marymount Manhattan College ^T
Medaille College ^{T,O}
Mercy College
Molloy College ^{T,O}
Mount Saint Mary College ^{T,O}
Nazareth College ^O
New York Institute of Technology ^O
Nyack College ^{T,O}
Pace University ^T
Paul Smith's College ^{T,O}
Roberts Wesleyan College ^{T,N}
Russell Sage College ^T
Siena College ^T
St. Bonaventure University ^T
St. John Fisher College ^T
St. Joseph's College ^{T,O}
St. Lawrence University
St. Thomas Aquinas College ^T
The College of Saint Rose ^O
The King's College ^T
Utica College ^T
Villa Maria College ^O
Wagner College ^N
Wells College

North Carolina

Barton College ^{T,O}
Belmont Abbey College ^T
Bennett College ^N
Brevard College ^{T,N,O}
Campbell University ^{T,N}

Catawba College ^{T, N, O}
 Chowan University ^T
 Elon University
 Gardner-Webb University ^{T, O}
 Guilford College ^T
 High Point University
 Johnson C. Smith University ^T
 Lees-McRae College ^O
 Lenoir-Rhyne University ^{T, N, O}
 Livingstone College ^T
 Mars Hill University ^{T, O}
 Meredith College ^T
 Methodist University
 Montreat College ^{T, N}
 North Carolina Wesleyan College ^{T, O}
 Pfeiffer University ^{T, N, O}
 Queens University of Charlotte ^{T, O}
 Saint Augustine's University ^T
 Salem College ^{T, O}
 Shaw University ^T
 St. Andrews University ^{T, N}
 University of Mount Olive ^T
 Warren Wilson College ^{N, O}
 William Peace University ^{T, O}
 Wingate University ^{T, N, O}

North Dakota

University of Jamestown ^{T, O}
 University of Mary ^{T, N}

Ohio

Antioch College
 Ashland University ^{T, N, O}
 Baldwin Wallace University ^{T, N, O}
 Bluffton University ^{T, N, O}
 Capital University ^{T, N}
 Cedarville University ^{T, O}
 Defiance College ^{T, O}
 Denison University
 Franciscan University of
 Steubenville ^{T, N}
 Franklin University ^{T, O}
 Heidelberg University ^{T, O}
 Hiram College ^{N, O}
 John Carroll University ^{T, N}
 Kenyon College
 Kettering College ^O
 Lake Erie College ^T
 Lourdes University ^{T, O}
 Malone University ^{T, N, O}
 Marietta College ^{T, O}
 Mount St. Joseph University ^{T, N, O}

Mount Vernon Nazarene
 University ^{T, N, O}
 Muskingum University ^{T, N, O}
 Notre Dame College ^{T, N, O}
 Oberlin College
 Ohio Dominican University ^{T, N, O}
 Ohio Northern University ^O
 Ohio Wesleyan University ^{N, O}
 Otterbein University ^O
 The College of Wooster ^N
 The University of Findlay ^{T, N, O}
 Tiffin University ^{T, O}
 University of Mount Union ^{T, N, O}
 University of Rio Grande ^{T, O}
 Ursuline College ^{T, N, O}
 Walsh University ^{T, O}
 Wilberforce University ^{T, O}
 Wilmington College ^T
 Wittenberg University ^{T, N, O}

Oklahoma

Oklahoma City University ^T
 Oral Roberts University

Oregon

Bushnell University ^{T, N}
 Corban University ^O
 George Fox University
 Lewis & Clark College
 Linfield University ^{N, O}
 Pacific University
 Reed College
 Warner Pacific University ^{T, O}
 Willamette University

Pennsylvania

Albright College ^O
 Allegheny College ^{T, N, O}
 Alvernia University ^{T, N}
 Arcadia University ^{T, N}
 Bryn Athyn College ^{T, N, O}
 Bucknell University
 Cabrini University ^T
 Carlow University ^{T, N}
 Cedar Crest College ^{T, O}
 Chatham University ^T
 Chestnut Hill College ^{T, N, O}
 Delaware Valley University
 DeSales University ^{T, N, O}
 Duquesne University ^T
 Eastern University ^T
 Elizabethtown College ^T

Franklin & Marshall College
 Gannon University ^T
 Geneva College ^{T, N, O}
 Gettysburg College
 Grove City College ^{N, O}
 Gwynedd Mercy University ^{T, N, O}
 Haverford College
 Holy Family University ^T
 Immaculata University ^T
 Juniata College ^O
 Keystone College ^T
 King's College ^{T, N}
 La Roche University ^T
 Lafayette College
 Lebanon Valley College
 Manor College ^T
 Marywood University ^{T, N}
 Mercyhurst University
 Messiah University ^{N, O}
 Misericordia University ^T
 Moravian University ^O
 Mount Aloysius College ^T
 Muhlenberg College ^N
 Neumann University ^{T, O}
 Pennsylvania College of Art
 & Design ^O
 Point Park University ^{T, O}
 Robert Morris University ^{T, O}
 Rosemont College ^T
 Saint Francis University ^T
 Saint Vincent College ^{T, N}
 Seton Hill University ^{T, N}
 Susquehanna University ^N
 Swarthmore College
 Thiel College ^{T, N, O}
 University of Scranton ^{T, N}
 Ursinus College ^N
 Washington & Jefferson College ^N
 Waynesburg University ^{T, N}
 Westminster College ^{T, N}
 Widener University ^T
 Wilkes University ^T
 Wilson College ^{T, O}
 York College of Pennsylvania ^{T, O}

Puerto Rico

Universidad del Sagrado Corazón

Rhode Island

Roger Williams University ^{T, O}
 Salve Regina University ^N



Schreiner University

South Carolina

Allen University[○]
 Anderson University^{T,○}
 Benedict College^{N,○}
 Charleston Southern University[○]
 Claflin University^T
 Coker University^{T,N,○}
 Columbia College^{T,○}
 Converse University^{T,○}
 Erskine College^T
 Furman University^N
 Limestone University^T
 Morris College
 Newberry College^{T,N,○}
 Presbyterian College^{T,N,○}
 Southern Wesleyan University[○]
 Spartanburg Methodist College^T
 Voorhees College[○]
 Wofford College^N

South Dakota

Augustana University^N
 Dakota Wesleyan University^{T,N,○}
 Mount Marty University^T
 Presentation College^T
 University of Sioux Falls^{T,N}

Tennessee

Bethel University^T
 Carson-Newman University^{T,○}
 Christian Brothers University^{T,○}

Fisk University
 Freed-Hardeman University[○]
 King University^{T,N,○}
 Lane College^{T,N,○}
 Lee University^{T,N,○}
 LeMoyné-Owen College[○]
 Lincoln Memorial University^T
 Lipscomb University^N
 Maryville College^{T,N,○}
 Milligan University
 Rhodes College^N
 Sewanee: The University of the South^N
 Southern Adventist University^{N,○}
 Tennessee Wesleyan University^T
 Trevecca Nazarene University^{T,○}
 Tusculum University^{T,○}

Texas

Abilene Christian University
 Austin College^{T,N}
 Baylor University^N
 Concordia University Texas^{T,N,○}
 Criswell College[○]
 Dallas Baptist University
 East Texas Baptist University^{T,○}
 Hardin-Simmons University^{T,○}
 Huston-Tillotson University^T
 Jarvis Christian College^{T,N,○}
 LeTourneau University^N
 McMurry University^{T,○}

Our Lady of the Lake University^{T,N}
 Parker University
 Schreiner University^{N,○}
 Southwestern Adventist University[○]
 Southwestern University^{T,N}
 St. Edward's University^{T,N,○}
 St. Mary's University^{T,N,○}
 Texas Christian University
 Texas College
 Texas Lutheran University^{T,N,○}
 Texas Wesleyan University^{T,○}
 Trinity University^N
 University of Dallas^T
 University of St. Thomas^T
 University of the Incarnate Word^{T,○}
 Wayland Baptist University
 Wiley College^{T,○}

Utah

Westminster College[○]

Vermont

Bennington College
 Champlain College
 Landmark College
 Middlebury College
 Norwich University^{T,○}
 Saint Michael's College[○]

Virginia

Averett University^T
 Bluefield University^{T,N,○}
 Bridgewater College^{T,N}
 Eastern Mennonite University^{N,○}
 Emory & Henry College^{T,○}
 Ferrum College^{T,N,○}
 Hampden-Sydney College^N
 Hollins University^T
 Mary Baldwin University^T
 Marymount University
 Randolph College^{T,○}
 Randolph-Macon College^{T,N}
 Regent University^T
 Roanoke College^{T,N}
 Shenandoah University^{T,○}
 Southern Virginia University^T
 Sweet Briar College^{T,○}
 University of Lynchburg^{T,○}
 University of Richmond
 Virginia Union University^{T,N}
 Virginia Wesleyan University^{T,○}
 Washington and Lee University



Washington

Gonzaga University
Heritage University ^{T, N, O}
Pacific Lutheran University ^N
Saint Martin's University ^{T, N}
Seattle Pacific University ^N
University of Puget Sound
Walla Walla University ^O
Whitman College
Whitworth University ^N

Washington, DC

Gallaudet University

West Virginia

Alderson Broaddus University ^{T, O}
Bethany College ^T
Davis & Elkins College ^{T, N}
University of Charleston ^T
West Virginia Wesleyan College ^T
Wheeling University ^T

Wisconsin

Alverno College ^T
Beloit College ^O
Cardinal Stritch University ^{T, N}
Carroll University ^{T, N}
Carthage College ^N
Concordia University Wisconsin ^{T, N}
Edgewood College ^{T, N, O}
Lakeland University ^T
Marian University ^{T, O}
Mount Mary University ^{T, N}

Northland College ^T
Ripon College ^T
St. Norbert College ^{T, N}
Viterbo University ^{T, N}
Wisconsin Lutheran College ^{N, O}

INTERNATIONAL MEMBERS

Al Akhawayn University, Morocco ^O
American College of Greece ^T

American University in Bulgaria
American University of Beirut, Lebanon
American University of Kuwait ^T
American University of Nigeria
American University of Sharjah, United Arab Emirates ^T
Booth University College, Canada
Burman University, Canada
Canadian Mennonite University ^N
CETYS University, Mexico ^O
Forman Christian College, Pakistan ^T
Franklin University Switzerland
John Cabot University, Italy
Lebanese American University
Redeemer University, Canada
Saint Monica University, Cameroon ^T
The American University of Paris, France
The King's University, Canada
Universidad Politecnica Internacional, Costa Rica

ASSOCIATE MEMBERS

Cox College
Jacksonville College (TX)
Louisburg College
Trocaire College ^{T, N, O}

NEW MEMBERS IN 2021-2022

Institutional Members

Abilene Christian University
Antioch College
Bard College
Bradley University
Delaware Valley University (PA)
Eastern Nazarene College
Hesston College
Hodges University
Lees-McRae College

LeMoyne-Owen College
Loma Linda University
Martin Luther College
Olivet Nazarene University
Pennsylvania College of Art & Design
Point University
Rochester University (MI)
Southwestern Baptist University
UMass Global
Washington College (MD)

International Member

The King's University, Canada

AFFILIATE MEMBERS

Accreditation Council for Business Schools and Programs
American Council of Learned Societies
American Councils for International Education
American Historical Association
Appalachian College Association
Associated Colleges of the Midwest
Associated Colleges of the South
Association of Advanced Rabbinical and Talmudic Schools
Association of Catholic Colleges and Universities ^N
Association of Independent Colleges & Universities
in Massachusetts
Association of Independent Colleges and Universities
of Ohio
Association of Presbyterian Colleges and Universities ^N
Christian College Consortium
Coalition for College Cost Savings
Concordia University System
Conference for Mercy Higher Education
Council for Advancement and Support of Education
Council for Christian Colleges & Universities ^N
Council of American Overseas Research Centers
Council of Colleges and Universities of the Christian
Church (Disciples of Christ)
Council of Independent Colleges in Virginia
Council on Library and Information Resources
Council on Undergraduate Research
EDUCAUSE
Federation of Independent Illinois Colleges & Universities
Gilder Lehrman Institute of American History
Lutheran Educational Conference of North America
Millennium Campus Network
National Association of Independent Colleges and
Universities
National Association of Intercollegiate Athletics
National Humanities Alliance
National Student Clearinghouse
Nazarene Colleges Council of Education
Network of ELCA Colleges and Universities ^N
New American Colleges and Universities
New Hampshire College & University Council
North American Coalition for Christian Admissions
Professionals
Project Pericles
Society for Classical Studies
The Annapolis Group of Liberal Arts Colleges, Inc.
The Great Lakes Colleges Association
The Phi Beta Kappa Society
Tuition Plan Consortium/Private College 529 Plan
United Methodist Church General Board of Higher
Education and Ministry ^N

Women's College Coalition
Yes We Must Coalition

STATE COUNCIL MEMBERS

Alabama Association of Independent Colleges and
Universities
Arkansas' Independent Colleges and Universities
Associated Colleges of Illinois
Association of Independent Kentucky Colleges and
Universities
Council of Independent Nebraska Colleges Foundation
Florida Independent College Fund
Independent College Fund of Maryland
Independent College Fund of New Jersey
Independent Colleges and Universities of Texas Foundation
Independent Colleges of Indiana
Independent Colleges of Washington
Independent Higher Education of Colorado Fund
Iowa College Foundation
Louisiana Independent College Foundation
Michigan Colleges Alliance
Minnesota Private College Fund
Missouri Colleges Fund
North Carolina Independent Colleges and Universities
North Dakota Independent College Fund
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
Oregon Alliance of Independent Colleges and Universities
South Carolina Independent Colleges and Universities
Virginia Foundation for Independent Colleges
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and
Universities



St. Norbert College

CIC Staff and Senior Advisors

CIC STAFF

(as of November 2022)

Sherita C. Ashmon

Director of State Council Programs
and Networks Support

Allison Blackburn

Vice President for Conferences

Faith Brown

Membership Services and Tuition
Exchange Program Manager

Alana K. Cassidy

Director of Sponsorships

Sheila Cooper

Office Manager

Christopher Dodds

Senior Director of Digital
Communications and Strategy

Mike Donnelly

Assistant to the Senior Vice
President of Academic Programs

Michelle Friedman

Senior Director of Programs

Stephen Gibson

Director of Programs

Harold V. Hartley III

Senior Vice President

Marjorie Hass

President

Susan Jenkins

Assistant Vice President for
Communications

Philip M. Katz

Director of Projects

Christoph M. Kunkel

Senior Vice President and
Chief of Staff

Vanessa N. Long

Manager of State Council
Programs and Finance

Emilee Jane O'Dell

Projects Coordinator

Jo Ellen Parker

Senior Vice President

Robert Powers

Director of Finance

Jason Rivera

Director of Strategic Research

Leslie A. Rogers-Brown

Conference Manager

Samantha Sabalis

Director of Development

Kathleen Smith

Executive Assistant to the President

Matt Trainum

Vice President of Networks and
Strategic Partnerships

Titilayo Ufomata

Senior Vice President for
Academic Programs

Keith A. Wallace

Director of Administration

Jeff Woods

Director of Presidential Engagement

NetVUE STAFF

(July 2021–June 2022)

Carter Aikin

Grant Director, NetVUE

Daniel O. Aleshire

Program Evaluator, NetVUE

David S. Cunningham

Director, NetVUE

Lynn Hunnicutt

Assistant Director, NetVUE

Hannah Shell

Online Community Coordinator,
NetVUE

Rachel F. Pickett

Webinar Coordinator, NetVUE

Lynne M. Spoelhof

Program Manager, NetVUE

Erin A. VanLaningham

Director, NetVUE Scholarly
Resources Project; Co-Host,
NetVUE Podcast



Frederik Ohles
Senior Advisor and Director,
Presidential Vocation and
Institutional Mission Program

Michele D. Perkins
Co-Director, Presidents Governance
Academy

Mary Pat Seurkamp
Senior Advisor and Director,
New Presidents Program

Anne M. Valk
Senior Advisor and Director,
Humanities Research for the
Public Good

Sandra K. Webster
Evaluator, Seminars on Science
Pedagogy Project

Katherine M. Whatley
Senior Advisor, Seminars on
Science Pedagogy Project and
Academic Programs

Laura Wilcox
Senior Advisor, Communications

Mike Williams
Senior Advisor, Data and
Benchmarking Services

CIC ADVISORS

(July 2021–June 2022)

Roger Bowen
Senior Advisor and Director,
Visiting Fellows Program

David G. Brailow
Senior Advisor, Crafting Democratic
Futures Program and Fundraising

Edward J. Clark
Senior Advisor and Director,
Tuition Exchange Program

Jenifer O. Corn
Evaluator, Community College
Transfer Pathways Project

David S. Cunningham
Director, NetVUE

Richard Ekman
President Emeritus

Marylouise Fennell, RSM
Senior Counsel

Winnie Gerhardt
Project Director, Ohio Consortium
for Transfer Pathways to the
Liberal Arts

Michael Gilligan
Senior Advisor, Deliberation and
Debate Workshops

Jonnie G. Guerra
Senior Advisor, Ohio Consortium
for Transfer Pathways to the Liberal
Arts Project and Annual Programs

Edward J. Hall
Senior Advisor and Director,
New Currents in Teaching
Philosophy Institutes

Thomas L. Hellie
Co-Director, Presidents Governance
Academy

Constance Currier Holoman
Senior Advisor, Presidential Spouses
and Partners Program

Program Participants

PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION 2021-2022 PARTICIPANTS

Andrews University
Christon G. Arthur, Provost

Berry College
Mary K. Boyd, Provost*

College of Saint Mary
Sarah Kottich, Provost

Daemen College
Mimi Harris Steadman, Assistant Vice President for Academic Affairs and Strategic Management

Dominican University
Claire M. Noonan, Vice President for Mission and Planning*

Franklin & Marshall College
Margaret Hazlett, Vice President and Dean of Student Affairs

Guilford College
Ara Serjoie, Vice President for Advancement*

Indiana Wesleyan University
Abson Predestin Joseph, Vice President for Academic Affairs, Wesley Seminary

Lindsey Wilson College
Patricia Parrish, Vice President for Academic Affairs

Marian University (IN)
Kenith C. Britt, Senior Vice President of Strategic Growth and Innovation

Messiah University
Jon Stuckey, Executive Director of Development

Saint Michael's College
Dawn Marie Ellinwood, Vice President for Student Affairs and Dean of Students

Talladega College
Charles Smith, Special Assistant to the President and Director of Sponsored Programs and Title III*

Thiel College
Elizabeth Frombgen, Vice President for Academic Affairs and Dean of the College*

University of Scranton
Jeffrey Gingerich, Provost and Senior Vice President for Academic Affairs*

Utica College
Todd Joseph Pfannestiel, Provost and Senior Vice President for Academic Affairs

Wartburg College
Daniel R. Kittle, Vice President for Student Affairs and Dean of Students*

** Title when accepted into the program*



Central Methodist University

ALUMNI OF PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION PROGRAM WHO HAVE BECOME PRESIDENTS

The following 74 participants have been appointed as president of a college, university, or other higher education institution since completing one of the Presidential Vocation and Institutional Mission programs for prospective presidents.

Robin E. Baker

Provost, George Fox University,
to president of that university

J. Blair Blackburn

Executive vice president,
Dallas Baptist University, to
president, East Texas Baptist
University

Irma Becerra

Provost and chief academic officer,
St. Thomas University, to president,
Marymount University (VA)

Mark L. Biermann

Provost and executive vice president,
Valparaiso University, to president,
Blackburn College

Nancy H. Blattner

Vice president and dean for academic
affairs, Fontbonne University, to
president, Caldwell University

Mary K. Boyd

Provost, Berry College, to president
Emmanuel College

Brian Bruess

Executive vice president
and chief operating officer,
St. Catherine University, to
president, St. Norbert College

Sandra L. Cassidy

Vice president for strategic
initiatives and dean of the College
of Health and Human Services,
St. Ambrose University, to president,
Rockhurst University

Grant H. Cornwell

Vice president of the university
and dean of academic affairs,
St. Lawrence University, to
president, The College of Wooster

Debbie Cottrell

Vice president for academic affairs,
Texas Lutheran University, to
president of that university

Delmas S. Crisp, Jr.

Executive vice president and
academic dean, Methodist
University, to interim president
of that university

Suzanne Davis

Executive vice president and chief
legal officer, Greenville University,
to acting president of that university

Christine De Vinne

Vice president for academic affairs,
Notre Dame of Maryland University,
to president, Ursuline College

James S. Dlugos

Vice president and dean for
academic affairs, Saint Elizabeth
University, to president, Saint
Joseph's College of Maine

Bethami Dobkin

Provost and vice president for
academic affairs, Saint Mary's
College of California, to president,
Westminster College (UT)

Susan M. Donovan

Executive vice president, Loyola
University Maryland, to president,
Bellarmino University

Sandra Doran

Chief of staff, vice president and
general counsel, Lesley University,
to president, Salem College

Roger Drake

Vice president for administration
and finance, Lindsey Wilson College,
to president, Central Methodist
University

Patricia Draves

Vice president for academic
affairs and dean of the university,
University of Mount Union, to
president, Graceland University

Harry E. Dumay

Chief financial officer and vice
president for finance, Saint Anselm
College, to president, Elms College

Sherilyn Emberton

Provost and vice president for
academic affairs, East Texas
Baptist University, to president,
Huntington University

Tracy Y. Espy

Provost and vice president for
academic affairs, Pfeiffer University,
to president, Mitchell College

David R. Evans

Vice president for academic affairs
and dean of the faculty, Buena Vista
University, to president, Southern
Vermont College

Stephanie Fabritius

Vice president for academic
affairs and dean, Centre College,
to president, Associated Colleges
of the South



Clafin University

Rock Jones

Executive vice president and dean of advancement, Hendrix College, to president, Ohio Wesleyan University

Richard Jurasek

Executive vice president, Antioch College, to president, Medaille College

Chris Kimball

Provost and vice president for academic affairs, California Lutheran University, to president of that university

David A. King

Provost, Eastern University, to president, Malone University

Daniel Kittle

Vice president for student affairs and dean of students, Wartburg College, to president-elect, Dakota Wesleyan University

David Livingston

Vice president for advancement, Mercyhurst University, to president, Lourdes University

James P. Loftus

Vice president for enrollment management and student services, St. Ambrose University, to president, Cardinal Stritch University

Michael Looney

Chief academic officer, Schreiner University, to president, University of Pikeville

Joel W. Martin

Provost and dean of the faculty, Franklin & Marshall College, to president, Wagner College

Lizbeth Martin

Provost and vice president for academic affairs, Holy Names University, to president, Notre Dame de Namur University

Barbara A. Farley

Vice president for academic affairs and dean of the college, Augsburg University, to president, Illinois College

Travis Feezell

Provost, University of the Ozarks (AR), to president, Hastings College

Tracy Fitzsimmons

Vice president for academic affairs, Shenandoah University, to president of that university

Scott Flanagan

Vice president for enrollment and planning, Edgewood College, to president of that college

John Anthony “Tony” Floyd

Executive vice president, Coker University, to president, Mars Hill University

Vivia L. Fowler

Provost and vice president for academic affairs, Wesleyan College, to president of that college

Michael Frandsen

Vice president for finance and administration, Albion College, to interim president of that college, and to president, Wittenberg University

Jeff Gingerich

Provost and senior vice president for academic affairs, University of Scranton to president, St. Bonaventure University

Jonathan D. Green

Provost and dean of the faculty, Illinois Wesleyan University, to president, Susquehanna University

Bryon L. Grigsby

Senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College

Christopher L. Holoman

Provost and vice president for academic affairs, Hilbert College, to president, Centenary College of Louisiana

Joseph Jones

Vice rector for academic affairs, Forman Christian College, to president, Fresno Pacific University

Stacy McAfee

Associate vice president for external relations, strategic partnerships, and presidential initiatives, University of the Pacific (CA), to president, University College of the Cayman Islands

Charlie T. McCormick

Provost and vice president for academic affairs, Schreiner University, to president of that university

John N. McKeegan

Vice president for institutional advancement and general counsel, Linfield University, to president, Mount Aloysius College

Susan Pauly

Vice president for academic affairs and dean of the college, Mount Mercy University, to president, Salem College

Christine Pharr

Vice president for institutional advancement, College of Saint Mary (NE) to president, Mount Mary University (WI)

Elfred Anthony Pinkard

Executive vice president and provost, Wilberforce University, to president of that university

Laurie Quinn

Provost and senior vice president for academic affairs, Champlain College, to interim president of that college

Brian Ralph

Vice president for enrollment management, Queens University of Charlotte, to president, William Peace University

Rodney Reed

Dean of Christian formation, John Brown University, to chancellor, Indiana Wesleyan University-Marion

James Reynolds

Vice president for academic affairs, dean of the faculty, and interim president, Wilmington College (OH), to president of that college

Mark Roberts

Provost and vice president for academic affairs, Reinhardt University (GA), to interim president of that university

Janet H. Robinson

Provost, Lourdes University, to interim president of that university

Lori Rodrigues-Fisher

Provost, St. Ambrose University, to chancellor, Trinity College of Nursing and Health Sciences

Gerard J. Rooney

Executive vice president for enrollment, advancement, and planning, St. John Fisher College, to president of that college

B. David Rowe

Vice president for advancement, LaGrange College, to president, Centenary College of Louisiana

Suzanne Shipley

Vice president for academic affairs, Notre Dame of Maryland University, to president, Shepherd University

Jay K. Simmons

Vice president for academic affairs and dean, LaGrange College, to president, Iowa Wesleyan University

Carolyn Stefanco

Vice president for academic affairs and dean of the college, Agnes Scott College, to president, The College of Saint Rose

Donald B. Taylor

Provost and vice president for academic affairs, Benedictine University, to president, Cabrini University

Keith Taylor

Provost and vice president for academic affairs, Gannon University, to president of that university

Doris A. Tegar

Executive vice president, Bellarmine University, to interim president of that university

Marion Terenzio

Vice president for academic affairs and dean of the faculty, Bloomfield College, to president, State University of New York at Cobleskill

Kelly M. Thompson

Vice president for external relations and interim provost, Barton College, to president, Culver-Stockton College

Susan Traverso

Provost and senior vice president, Elizabethtown College, to president, Thiel College

Burton Webb

Vice president for academic affairs, Northwestern Nazarene University, to president, University of Pikeville

Jann Rudd Weitzel

Provost and vice president for academic affairs, Lindenwood University, to president, Cottey College

Michaele Whelan

Provost and vice president for academic affairs, Emerson College, to president, Wheaton College

Cynthia Zane

Chief academic officer and dean of the faculty, Mount St. Joseph University, to president, Hilbert College

EXECUTIVE LEADERSHIP ACADEMY 2021–2022 CIC PARTICIPANTS

Allegheny College

Ron Cole, Provost and Dean of the College

Alma College

Kathleen Dougherty, Provost and Senior Vice President for Academic Affairs

Assumption University

Conway Campbell, Vice President for Student Success

Benedict College

Emmanuel Lalande, Vice President for Enrollment Management and Student Services

Cabrini University

Chioma Ugochukwu, Provost and Senior Vice President for Academic Affairs

Cottey College

Joann Bangs, Vice President for Academic Affairs and Dean of the Faculty

Dillard University

Roland Bullard, Vice President for Student Success

Gannon University

Steven Mauro, Vice President of Strategy and Campus Operations

Grace College and Seminary

Andrew Flamm, President

Hood College

Deborah Ricker, Provost and Vice President for Academic Affairs

Jarvis Christian University

Cynthia Stancil, Chief of Staff/ Executive Assistant to the President/ Director of Administrative Management Programs and Title III

Malone University

Gregory Miller, President

Manhattan School of Music

Joyce Griggs, Executive Vice President and Provost

Maria College

Anne Jung, Vice President for Academic Affairs and Chief Academic Officer

Mount St. Joseph University (OH)

Jeffrey Briggs, Chief Financial Officer

Mount St. Joseph University (OH)

Paige Ellerman, Vice President Compliance, Risk, and Legal Affairs/ General Counsel

Nebraska Methodist College

Amy Clark, Vice President for Academic Affairs

Saint Joseph's College of Maine (ME)

Michael Pardales, Vice President and Chief Learning Officer

Saint Martin's University (WA)

Jennifer Bonds-Raacke, President

St. Catherine University

Anita Thomas, Executive Vice President and Provost

St. John's College (NM)

J. Walter Sterling, Dean of the College

University of Lynchburg

Allison Jablonski, Provost and Vice President for Academic Affairs

University of Puget Sound

Uchenna Baker, Vice President for Student Affairs and Dean of Students



College of Saint Benedict and Saint John's University

ALUMNI OF EXECUTIVE LEADERSHIP ACADEMY WHO HAVE BECOME PRESIDENTS

Since 2009, many participants from the Council of Independent Colleges and the American Association of State Colleges and Universities have been appointed as a college or university president or chancellor since completing the Executive Leadership Academy. The following are 57 CIC participants who advanced to presidencies.

Makola M. Abdullah

Provost and vice president for academic affairs, Florida Memorial University, to president, Virginia State University

Jeffrey Abernathy

Vice president for academic affairs and dean of the college, Augustana College (IL), to president, Alma College

Mark Biermann

Provost and executive vice president for academic affairs, Valparaiso University, to president, Blackburn College

Jennifer Bonds-Raacke

Vice president for academic affairs, St. Norbert College, to president, Saint Martin's University

Charlotte Borst

Vice president for academic affairs and dean of faculty, Whittier College, to president, The College of Idaho

Brett Bradfield

Provost and vice president for academic affairs, University of Sioux Falls, to president of that university

Marc Camille

Vice president for enrollment management and communications, Loyola University Maryland, to president, Albertus Magnus College

Seamus Carey

Dean of the College of Arts and Sciences, Sacred Heart University, to president, Transylvania University

Deborah Carlson

Vice president for organizational development, Nebraska Methodist College, to president of that college

Andrea Chapdelaine

Provost and vice president for academic affairs, Albright College, to president, Hood College

Gregg Chenoweth

Vice president for academic affairs, Olivet Nazarene University, to president, Bethel University (IN)

Ronald Chesbrough

Vice president for student affairs, Hastings College, to president, Cazenovia College

Bryan Coker

Vice president and dean of students, Goucher College, to president, Maryville College (TN)

John Comerford

Vice president for institutional advancement, Westminster College (MO), to president, Blackburn College

Christine De Vinne

Vice president for academic affairs, Notre Dame of Maryland University, to president, Ursuline College

Gregory Dewey

Provost, University of La Verne, to president, Albany College of Pharmacy and Health Sciences

Patricia H. Draves

Vice president for academic affairs and dean of the university, University of Mount Union, to president, Graceland University

Sherilyn Emberton

Vice president for academic affairs, Lincoln Memorial University, to president, Huntington University

Marcheta Evans

Vice president for academic affairs, Our Lady of the Lake University, to president, Bloomfield College

Travis Feezell

Provost, University of the Ozarks (AR), to president, Hastings College

Andrew Flamm

Executive vice president, Grace College and Seminary, to president of that college

Scott Flanagan

Executive vice president, Edgewood College, to president of that college

James Fleming

University vice president and interim vice president for advancement, Wheeling University, to president of that university

Wesley Fugate

Vice president and chief of staff, Randolph College, to president, Wilson College

Mary Ann Gawelek

Provost and dean of the faculty, Seton Hill University, to president, Lourdes University

Matthew Giordano

Vice president for academic affairs, Villa Maria College, to president of that college

Robert J. Graham

Provost and vice president for academic affairs, Grove City College, to president, Redeemer University

Bryon L. Grigsby

Senior vice president and vice president for academic affairs, Shenandoah University, to president, Moravian College

Bobby Hall

Executive vice president and provost, Wayland Baptist University, to president of that university

Susan Hasseler

Senior vice president for academic affairs and dean of the college, Augustana University (SD), to president, Muskingum University

Tina S. Holland

Senior vice president, Holy Cross College, to president, Franciscan Missionaries of Our Lady University

Mark Husbands

Vice president for academic affairs, Northwestern College (IA), to president, Trinity Western University

David Johns

Vice president for academic affairs and dean of the college, Union College (KY), to president, Ferrum College

Laurie Joyner

Vice president for planning and dean of the college, Rollins College, to president, Wittenberg University

Herbert King

Vice president for institutional advancement, Hampden-Sydney College, to president, Lees-McRae College

Lucas Lamadrid

Vice president for enrollment management and student affairs, Belmont Abbey College, to president, Marymount California University

Richanne C. Mankey

Vice president for academic affairs and dean of students, Daemen College, to president, Defiance College

Earl Martin

Executive vice president, Gonzaga University, to president, Drake University

Mark McCoy

Dean of the School of Music, DePauw University, to president of that university

Michael McDonald

Provost, Kalamazoo College, to president, the Great Lakes Colleges Association

Suzanne Mellon

Executive vice president, Saint Anselm College, to president, Carlow University

Gregory Miller

Provost, Malone University, to president of that university

Kim Mooney

Provost and vice president for academic affairs, Franklin Pierce University, to president of that university

Lynn M. Morton

Provost and vice president for academic affairs, Queens University of Charlotte, to president, Warren Wilson College

Douglas Palmer

Provost, Walsh University, to president, Culver-Stockton College

Jonathan Peri

Vice president and general counsel, Neumann University, to president, Manor College

Polly Peterson

Executive vice president, University of Jamestown, to president of that university

Christine Plunkett

Vice president for administration and finance, Burlington College, to president of Iowa Wesleyan University

David Podell

Vice president for academic affairs and dean of the faculty, Marymount Manhattan College, to president, MassBay Community College

Brian Posler

Executive vice president for academic affairs and dean of the College of Arts and Sciences, Baker University, to president, Lake Erie College

Julian Schuster

Provost, senior vice president, and chief operating officer, Webster University, to president of that university

Karl Solibakke

Chief operating officer, Northland College, to president of that college

Sue Stuebner

Executive vice president and chief operating officer, Allegheny College, to president, Colby-Sawyer College

John Swallow

Provost, Sewanee: The University of the South, to president, Carthage College

Michael Thomas

Senior director and senior vice president, New England Board of Higher Education, to president of that institution

Reynold Verret

Provost, Wilkes University, to president, Xavier University of Louisiana

Marylou Yam

Provost and vice president for academic affairs, Saint Peter's University, to president, Notre Dame of Maryland University

SENIOR LEADERSHIP ACADEMY 2021-2022 PARTICIPANTS

Aquinas College

Gretchen Rumohr, Chair of English Department; Director of Inquiry and Expression Program

Berry College

Alice Surovieg, Dean, School of Mathematical and Natural Sciences

Biola University

Carrie Stockton, Associate Vice President of Student Success and Academic Engagement

Birmingham-Southern College

Timothy Smith, Interim Provost

Bryan College of Health Sciences

Amy Knobbe, Dean of Healthcare Studies

Cedar Crest College

Calley Stevens Taylor, Dean of Student Success

CETYS University, Baja California

Alberto Gararte, Vice President for Academic Affairs

Clarke University

Courtney Leonard, Executive Director of Development

Colby-Sawyer College

Hilary Williams, Dean, School of Arts and Sciences

Concordia College (MN)

Stephanie Ahlfeldt, Associate Provost

Dakota Wesleyan University

Alisha Vincent, Associate Provost for Program Development

Elmhurst University

Brian Wilhite, Associate Dean of the Faculty

Gonzaga University

Jeffrey Geldien, Assistant Vice President, Academic Affairs

Goucher College

Scott Sibley, Interim Associate Provost

Greenville University

Kathryn Taylor, Associate Chief Academic Officer and Dean of Instruction

Hiram College

Jeff Swenson, Associate Dean of Academic Affairs

Hollins University

Darla Schumm, Chair of the University Faculty

Houghton College

Cathy Freytag, Chief Academic Officer and Dean of the Faculty

Huntingdon College

Sarah Sours, Associate Dean of the Faculty

LeMoyne-Owen College

Lisa Lang, Provost and Vice President for Academic Affairs

Moravian University

Daniel Jasper, Dean of the School of Arts, Humanities, and Social Services

New York Institute of Technology

Tiffani Blake, Assistant Provost for Student Engagement and Development

North Park University

Sumie Song, Director of Global Education

Norwich University

Lea Williams, Faculty Development Coordinator and Chair, Department of English and Communications

Palm Beach Atlantic University

Nathan Lane, Associate Provost



CETYS University (Mexico)

Randolph College

Mara Amster, Division Head, Arts and Letters

Rhodes College

Tim Huebner, Associate Provost

Saint Francis University

Kerri Golden, Assistant Dean, School of Health Sciences and Education

Schreiner University

Charles Hueber, Dean of Students

Seattle Pacific University

Margaret Watkins, Dean, College of Arts and Sciences

Shenandoah University

Astrid Sheil, Dean, School of Business

Springfield College (MA)

M. Susan Guyer, Dean, School of Physical Education, Performance and Sport Leadership

St. Olaf College

Jason Engbrecht, Associate, Dean of Natural Sciences and Mathematics

The College of Idaho

Andrew Gades, Associate Dean of the Faculty

Thiel College

Greg Butcher, Interim Vice President for Academic Affairs and Dean of the College

University of Findlay

Kirby Overton, Dean, College of Business

Wesleyan College

Nicholas Steneck, Associate Dean of International Education

Widener University

Kimberly O'Halloran, Vice President for Academic Affairs and Strategy

William Jewell College

Daniel Holt, Vice President for Finance and Operations (CFO/COO)

William Peace University

Susan Childs, Associate Vice President for Finance and Controller

Wingate University

Caroline Hoefferle, Dean Cannon College of Arts and Sciences

Wofford College

Timothy Schmitz, Interim Provost

LEGACIES OF AMERICAN SLAVERY: RECKONING WITH THE PAST

Regional Collaboration Partners

Austin College
Centenary College of Louisiana
and Huston-Tillotson University
(in partnership)
Dillard University
Lewis University

Meredith College
Sewanee: The University of the South

Institutional Affiliates

Bloomfield College
Columbia College Chicago
Drury University
Fisk University

Fontbonne University
Johnson C. Smith University
Messiah University
Roanoke College
Shenandoah University
Tougaloo College
Ursuline College
Wofford College

HUMANITIES RESEARCH FOR THE PUBLIC GOOD 2021-2022 PARTICIPATING INSTITUTIONS

Augsburg University
Bushnell University
Carlow University
College of St. Benedict
Columbia College Chicago
Defiance College
Doane University
Ferrum College

Fontbonne University
George Fox University
Goucher College
Muhlenberg College
Saint Peter's University
Saint Vincent College
Springfield College
St. Lawrence University

Thiel College
Trinity College (CT)
Tusculum University
University of the Incarnate Word
Wagner College
Washington & Jefferson College
Wheaton College (MA)
Widener University

INDEPENDENT PATHWAYS: COMMUNITY COLLEGE TRANSFER IN THE LIBERAL ARTS

CIC/North Carolina Independent Colleges and Universities (NCICU) Participating Institutions

Barton College
Brevard College
Campbell University
Catawba College
Chowan University
Gardner-Webb University
Guilford College
Johnson C. Smith University
Louisburg College (*two-year*)
Mars Hill University
Meredith College
Pfeiffer University
Salem College
Shaw University
William Peace University
Wingate University

Community College Partners

Asheville-Buncombe Technical Community College
Blue Ridge Community College
Central Piedmont Community College
Durham Technical Community College
Forsyth Technical Community College
Guilford Technical Community College
Isothermal Community College
Johnston Community College
Roanoke-Chowan Community College
Rowan-Cabarrus Community College
South Piedmont Community College
Stanly Community College
Wake Technical Community College
Wilson Community College

OHIO CONSORTIUM FOR TRANSFER PATHWAYS TO THE LIBERAL ARTS

CIC/Ohio Foundation of Independent Colleges (OFIC), Participating Institutions

Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Defiance College
Denison University
Hiram College
Lourdes University
Malone University
Muskingum University
Ohio Dominican University
Ohio Wesleyan University
Tiffin University
Ursuline College

Community College Partners

Central Ohio Technical College
Clark State Community College
Columbus State Community College
Cuyahoga Community College
Lakeland Community College
Lorain County Community College
North Central State College
Northwest State Community College
Sinclair Community College
Stark State College
Terra State Community College



NEW CURRENTS IN TEACHING PHILOSOPHY 2022 PARTICIPANTS

Albion College

Daniel Mittag, Associate Professor of Philosophy

Bellarmino University

Katherine Johnson, Associate Professor of Philosophy

Bennington College

Paul Voice, Professor of Philosophy

Butler University

Stuart Glennan, Professor of Philosophy

California Lutheran University

Brian J. Collins, Associate Professor of Philosophy

Centre College

Eva Maria Cadavid, Paul L. Cantrell Associate Professor of Philosophy and Chair of Gender Studies Program

DePauw University

Jennifer Everett, Professor of Philosophy

Eckerd College

Louise Daoust, Assistant Professor of Philosophy

Eureka College

Joseph Cunningham, Assistant Professor of Religion and Philosophy

Gallaudet University

Barbara Stock, Associate Professor and Program Coordinator, Philosophy and Religion

Holy Family University

Daniel Bramer, Associate Professor of Philosophy and Religious Studies

Hope College

Katherine Finley, Assistant Professor of Philosophy

Lindenwood University

Joseph Steineger, Associate Professor of Philosophy

Loras College

Traci Phillipson, Assistant Professor of Philosophy

Maryville College

Andrew Irvine, Associate Professor of Philosophy and Religion

McDaniel College

Elizabeth Tyler, Associate Professor of Philosophy

Medaille College (NY)

Gerald Erion, Professor of Philosophy

Reed College

Margaret Scharle, Professor of Philosophy and Humanities

Rhodes College

Rebecca Tuvel, Associate Professor and Chair of Philosophy

Spelman College

Al-Yasha Williams, Associate Professor and Chair, Philosophy and Religious Studies

Sweet Briar College

Christopher Penfield, Assistant Professor of Philosophy

St. John Fisher University

Timothy Madigan, Professor and Chair, Philosophy and Classical Studies

St. Joseph's University (NY)

Eunah Lee, Assistant Professor of Philosophy

University of the Incarnate Word

Christopher Edelman, Professor of Philosophy

Warren Wilson College

Jay Miller, Professor of Philosophy and Religious Studies

William Jewell College

Elizabeth Sperry, Professor of Philosophy and Chair



DELIBERATION & DEBATE WORKSHOP 2022 INSTITUTIONS

Albright College
Antioch College
Champlain College
Cornell College (IA)
Dakota Wesleyan University
Drake University
Franklin Pierce University

Hollins University
Keuka College
King University (TN)
Mitchell College
Northland College (WI)
Randolph College
Saint Francis University (PA)

Spelman College
St. Olaf College
Universidad del Sagrado Corazón
University of New England
Wartburg College
Westminster College

TEACHING INTERFAITH UNDERSTANDING SEMINAR 2022 PARTICIPANTS

Augustana University
Julie Loveland Swanstrom,
Assistant Professor of Philosophy
and Religion

Bethany College
Holly Hillgardner, Associate
Professor of Religious Studies

Caldwell University
Stephen Meawad, Assistant
Professor of Theology

DeSales University
Patricia Idoko, Assistant Professor
of Theology

Doane University
Dan Clanton, Associate Professor of
Religious Studies

Fontbonne University
Deanna Jent, Professor of Fine Arts

Franklin College
James Alexander, Assistant Professor
of Religious Studies

Goshen College
Breanna Nickel, Assistant Professor
of Bible and Religion

Gwynedd Mercy University
Jen Wade, Assistant Professor of
Religious Studies

Johnson C. Smith University
Kendal Mobley, Associate Professor
of Religion

Lane College
Kai El-Amin, Assistant Professor
of Religion

Loras College
Katrina Neely Farren-Eller, Assistant
Professor of Public Relations

Lourdes University
Vincent Laverick, Assistant Professor
of Education

**Mount Vernon Nazarene
University**
Judy Gregg, Associate Professor
of Nursing

Otterbein University
Alexander Rocklin, Assistant
Professor of Philosophy and Religion

Queens University of Charlotte
Vicky Talbot, Senior Instructor
of Nursing

Trinity Christian College (IL)
Allison Tan, Assistant Professor
of Social Work

University of Indianapolis
James Willis, III, Instructor of
Philosophy and Religion

University of La Verne
Megan Granquist, Professor of
Kinesiology

University of the Incarnate Word
Mourad Takawi, Assistant Professor
of Religious Studies

Washington College (MD)
Bin Song, Assistant Professor of
Philosophy and Religion

William Jewell College
Brendon Benz, Associate Professor
of Religion and History

Wofford College
Ingrid Lilly, Assistant Professor
of Religion

TEACHING EUROPEAN ART IN CONTEXT SEMINAR 2022 PARTICIPANTS

Berry College

Virginia Troy, Professor of Art History

Briar Cliff University

Jeff Baldus, Professor of Art

Butler University

Mira Kafantaris, Associate Professor of English

Charleston Southern University

Celeste McMaster, Professor of English

Coe College

Ranelle Knight-Lueth, Assistant Professor of Art History

D'Youville University

Jeffrey Glodzik, Associate Professor of History

Earlham College

Shannon Flaherty, Assistant Professor of Art History

Kalamazoo College

Anne Marie Butler, Assistant Professor of Art History

Kansas City Art Institute

Rebecca Dubay, Associate Professor of Art History

Lindsey Wilson College

Elizabeth Tapscott, Assistant Professor of History

Mars Hill University

Lucia Carter, Professor of History

Marywood University (PA)

Christa Irwin, Associate Professor of Art

Reed College

Jennifer Sakai, Visiting Assistant Professor

Roger Williams University

Anne Proctor, Associate Dean, School of Humanities

Saint Anselm College

Katherine Bentz, Associate Professor of Fine Arts

Salem College

John Hutton, Professor of Art History

Siena College

Karen Sonnelitter, Associate Professor of History

University of Lynchburg

Siobhan Byrns, Associate Professor of Art

Wisconsin Lutheran College

Chad Lindemann, Professor of Art and Graphic Design

Young Harris College

Mary Slavkin, Associate Professor of Art History

NetVUE TEACHING VOCATIONAL EXPLORATION SEMINAR 2022 PARTICIPANTS

Andrews University

Rodney A. Palmer, Associate Professor of Religion and Biblical Studies

Bluffton University

J. Walter Paquin, Professor of Social Work and Director, Social Work Program

Campbell University

R. Brian Bowman, Assistant Professor of Communication Studies

Friends University

Prince N. Agbedanu, Assistant Professor of Biology and Program Director of Human Biology

Grand View University

Heather R. Brady, Associate Professor of Liberal Arts

Lipscomb University

Brent D. Roe-Hall, Assistant Dean of Vocation & Spiritual Formation

Luther College

Marie I. Drews, Assistant Professor of English

Mount St. Mary's University (MD)

Charles T. Strauss, Associate Professor of History

Regis University

Meaghan M. Shaughnessy, Associate Professor and Director, Pre-law Program

Transylvania University

Leslie Ribovich, Assistant Professor of Religion

University of Findlay

Shawn M. Graves, Associate Professor of Philosophy and Chair of Religion and Philosophy

NetVUE SCHOLARLY RESOURCES PROJECT, 4TH EDITION PARTICIPANTS

Augustana College

Monica M. Smith, Vice President of Diversity, Equity, and Inclusion

Carthage College

David M. Timmerman, Professor of Rhetoric and Provost

Drew University

Jonathan Golden, Assistant Professor of Anthropology and Comparative Religion and Director of the Center on Religion, Culture, and Conflict

Furman University

Meghan M. Slining, Associate Professor of Health Sciences

King University

Martin H. Dotterweich, Professor of History and Director of the King Institute for Faith and Culture

Mount St. Mary's University (MD)

David M. McCarthy, Professor of Theology and Associate Provost for Academic Affairs

Regis University

Geoffrey W. Bateman, Associate Professor of Peace and Justice Studies and Associate Dean of Student Support and Experiential Learning

Saint Louis University

Robert Pampel, Director of the University Honors Program

St. Olaf College

Deanna A. Thompson, Martin E. Marty Regents Chair in Religion and the Academy and Director of the Lutheran Center for Faith, Values, and Community

University of Dayton

Michelle Hayford, Associate Professor of Theatre and Director of the Theatre, Dance, and Performance Technology Program

University of Virginia

Charles T. Mathewes, Carolyn M. Barbour Professor of Religious Studies

Wheaton College (IL)

Christine Jeske, Assistant Professor of Anthropology

NetVUE PROGRAM DEVELOPMENT GRANT 2022 RECIPIENTS

Assumption University
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Hanover College
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Nebraska Wesleyan University
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Salve Regina University
Southern Adventist University
Transylvania University
Wake Forest University



Goodwin University



North Carolina Wesleyan University

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Bay Path University
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Eckerd College
Muskingum University
Oakland City University (IN)

Susquehanna University
University of Dallas
Waynesburg University

NetVUE PROFESSIONAL DEVELOPMENT AWARD 2022 RECIPIENTS

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Asbury University
Bard College
Bard College at Simon's Rock
Brevard College
Carlow University
Concordia University Chicago
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Gwynedd Mercy University
Huntington University
Methodist University (NC)

Missouri Baptist University
Newman University
Norwich University
Oglethorpe University
Prairie College
Reinhardt University
Roberts Wesleyan College
Saint Mary-of-the-Woods College
Simpson University (CA)
Southwest Baptist University
Southwestern University (TX)

St. Catherine University
St. Lawrence University
Texas Lutheran University
The King's University (AB)
Thomas More University
University of Puget Sound
University of St. Thomas (MN)
Walsh University
Wisconsin Lutheran College

NetVUE GRANTS FOR REFRAMING THE INSTITUTIONAL SAGA RECIPIENTS (SECOND ROUND)

Allegheny College
Andrews University (MI)
Avila University
Bluffton University
Bushnell University
Canadian Mennonite University
Capital University
Eckerd College

Hope College
Jarvis Christian University
Lewis University
Loyola Marymount University
Luther College
Roanoke College
Rochester University
Southern Adventist University

Southwestern University (TX)
St. Thomas University (FL)
University of Dubuque
University of Indianapolis
University of Saint Mary (KS)
Valparaiso University
Wagner College
Warren Wilson College

Connecting Campuses

In addition to connecting campus leaders through programs and events, CIC also connects members through listservs, online communities, task forces, and social media.

Website

CIC's website—www.cic.edu—is a rich resource of information that draws substantial traffic each year. Visit the site to register for CIC conferences and programs, to view data and resources on the effectiveness of independent higher education, and for links to member institutions and other sites on higher education.

Social Media

For news and notes from the Council of Independent Colleges, connect with CIC's main Twitter feed: @CICnotes. CIC also encourages campus leaders to follow and engage with its LinkedIn page and make CIC part of their professional networks: www.linkedin.com/company/council-of-independent-colleges.

CIC Listservs

Through listservs and community sites, CIC connects a national network of people who lead and staff private colleges and universities. The free service is reserved exclusively for CIC member institutions; the listservs are archived and offer online document libraries. CIC's listservs have been extremely active during the public health crisis, as participants have exchanged questions and ideas during challenging times. To join the discussion groups, visit www.cic.edu/listservs.

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