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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Page 14: Keystone College
Page 21: Alderson Broaddus 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.
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.
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**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Percentage</th>
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<tr>
<td>Student Outcomes (recruitment, retention, etc.)</td>
<td>91%</td>
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<tr>
<td>Development Opportunities (fundraising, partnerships, etc.)</td>
<td>90%</td>
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<tr>
<td>Operational Efficiencies (mergers/acquisitions, cost-reduction, etc.)</td>
<td>85%</td>
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<tr>
<td>Programmatic Offerings (majors, curriculum, etc.)</td>
<td>85%</td>
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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 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.

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.”
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 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

<table>
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<tr>
<th>MOST POPULAR CONCURRENT SESSIONS</th>
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<td>2021 Institute for Chief Academic Officers with Chief Student Affairs and Chief Diversity Officers</td>
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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 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 an 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
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.

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.

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.
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
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 engages 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. Vvilleumier 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.

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
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.

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)

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,

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**CIC ONLINE COURSE SHARING CONSORTIUM COURSE ENROLLMENT**

Cumulative Booked Enrollments

CIC-OCSC has expanded rapidly since it was formed, enabling more member institutions to help their students stay on track or get ahead and complete their degrees.
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](image-url)
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 gatherers 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; 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 Rovan, 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.

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**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.
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
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BHDP
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Blue Moon Consulting Group
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Campus Prevention Network by Vector Solutions
Capital Education
Capture Higher Ed
Casagrande Consulting, LLC
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Credo
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EIIA
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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
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

A copy of the audited financial statements will be provided upon request.
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Christina R. Cutlip
Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

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Senior Director of Leadership and Senior Student Affairs Officers Initiatives, NASPA–Student Affairs Administrators in Higher Education

Kathy Whatley  
Senior Advisor for Academic Programs, CIC

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President, Ohio Foundation of Independent Colleges

Terri Standish-Kuon  
President and CEO, Independent Colleges of Washington
2021–2022 CIC Institutional Members Profile

**Carnegie Classification**
- Doctoral: 16%
- Masters: 42%
- Baccalaureate: Arts & Sciences: 20%
- Baccalaureate: Others: 22%

**Financial Quartile**
- Top: 23%
- Second: 30%
- Third: 28%
- Bottom: 19%

**Enrollment Size**
- Over 3,000: 20%
- 1,001–2,000: 40%
- Under 1,000: 22%
- 2,001–3,000: 18%

**Region**
- Southeast: 25%
- New England: 8%
- Midwest: 29%
- Mid-Atlantic: 19%
- West: 11%
- Far West: 8%
CIC MEMBERS WITH INSTITUTIONAL MISSIONS

- Religiously Affiliated: 75%
- Hispanic-Serving Institution (HSI): 19%
- Minority-Serving Institution (MSI): 11%
- Historically Black College/University (HBCU): 5%
- Single Gender: 5%

NETWORK PARTICIPATION AMONG CIC MEMBERS

- TEP/OCSC/NetVUE: 15%
- NetVUE/OCSC: 22%
- TEP/NetVUE: 25%
- TEP/OCSC: 32%
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.

<table>
<thead>
<tr>
<th>INSTITUTIONAL MEMBERS</th>
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<tbody>
<tr>
<td><strong>Alabama</strong></td>
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| John Brown University | N, O  |       |
| Lyon College          | T     |       |
| Philander Smith College | T, N |       |
| University of the Ozarks | T, N, O|       |

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

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| Colorado College       |       |       |
| Naropa University     | T     |       |
| University of Denver  |       |       |

| **Connecticut**       |       |       |
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| Connecticut College    |       |       |
| Goodwin University     | T, O  |       |
| Mitchell College       | T, O  |       |
| Trinity College        |       |       |
| University of Bridgeport | T  |       |
| University of New Haven | T    |       |
| University of Saint Joseph | T |       |

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| Wilmington University | T     |       |

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| Ave Maria University  | T     |       |
| Beacon College        | T     |       |
| Bethune-Cookman University |       |       |
| Eckerd College       | N     |       |
| Edward Waters University | T, O|       |
| Flagler College       | T     |       |
| Florida Memorial University | O  |       |
| Hodges University     |       |       |
| Lynn University       | T     |       |
| Palm Beach Atlantic University | N, O|       |
| Rollins College       |       |       |
| Saint Leo University | O     |       |
| Southeastern University | T, O|       |
| St. Thomas University | T, O  |       |
| 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
O = CIC members that were CIC Online Course Sharing Consortium members in 2021-2022
Georgia
Agnes Scott College
Berry College
Brevard University
Clark Atlanta University
Covenant College
LaGrange College
Life University
Morehouse College
Oglethorpe University
Piedmont University
Point University
Reinhardt University
Shorter University
Spelman College
Thomas University
Wesleyan College
Young Harris College

Hawaii
Chaminade University of Honolulu
Hawaii Pacific University

Idaho
Northwest Nazarene University
The College of Idaho

Illinois
Augustana College
Aurora University
Benedictine University
Blackburn College
Bradley University
Columbia College Chicago
Concordia University Chicago
Dominican University
Elmhurst University
Eureka College
Greenville University
Illinois College
Illinois Wesleyan University
Judson University
Knox College
Lake Forest College
Lewis University
Lincoln College
McKendree University
Methodist College
Millikin University
Monmouth College
National Louis University
North Central College
North Park University
Olivet Nazarene University
Principia College
Quincy University
Rockford University
Saint Xavier University
Trinity Christian College
University of St. Francis
Wheaton College

Indiana
Anderson University
Bethel University
Butler University
Calumet College of St. Joseph
DePauw University
Earlham College
Franklin College
Goshen College
Grace College and Seminary
Hanover College
Holy Cross College
Huntington University
Indiana Institute of Technology
Indiana Wesleyan University
Manchester University
Marian University
Oakland City University
Saint Mary-of-the-Woods College
Saint Mary's College
Taylor University
Trine University
University of Evansville
University of Indianapolis
University of Saint Francis
Valparaiso University
Wabash College

Iowa
Briar Cliff University
Buena Vista University
Central College
Clarke University
Coe College
Cornell College
Divine Word College
Dordt University
Drake University
Graceland University
Grand View University
Grinnell College
Iowa Wesleyan University
Loras College
Luther College
Morningside University
Mount Mercy University
Northwestern College

Buena Vista University
Simpson College  
St. Ambrose University  
University of Dubuque  
Upper Iowa University  
Warburg College  
William Penn University  

Kansas  
Baker University  
Benedictine College  
Bethany College  
Bethel College  
Friends University  
Hesston College  
Kansas Wesleyan University  
McPherson College  
MidAmerica Nazarene University  
Newman University  
Ottawa University  
Southwestern College  
Sterling College  
Tabor College  
University of Saint Mary  

Kentucky  
Alice Lloyd College  
Asbury University  
Bellarmine University  
Berea College  

Brescia University  
Campbellsville University  
Centre College  
Georgetown College  
Kentucky Wesleyan College  
Lindsey Wilson College  
Midway University  
Spalding University  
Thomas More University  
Transylvania University  
Union College  
University of Pikeville  
University of the Cumberlands  

Louisiana  
Centenary College of Louisiana  
Dillard University  
Franciscan Missionaries of Our Lady University  
University of Holy Cross  
Xavier University of Louisiana  

Maine  
American International College  
Anna Maria College  
Assumption University  
Bard College at Simon’s Rock  
Bay Path University  
Cambridge College  
Curry College  
Dean College  
Eastern Nazarene College  
Elms College  
Emerson College  
Emmanuel College  
Endicott College  
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Pine Manor College  
Regis College  
Simmons University  
Springfield College  
Stonehill College  
Western New England University  
Wheaton College  

Maryland  
Capitol Technology University  
Goucher College  
Hood College  
Loyola University Maryland  
McDaniel College  
Mount St. Mary’s University  
Notre Dame of Maryland University  
St. John’s College  
Stevenson University  
Washington Adventist University  
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Michigan  
Adrian College  
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Calvin University  
Cornerstone University  

Bard College at Simon’s Rock (MA)
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Pfeiffer University
Queens University of Charlotte
Saint Augustine’s University
Salem College
Shaw University
St. Andrews University
University of Mount Olive
Warren Wilson College
William Peace University
Wingate University

North Dakota
University of Jamestown
University of Mary

Ohio
Antioch College
Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Cedarville University
Defiance College
Denison University
Franciscan University of Steubenville
Franklin University
Heidelberg University
Hiram College
John Carroll University
Kenyon College
Kettering College
Lake Erie College
Lourdes University
Malone University
Marietta College
Mount St. Joseph University
Mount Vernon Nazarene University
Muskingum University
Notre Dame College
Oberlin College
Ohio Dominican University
Ohio Northern University
Ohio Wesleyan University
Otterbein University
The College of Wooster
The University of Findlay
Tiffin University
University of Mount Union
University of Rio Grande
Ursuline College
Walsh University
Wilberforce University
Wilmington College
Wittenberg University

Oklahoma
Oklahoma City University
Oral Roberts University

Oregon
Bushnell University
Corban University
George Fox University
Lewis & Clark College
Linfield University
Pacific University
Reed College
Warner Pacific University
Willamette University

Pennsylvania
Albright College
Allegheny College
Alvernia University
Arcadia University
Bryn Athyn College
Bucknell University
 Cabrini University
Carlow University
Cedar Crest College
Chatham University
Chesnut Hill College
Delaware Valley University
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Franklin & Marshall College
Gannon University
Geneva College
Gettysburg College
Grove City College
Gwynedd Mercy University
Haverford College
Holy Family University
Immaculata University
Juniata College
Keystone College
King’s College
La Roche University
Lafayette College
Lebanon Valley College
Manor College
Marywood University
Mercyhurst University
Messiah University
Misericordia University
Moravian University
Mount Aloysius College
Muhlenberg College
Neumann University
Pennsylvania College of Art & Design
Point Park University
Robert Morris University
Rosemont College
Saint Francis University
Saint Vincent College
Seton Hill University
Susquehanna University
Swarthmore College
Thiel College
University of Scranton
Ursinus College
Washington & Jefferson College
Waynesburg University
Westminster College
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

Puerto Rico
Universidad del Sagrado Corazón

Rhode Island
Roger Williams University
Salve Regina University
South Carolina
Allen University
Anderson University
Benedict College
Charleston Southern University
CofC University
Coker University
Converse University
Erskine College
Furman University
Limestone University
Morris College
Newberry College
Presbyterian College
Southern Wesleyan University
Spartanburg Methodist College
Voorhees College
Wofford College

South Dakota
Augustana University
Dakota Wesleyan University
Mount Marty University
Presentation College
University of Sioux Falls

Tennessee
Bethel University
Carson-Newman University
Christian Brothers University
Fisk University
Freed-Hardeman University
King University
Lane College
Lee University
LeMoyne-Owen College
Lincoln Memorial University
Lipscomb University
Maryville College
Milligan University
Rhodes College
Sewanee: The University of the South
Southern Adventist University
Tennessee Wesleyan University
Tusculum University

Texas
Abilene Christian University
Austin College
Baylor University
Concordia University Texas
Criswell College
Dallas Baptist University
East Texas Baptist University
Hardin-Simmons University
Huston-Tillotson University
Jarvis Christian College
LeTourneau University
McMurry University

Our Lady of the Lake University
Parker University
Southwestern Adventist University
Southwestern University
St. Edward’s University
St. Mary’s University
Texas Christian University
Texas College
Texas Lutheran University
Texas Wesleyan University
Trinity University
University of Dallas
University of St. Thomas
University of the Incarnate Word
Wayland Baptist University
Wiley College

Utah
Westminster College

Vermont
Bennington College
Champlain College
Landmark College
Middlebury College
Norwich University
Saint Michael’s College

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

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

ASSOCIATE MEMBERS
Cox College
Jacksonville College (TX)
Louisburg College
Trocaire College T, N, O

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
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
Association of Independent Colleges & Universities in Massachusetts
Association of Independent Colleges and Universities of Ohio
Association of Presbyterian Colleges and Universities
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
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
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

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
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

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
### PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION 2021–2022 PARTICIPANTS

<table>
<thead>
<tr>
<th>Institution</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrews University</td>
<td>Christon G. Arthur, Provost</td>
<td></td>
</tr>
<tr>
<td>Berry College</td>
<td>Mary K. Boyd, Provost*</td>
<td></td>
</tr>
<tr>
<td>College of Saint Mary</td>
<td>Sarah Kottich, Provost</td>
<td></td>
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<tr>
<td>Daemen College</td>
<td>Mimi Harris Steadman, Assistant Vice President for Academic Affairs and Strategic Management</td>
<td></td>
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<tr>
<td>Dominican University</td>
<td>Claire M. Noonan, Vice President for Mission and Planning*</td>
<td></td>
</tr>
<tr>
<td>Franklin &amp; Marshall College</td>
<td>Margaret Hazlett, Vice President and Dean of Student Affairs</td>
<td></td>
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<tr>
<td>Guilford College</td>
<td>Ara Serjoie, Vice President for Advancement*</td>
<td></td>
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<tr>
<td>Indiana Wesleyan University</td>
<td>Abson Predestin Joseph, Vice President for Academic Affairs, Wesley Seminary</td>
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<tr>
<td>Lindsey Wilson College</td>
<td>Patricia Parrish, Vice President for Academic Affairs</td>
<td></td>
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<tr>
<td>Marian University (IN)</td>
<td>Kenith C. Britt, Senior Vice President of Strategic Growth and Innovation</td>
<td></td>
</tr>
<tr>
<td>Messiah University</td>
<td>Jon Stuckey, Executive Director of Development</td>
<td></td>
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<tr>
<td>Saint Michael’s College</td>
<td>Dawn Marie Ellinwood, Vice President for Student Affairs and Dean of Students</td>
<td></td>
</tr>
<tr>
<td>Talladega College</td>
<td>Charles Smith, Special Assistant to the President and Director of Sponsored Programs and Title III*</td>
<td></td>
</tr>
<tr>
<td>Thiel College</td>
<td>Elizabeth Frombgen, Vice President for Academic Affairs and Dean of the College*</td>
<td></td>
</tr>
<tr>
<td>University of Scranton</td>
<td>Jeffrey Gingerich, Provost and Senior Vice President for Academic Affairs*</td>
<td></td>
</tr>
<tr>
<td>Utica College</td>
<td>Todd Joseph Pfannestiel, Provost and Senior Vice President for Academic Affairs</td>
<td></td>
</tr>
<tr>
<td>Wartburg College</td>
<td>Daniel R. Kittle, Vice President for Student Affairs and Dean of Students*</td>
<td></td>
</tr>
</tbody>
</table>

*Title when accepted into the program
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. Cassady
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, Bellarmine 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
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

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
<table>
<thead>
<tr>
<th>Name</th>
<th>Position and University/College/Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stacy McAfee</td>
<td>Associate vice president for external relations, strategic partnerships, and presidential initiatives, University of the Pacific (CA), to president, University College of the Cayman Islands</td>
</tr>
<tr>
<td>Charlie T. McCormick</td>
<td>Provost and vice president for academic affairs, Schreiner University, to president of that university</td>
</tr>
<tr>
<td>John N. McKeegan</td>
<td>Vice president for institutional advancement and general counsel, Linfield University, to president, Mount Aloysius College</td>
</tr>
<tr>
<td>Susan Pauly</td>
<td>Vice president for academic affairs and dean of the college, Mount Mercy University, to president, Salem College</td>
</tr>
<tr>
<td>Christine Pharr</td>
<td>Vice president for institutional advancement, College of Saint Mary (NE) to president, Mount Mary University (WI)</td>
</tr>
<tr>
<td>Elfred Anthony Pinkard</td>
<td>Executive vice president and provost, Wilberforce University, to president of that university</td>
</tr>
<tr>
<td>Laurie Quinn</td>
<td>Provost and senior vice president for academic affairs, Champlain College, to interim president of that college</td>
</tr>
<tr>
<td>Brian Ralph</td>
<td>Vice president for enrollment management, Queens University of Charlotte, to president, William Peace University</td>
</tr>
<tr>
<td>Rodney Reed</td>
<td>Dean of Christian formation, John Brown University, to chancellor, Indiana Wesleyan University-Marion</td>
</tr>
<tr>
<td>James Reynolds</td>
<td>Vice president for academic affairs, dean of the faculty, and interim president, Wilmington College (OH), to president of that college</td>
</tr>
<tr>
<td>Mark Roberts</td>
<td>Provost and vice president for academic affairs, Reinhardt University (GA), to interim president of that university</td>
</tr>
<tr>
<td>Janet H. Robinson</td>
<td>Provost, Lourdes University, to interim president of that university</td>
</tr>
<tr>
<td>Lori Rodrigues-Fisher</td>
<td>Provost, St. Ambrose University, to chancellor, Trinity College of Nursing and Health Sciences</td>
</tr>
<tr>
<td>Gerard J. Rooney</td>
<td>Executive vice president for enrollment, advancement, and planning, St. John Fisher College, to president of that college</td>
</tr>
<tr>
<td>B. David Rowe</td>
<td>Vice president for advancement, LaGrange College, to president, Centenary College of Louisiana</td>
</tr>
<tr>
<td>Suzanne Shipley</td>
<td>Vice president for academic affairs, Notre Dame of Maryland University, to president, Shepherd University</td>
</tr>
<tr>
<td>Jay K. Simmons</td>
<td>Vice president for academic affairs and dean, LaGrange College, to president, Iowa Wesleyan University</td>
</tr>
<tr>
<td>Carolyn Stefanco</td>
<td>Vice president for academic affairs and dean of the college, Agnes Scott College, to president, The College of Saint Rose</td>
</tr>
<tr>
<td>Donald B. Taylor</td>
<td>Provost and vice president for academic affairs, Benedictine University, to president, Cabrini University</td>
</tr>
<tr>
<td>Keith Taylor</td>
<td>Provost and vice president for academic affairs, Gannon University, to president of that university</td>
</tr>
<tr>
<td>Doris A. Tegart</td>
<td>Executive vice president, Bellarmine University, to interim president of that university</td>
</tr>
<tr>
<td>Marion Terenzio</td>
<td>Vice president for academic affairs and dean of the faculty, Bloomfield College, to president, State University of New York at Cobleskill</td>
</tr>
<tr>
<td>Kelly M. Thompson</td>
<td>Vice president for external relations and interim provost, Barton College, to president, Culver-Stockton College</td>
</tr>
<tr>
<td>Susan Traverso</td>
<td>Provost and senior vice president, Elizabethtown College, to president, Thiel College</td>
</tr>
<tr>
<td>Burton Webb</td>
<td>Vice president for academic affairs, Northwestern Nazarene University, to president, University of Pikeville</td>
</tr>
<tr>
<td>Jann Rudd Weitzel</td>
<td>Provost and vice president for academic affairs, Lindenwood University, to president, Cottey College</td>
</tr>
<tr>
<td>Michaele Whelan</td>
<td>Provost and vice president for academic affairs, Emerson College, to president, Wheaton College</td>
</tr>
<tr>
<td>Cynthia Zane</td>
<td>Chief academic officer and dean of the faculty, Mount St. Joseph University, to president, Hilbert College</td>
</tr>
</tbody>
</table>
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
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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Robert J. Graham
Provost and vice president for academic affairs, Grove City College, to president, Redeemer University

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

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

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

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

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 Suroviec, 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
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 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

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

Bellarmine 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

North Central College
### 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
Grace College and Seminary
Hanover College
Lenoir-Rhyne University
Loyola Marymount University
Mount Vernon Nazarene University
Nebraska Wesleyan University
Philander Smith College
Salve Regina University
Southern Adventist University
Transylvania University
Wake Forest University

Goodwin University
**NetVUE VOCATION ACROSS THE ACADEMY GRANT 2022 RECIPIENTS**

Andrews University (MI)
Bay Path University
Colby-Sawyer College
Eckerd College
Muskingum University
Oakland City University (IN)
Susquehanna University
University of Dallas
Waynesburg University

**NetVUE PROFESSIONAL DEVELOPMENT AWARD 2022 RECIPIENTS**

Abilene Christian University
Asbury University
Bard College
Bard College at Simon’s Rock
Brevard College
Carlow University
Concordia University Chicago
Georgetown College (KY)
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
North Carolina Wesleyan University
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.

- **PRESIDENTS**
  - Open only to current presidents of CIC member institutions.

- **CHIEF ACADEMIC OFFICERS**
  - Open only to chief academic officers, provosts, and those with similar rank at CIC member institutions.

- **ADVEMENT**
  - Open to development officers and staff at CIC member institutions.

- **CHAIRS**
  - Open to department and division chairs from CIC member institutions.

- **CHIEFS OF STAFF**
  - Open to chiefs of staff at CIC member institutions.

- **DATA**
  - Open to those at CIC member institutions interested in discussing data and institutional research.

- **DEANS**
  - Open to deans, associate provosts, and other academic officers at CIC member institutions.

- **ENROLLMENT**
  - Open to chief enrollment management officers at CIC member institutions.

- **FINANCE**
  - Open to chief financial officers of CIC member institutions.

- **HR**
  - Open to human resources officers at CIC member institutions.

- **NetVUE**
  - Open to those at member institutions of CIC’s Network for Vocation in Undergraduate Education.

- **PUBLIC RELATIONS**
  - Open to public relations officers and marketing communications officers at CIC member institutions.

- **PRESIDENTIAL ASSISTANT**
  - Open to the presidential assistant at each CIC member institution.

- **PRESIDENTIAL SPOUSE**
  - Open to spouses and partners of current presidents of CIC member institutions.

- **STATE COUNCILS**
  - Open to all staff at CIC State Council member organizations.

- **STUDENT AFFAIRS**
  - Open to student affairs officers and diversity officers at CIC member institutions.

- **CIC-TEP**
  - Open only to Tuition Exchange Program liaisons at CIC-TEP participating institutions.