



## ANNUAL REPORT



The Council of  
Independent Colleges

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

**Page 8:** Roberts Wesleyan University

**Page 14:** Keystone College

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# Message from the Chair



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

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

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

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

Sincerely,

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



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

# President's Perspective



Dear Colleagues,

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

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

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

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

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

**Marjorie Hass**

President, Council of Independent Colleges



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

# Strategic Directions

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

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

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

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

## CIC STRATEGIC PRIORITIES AND FOCUS AREAS

# 1

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

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

# 2

### **Support member financial health and innovation.**

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

# 3

### **Increase member engagement.**

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

# 4

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

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

# CIC VISION AND MISSION STATEMENTS

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

### Vision Statement:

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

### Mission Statement

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

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

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

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

### CIC Member Priorities Based on 2022 Member Engagement Survey

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

## CIC MEMBER ENGAGEMENT SURVEY

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

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

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

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

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

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

**STUDENT OUTCOMES**  
(recruitment, retention, etc.)

**91%**

**DEVELOPMENT OPPORTUNITIES**  
(fundraising, partnerships, etc.)

**90%**

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

**85%**

**PROGRAMMATIC OFFERINGS**  
(majors, curriculum, etc.)

**85%**

A photograph of two young women in graduation caps and gowns, smiling. The woman on the left has long, wavy brown hair and is wearing a white gown with a red and yellow striped tassel. The woman on the right has long, wavy brown hair, wears glasses, and a white gown with a red and white striped tassel. The background is a soft, out-of-focus purple and blue gradient.

# 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



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

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

### Presidents Governance Academy

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

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

### Institute for Chief Academic Officers

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

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

## 2022 PRESIDENTS INSTITUTE PARTICIPANTS

258  
presidents

121  
spouses and partners

652  
total participants  
from 42 states  
and 3 countries

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

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

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

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



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

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

### **Presidential Vocation and Institutional Mission Program**

The Presidential Vocation and Institutional Mission program strengthens participants’

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

## **MOST POPULAR CONCURRENT SESSIONS**

### **2021 Institute for Chief Academic Officers with Chief Student Affairs and Chief Diversity Officers**

Maximizing Student Achievement and Retention

Strategic Academic Review and Realignment

Career Readiness and Curricular Integration

Student Mental Health

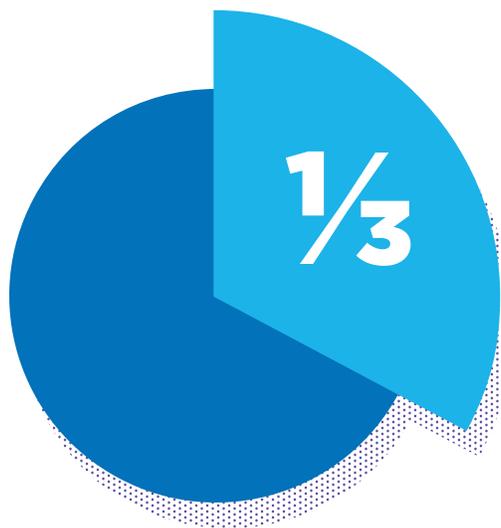
Promoting Antiracism on Campus

2022, 218 senior administrators have participated in one of 10 cohorts. Of these, about a third have assumed a presidency. The program is generously funded by Lilly Endowment Inc. (For the list of those who have been named to presidencies, see pages 47–49.)

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

### **Executive and Senior Leadership Academies**

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



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

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

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

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

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

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

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

### **State Councils Annual Conference**

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

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

### Workshops for Department and Division Chairs

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

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



### PROMOTING DATA-INFORMED DECISION MAKING THROUGH BENCHMARKING REPORTS

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

#### Key Indicators Tool

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

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

**2022 WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS**

**353**  
participants

**145**  
institutions

**37**  
states represented

## KEY INDICATORS TOOL

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

## FINANCIAL INDICATORS TOOL

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

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

### Other Benchmarking Services

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

### Digest of Recent Research

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

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

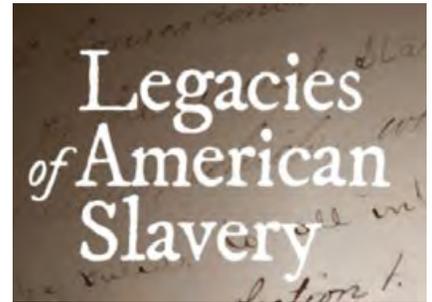


Saint Elizabeth University

# Advancing Institutional Excellence

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

## Legacies of American Slavery: Reckoning with the Past



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

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

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

### **Crafting Democratic Futures**

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

### **Humanities Research for the Public Good**

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

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

### **New Currents in Teaching Philosophy**

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

## **HUMANITIES RESEARCH FOR THE PUBLIC GOOD**

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

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

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



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

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

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

### Teaching Interfaith Understanding Seminars

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

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

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

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

### CONSORTIA AND COLLABORATIONS

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

#### Online Course Sharing Consortium

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

#### CIC Tuition Exchange Program

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

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

## PROGRAMS AND SERVICES FOR STATE COUNCIL EXECUTIVES

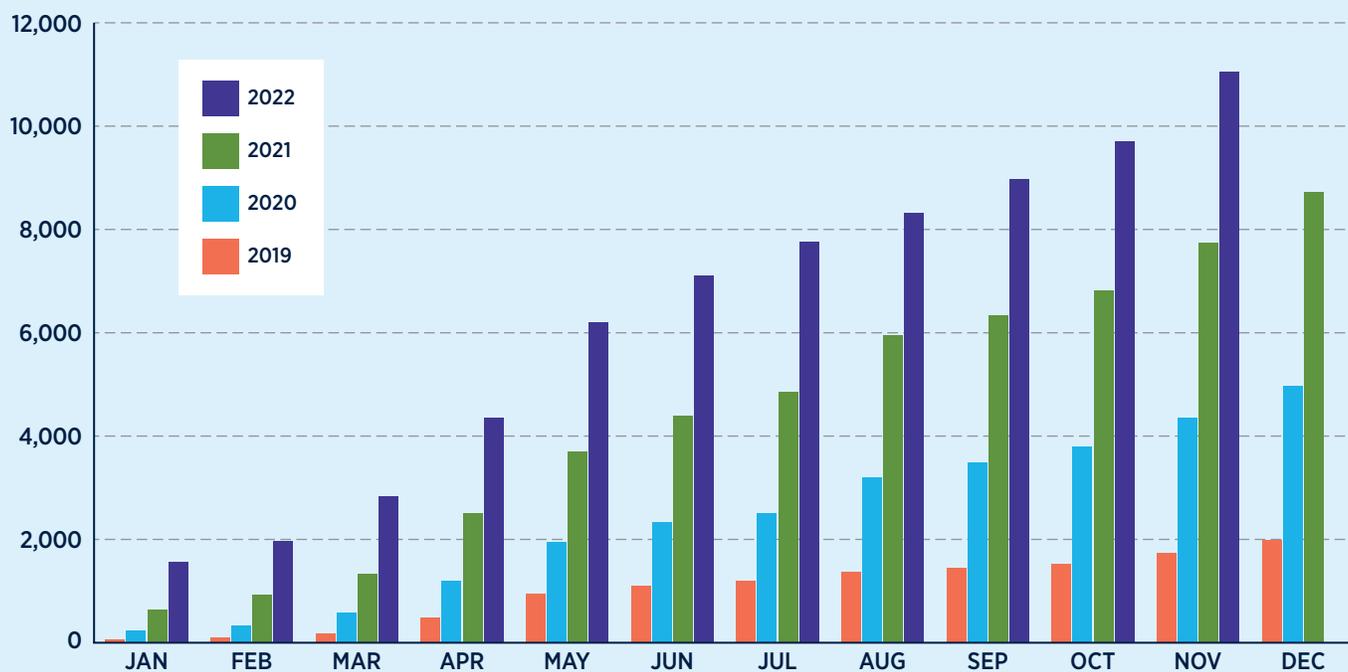
*CIC actively supports the advancement of State Councils—consortia of independent colleges and universities with the mission of strengthening their member institutions through four priority areas: fundraising for student scholarships, leveraging corporate networks for financial support and career pathways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

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

### CIC/UPS Scholarships

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

## 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



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

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

### **NetVUE Conference**

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

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

### **NetVUE Grant Programs**

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

### **Program Development Grants**

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

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

### **Professional Development Awards**

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

### **Vocation across the Academy Grants**

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

## Grants for Reframing the Institutional Saga

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

## Grants for NetVUE Organizational Members

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

## Additional NetVUE Offerings

### Regional Gatherings

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

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

### Faculty Seminars

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

### Scholarly Resources Project

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

### Online Resources

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



# 2021–2022 CIC Awardees

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

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

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

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

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

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

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

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

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

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



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



**RIGHT:** The 2022 Award for Philanthropy (Individual) honored Robert and Karen Hale for their visionary leadership in philanthropic and volunteer support of higher education. Pictured (front row) are Robert's mother, Judith B. Hale; Robert and Karen Hale; (back row) Joseph Rovani, 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.

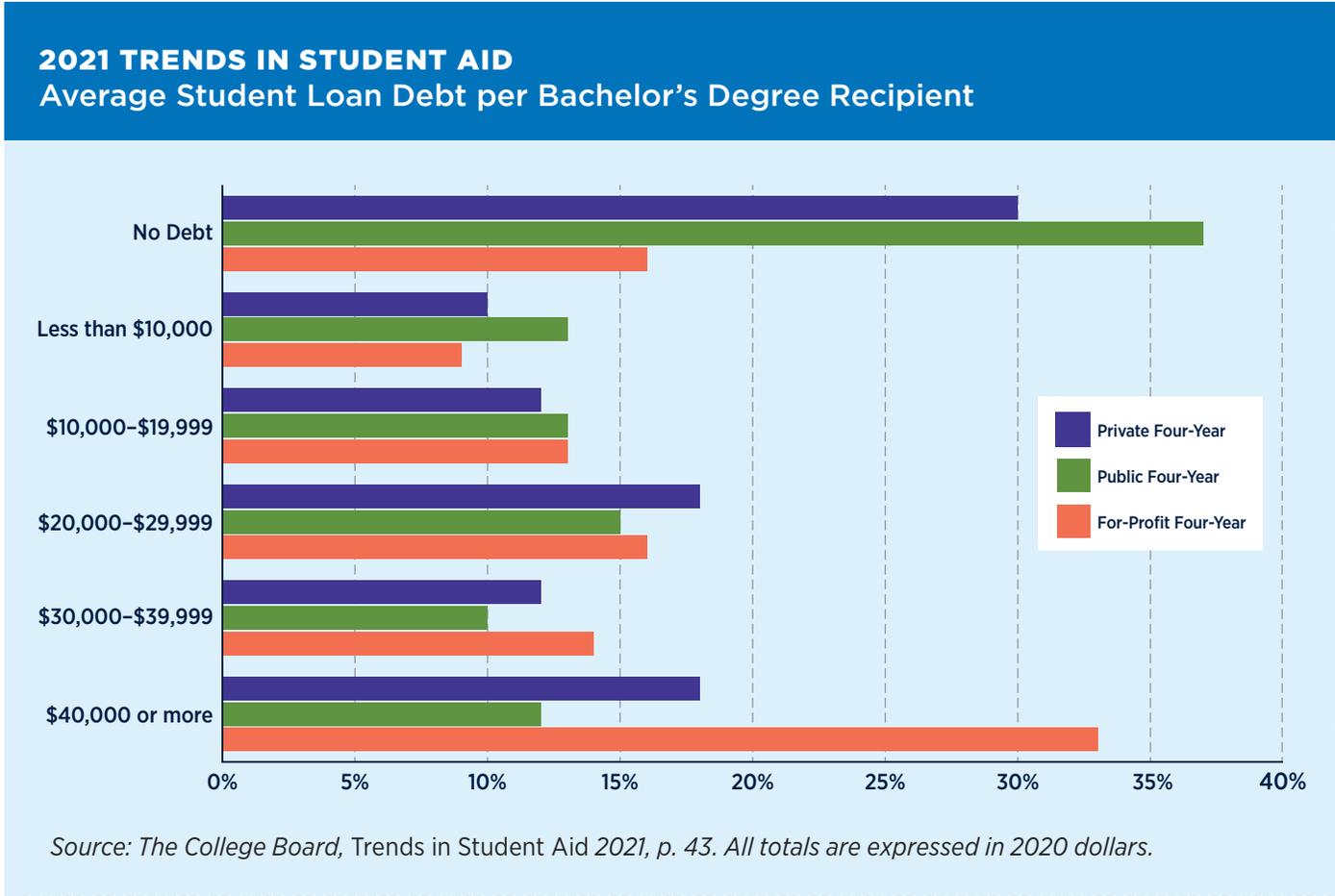
**Resources for Reckoning with the Legacies of Slavery**

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](http://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](http://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](http://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](http://www.linkedin.com/company/council-of-independent-colleges).

### Letters to Government Officials

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

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

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

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

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

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

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

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

**Inside Higher Ed**  
*Tuition Increases Remain at a Historic Low*



# Organizational Capacity

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

# Resource Development

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

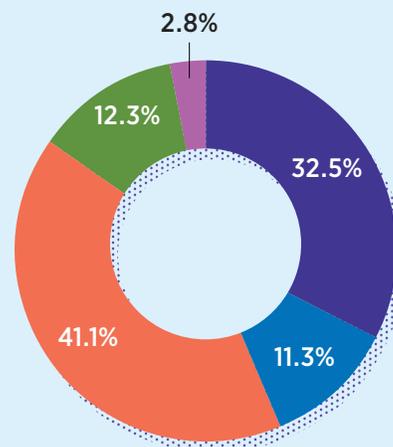
Ad Astra	Ellucian	RNL
Academic Search	Encoura	RW Jones Agency
AE7 Architects & Planners	EY-Parthenon	SAGE Scholars Inc.
AGB Consulting	Ferrilli	Samuel H. Kress Foundation
AGB Search	Flywire	Scott Healy & Associates
American Academic Leadership Institute	GMB Architecture + Engineering	Shorelight
American Council of Learned Societies	Goff Public	Sodexo
Anthology	Gonser Gerber LLP	Spelman Johnson
Aramark Collegiate Hospitality	Gray Associates	Stamats
Ardeo Education Solutions	Hanover Research	Steptoe & Johnson PLLC
Art & Science Group, LLC	Harvest Table Culinary Group	Stevens <i>Strategy</i> , LLC
Arthur Vining Davis Foundations	Hastings+Chivetta Architects, Inc.	Synergis Education
Asset Strategy Consultants	Huron	The Mellon Foundation
AVI Food Systems, Inc.	Hunter Global Education, LLC	<i>The Chronicle of Higher Education</i>
BHDP	Hyatt-Fennell, Executive Search Plus	The Collaborative
BKD CPAs & Advisors	Jenzabar	The Dysart Group
Blue Moon Consulting Group	Johnson, Grossnickle and Associates	The Hill Group, Inc.
Bon Appétit Management Company	Lilly Endowment Inc.	The Henry Luce Foundation, Inc.
Brown, Hendrix & Associates	MARKETview Education Partners	The Registry
Campus Prevention Network by Vector Solutions	McAllister & Quinn	The Virtual Care Group
Capital Education	Metz Culinary Management	The Teagle Foundation
Capture Higher Ed	Miller/Cook Inc.	The UPS Foundation, Inc.
Casagrande Consulting, LLC	National Endowment for the Humanities	TIAA
Charles Koch Foundation	National Management Resources Corporation	Westfall Gold
Collegis Education	National Student Clearinghouse	William and Flora Hewlett Foundation
Credo	Nearpeer	W. M. Keck Foundation
Derck & Edson, LLC	Parkhurst Dining	Wiley University Services
Dynamic Campus	Partners Development	Ziegler
EAB	Pearl Meyer	
EIIA	Pioneer College Caterers	
	RH Perry & Associates	

# Financial Statement

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

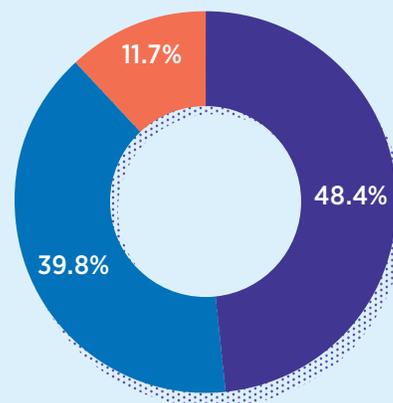
## REVENUES

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



## 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
<b>Total Expenses</b>	<b>\$14,466,230</b>



## NET ASSETS

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



# Board of Directors (October 2022)

## EXECUTIVE COMMITTEE

### Chair

**Barbara A. Farley**  
President, Illinois College

### Vice Chair for Programs

**Jeff Abernathy**  
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**Elfred Anthony Pinkard**  
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### Treasurer

**John L. Comerford**  
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### Vice Chair for Resource Development

**Paul Pribbenow**  
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**J. Bradley Creed**  
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**Mary-Beth A. Cooper**  
President, Springfield College

### Past Chair

**Katherine Bergeron**  
President, Connecticut College

### Special Advisor to the Board of Directors

**Michael C. Maxey**  
Past President,  
Roanoke College

## Ex Officio

**Marjorie Hass**  
President, Council of Independent  
Colleges

## DIRECTORS

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President, Oberlin College

**Amine Bensaid**  
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**Phillip W. Chritton**  
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**Katie Conboy**  
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**Logan C. Hampton**  
President, Lane College

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College

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St. Joseph

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President, Dominican University  
New York

## Charles W. Pollard

President, John Brown University

## Lyle D. Roelofs

President, Berea College

## Roderick L. Smothers

President, Philander Smith College

## William (Bill) J. Spiker

President, Ohio Foundation of  
Independent Colleges

## John R. Swallow

President, Carthage College

# Advisory Committees and Task Forces

## 2022 PRESIDENTS INSTITUTE

### Programs Committee of the CIC Board of Directors

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**Paul C. Pribbenow** (*Vice Chair*)  
President, Augsburg University

**Danny J. Anderson**  
President, Trinity University (TX)

**MaryAnn Baenninger**  
Past President, Drew University

**Andrea E. Chapdelaine**  
President, Hood College

**Christina R. Cutlip**  
Senior Managing Director, Head of  
Client Engagement and National  
Advocacy, TIAA

**Elfred Anthony Pinkard**  
President, Wilberforce University

**Charles W. “Chip” Pollard**  
President, John Brown University

**Roderick L. Smothers**  
President, Philander Smith College

### New Presidents Program Advisory Committee

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President, University of St. Francis (IL)

**Colette Pierce Burnette**  
President and CEO,  
Huston-Tillotson University

**Mary-Beth A. Cooper**  
President, Springfield College

**Logan C. Hampton**  
President, Lane College

### Presidential Spouses and Partners Task Force

**John Gnadinger** (*Chair*)  
Presidential Spouse, Carroll  
University

**Carol Bruess**  
Presidential Spouse, St. Norbert  
College

**Kathy Creed**  
Presidential Spouse, Campbell  
University

**Lisa Evans**  
Presidential Spouse, University  
of the Incarnate Word

**Constance Currier Holoman**  
Presidential Spouse, Centenary  
College of Louisiana

**Susan Johns**  
Presidential Spouse, Ferrum College

**Cayce McCormick**  
Presidential Spouse, Schreiner  
University

**Katina Semien Smothers**  
Presidential Spouse, Philander  
Smith College

**J. Lawrence Smith**  
Presidential Spouse, York College  
of Pennsylvania

**Lillian Kay Webb**  
Presidential Spouse, University  
of Pikeville

**Carole Campbell Williams**  
Presidential Spouse, Mount St.  
Joseph University

## 2021 INSTITUTE FOR CHIEF ACADEMIC OFFICERS TASK FORCE

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Chief Academic Officer and Provost,  
University of the Incarnate World

**Christon Arthur**  
Provost, Andrews University

**Roland N. Bullard**  
Vice President for Student Success,  
Dillard University

**Leanna Fenneberg**  
Vice President for Student Affairs,  
Rider University

**Jeffrey Frick**  
Dean of the College and Vice  
President for Academic Affairs,  
Washington & Jefferson College

**Kerry Fulcher**  
Provost and Chief Academic Officer,  
Point Loma Nazarene University

**Glenell M. Lee-Pruitt**  
Provost and Vice President  
for Academic Affairs, Jarvis  
Christian College

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

**J. Andrew Prall**  
Provost, St. Edwards University

**Beth M. Schwartz**  
Provost, Endicott College

**JoNes R. VanHecke**  
Vice President for Student Life  
and Dean of Students, Gustavus  
Adolphus College

**Lori Werth**  
Provost, University of Pikeville

### **Association Representatives**

**Michelle Friedman**  
Senior Director of Programs, CIC

**James Stascavage**  
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

### **NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NetVUE) ADVISORY COUNCIL**

**Stephen R. Briggs**  
President, Berry College

**Graciela Caneiro-Livingston**  
Provost, Nebraska Wesleyan  
University

**Andrew R. Chan**  
Vice President for Innovation and  
Career Development, Wake Forest  
University

**Kathleen Dougherty**  
Provost and Senior Vice President  
for Academic Affairs, Alma College

**Tracy Y. Espy**  
President, Mitchell College

**Kerry D. Fulcher**  
Provost and Chief Academic Officer,  
Point Loma Nazarene University

**Susan S. Hasseler**  
President, Muskingum University

**Jason A. Mahn**  
Conrad Bergendoff Chair in  
the Humanities and Director,  
Presidential Center for Faith and  
Learning, Augustana College (IL)

**Julie D. Massey**  
Chief of Staff and Secretary  
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St. Norbert College

**Charlie T. McCormick**  
President, Schreiner University

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

### **STATE COUNCILS ADVISORY COUNCIL**

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President, Michigan Colleges  
Alliance

**Katie Conboy**  
Saint Mary's College

**Treva Haugaard**  
Council of Independent Nebraska  
Colleges Foundation

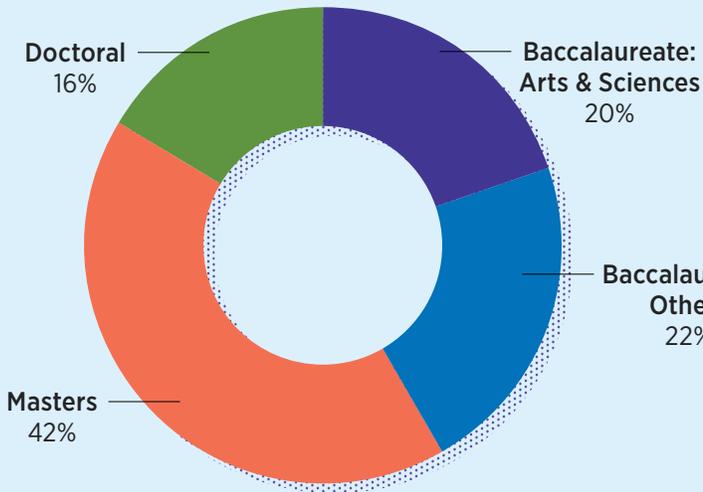
**Matthew Shank**  
Virginia Foundation for  
Independent Colleges

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

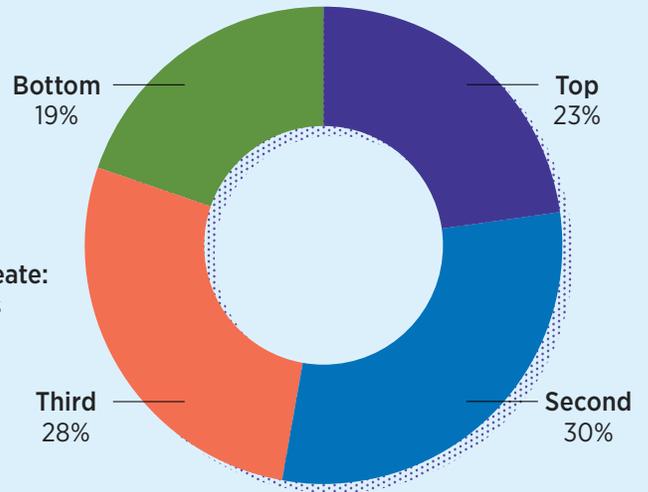
**Terri Standish-Kuon**  
President and CEO, Independent  
Colleges of Washington

# 2021-2022 CIC Institutional Members Profile

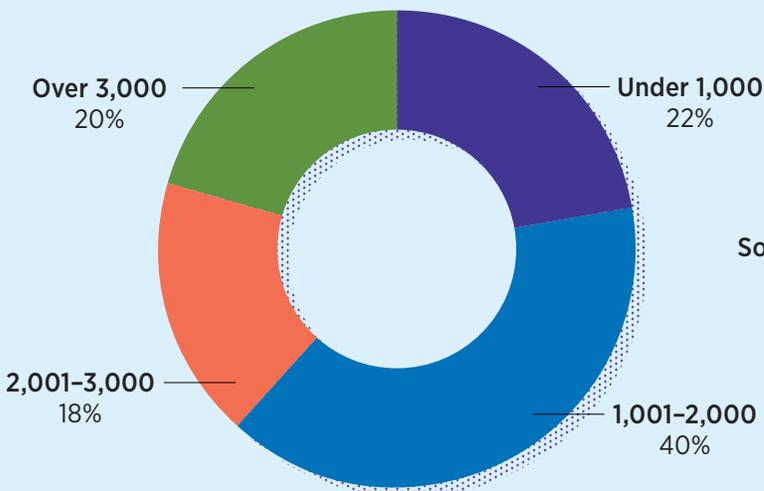
**Carnegie Classification**



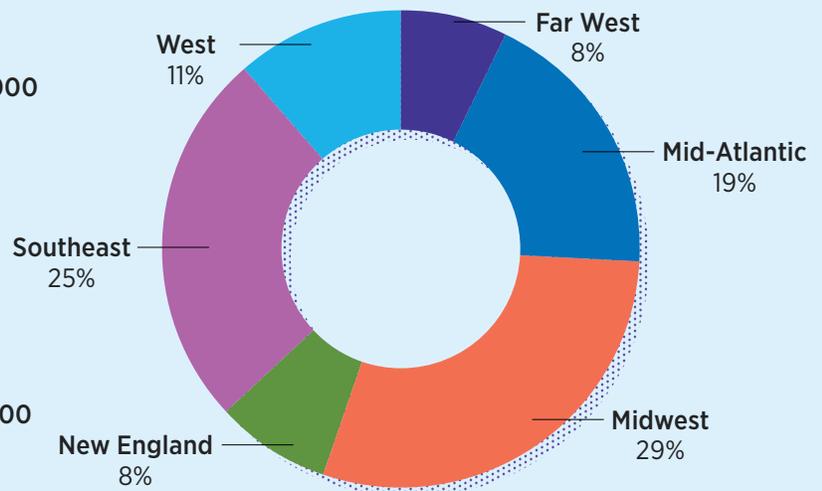
**Financial Quartile**



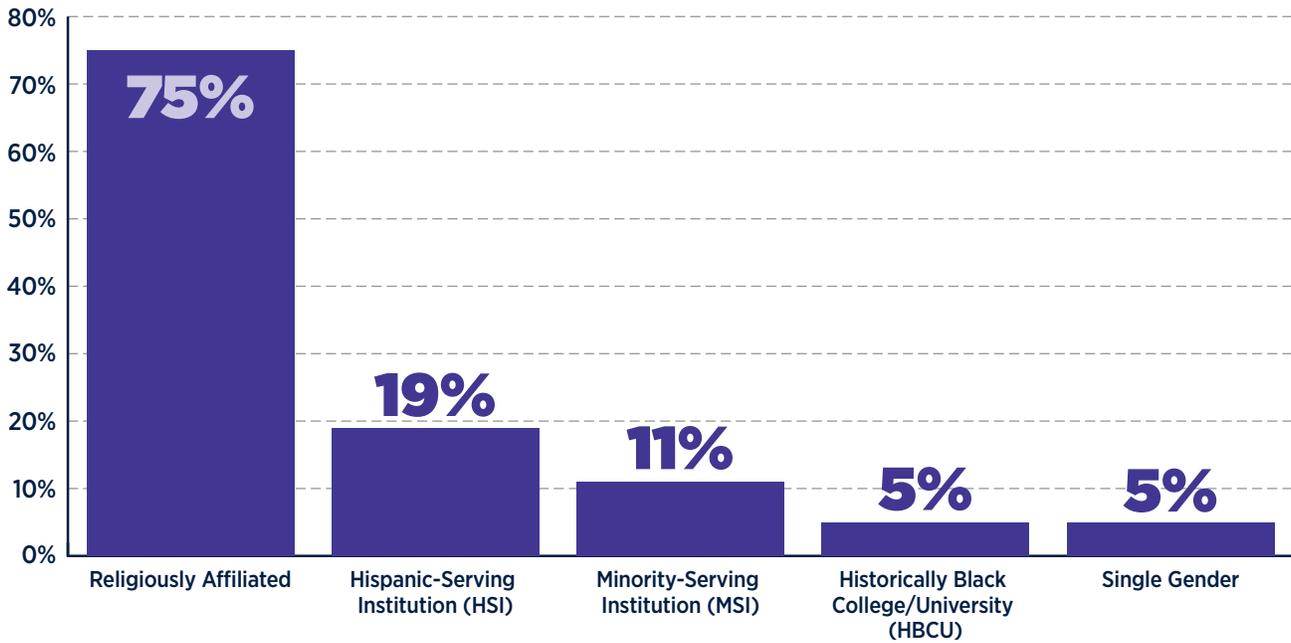
**Enrollment Size**



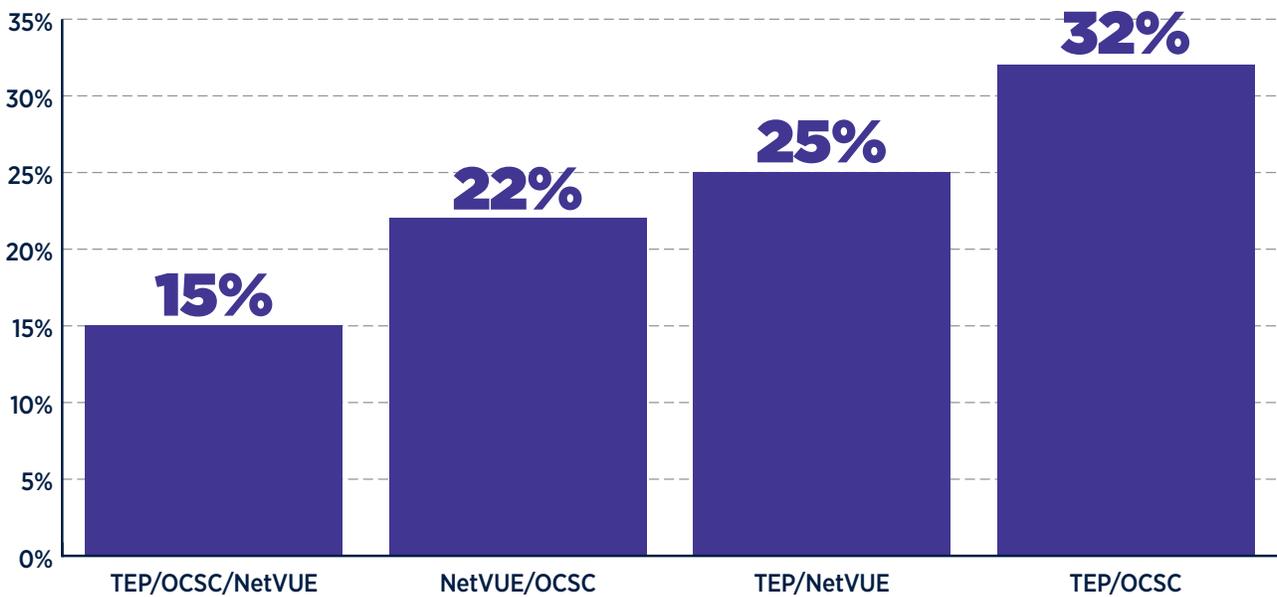
**Region**



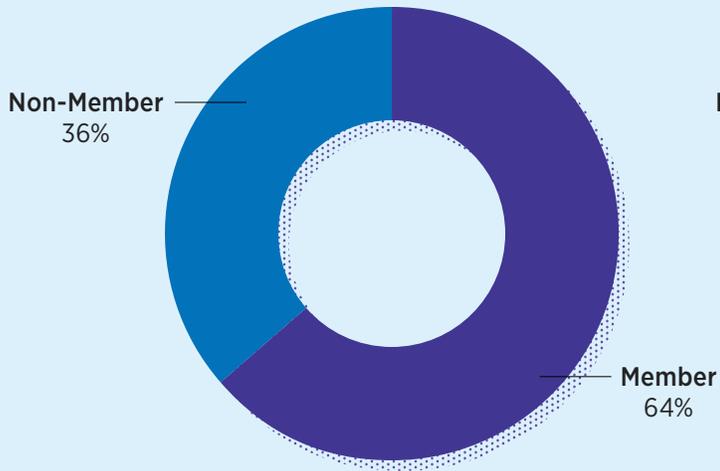
## CIC MEMBERS WITH INSTITUTIONAL MISSIONS



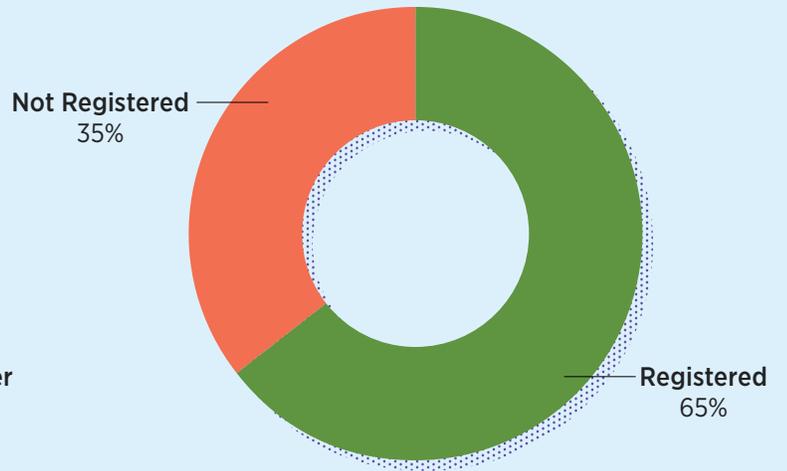
## NETWORK PARTICIPATION AMONG CIC MEMBERS



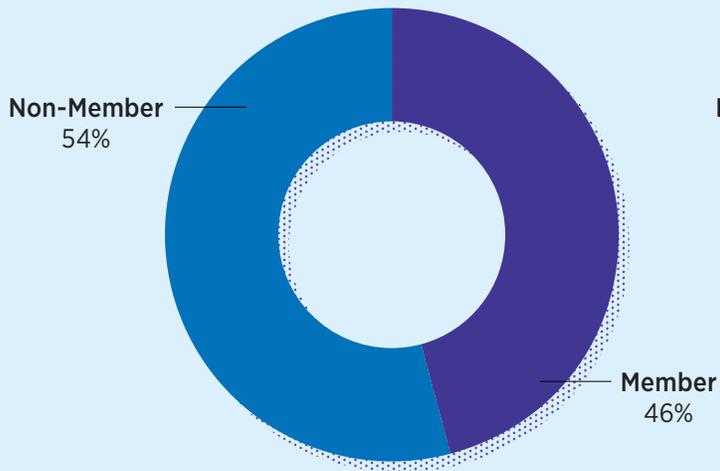
### TEP Participation



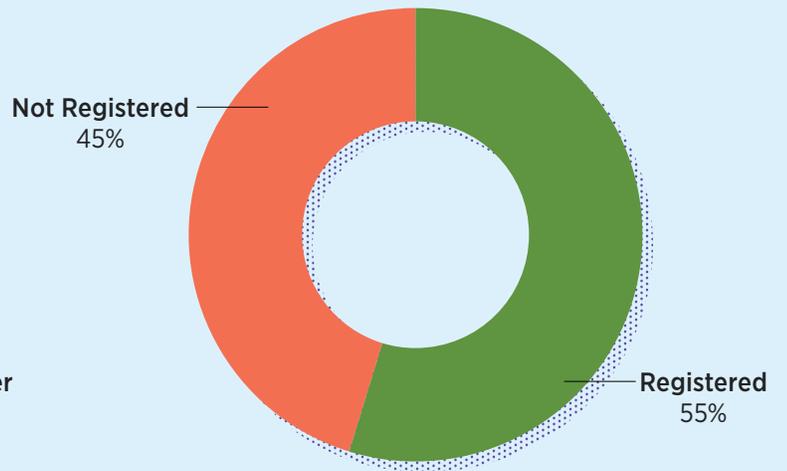
### 2022 Presidents Institute Registration



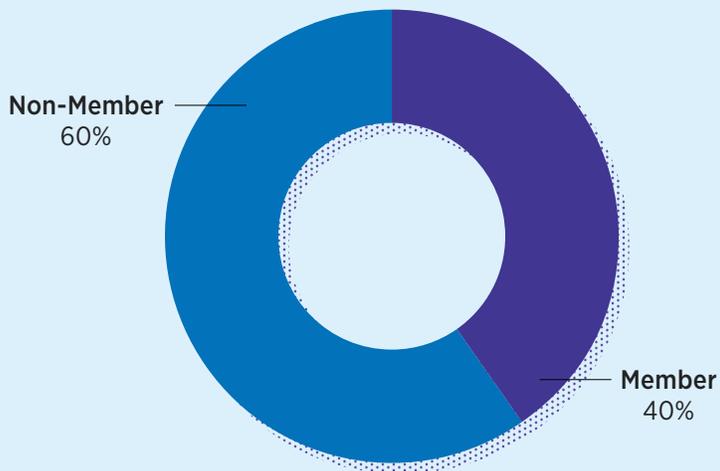
### OCSC Participation



### 2021 CAO Institute Registration



### NetVUE Participation



# Members of CIC (June 2022)

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

## INSTITUTIONAL MEMBERS

### Alabama

Birmingham-Southern College  
Huntingdon College<sup>T,N</sup>  
Miles College<sup>o</sup>  
Oakwood University<sup>o</sup>  
Samford University<sup>N</sup>  
Spring Hill College<sup>T,N</sup>  
Stillman College<sup>T,N,o</sup>  
Talladega College<sup>o</sup>  
Tuskegee University<sup>T,o</sup>  
University of Mobile<sup>N,o</sup>

### Alaska

Alaska Pacific University<sup>T</sup>

### Arizona

Prescott College<sup>T</sup>

### Arkansas

Hendrix College<sup>T,N</sup>  
John Brown University<sup>N,o</sup>  
Lyon College<sup>T</sup>  
Philander Smith College<sup>T,N</sup>  
University of the Ozarks<sup>T,N,o</sup>

### California

Azusa Pacific University<sup>N</sup>  
Biola University  
Brandman University

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

### Colorado

Colorado Christian University  
Colorado College  
Naropa University<sup>T</sup>  
University of Denver

### Connecticut

Albertus Magnus College<sup>T,o</sup>  
Connecticut College  
Goodwin University<sup>T,o</sup>  
Mitchell College<sup>T,o</sup>  
Trinity College  
University of Bridgeport<sup>T</sup>  
University of New Haven<sup>T</sup>  
University of Saint Joseph<sup>T</sup>

### Delaware

Goldey-Beacom College<sup>T,o</sup>  
Wilmington University<sup>T</sup>

### Florida

AdventHealth University<sup>N</sup>  
Ave Maria University<sup>T</sup>  
Beacon College<sup>T</sup>  
Bethune-Cookman University  
Eckerd College<sup>N</sup>  
Edward Waters University<sup>T,o</sup>  
Flagler College<sup>T</sup>  
Florida Memorial University<sup>o</sup>  
Hodges University  
Lynn University<sup>T</sup>  
Palm Beach Atlantic University<sup>N,o</sup>  
Rollins College  
Saint Leo University<sup>o</sup>  
Southeastern University<sup>T,o</sup>  
St. Thomas University<sup>T,o</sup>  
Stetson University<sup>T</sup>  
Warner University<sup>T</sup>

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<sup>N</sup>  
Berry College<sup>N</sup>  
Brenau University<sup>T</sup>  
Clark Atlanta University  
Covenant College<sup>N, O</sup>  
LaGrange College<sup>T, N, O</sup>  
Life University  
Morehouse College<sup>N</sup>  
Oglethorpe University<sup>O</sup>  
Piedmont University<sup>T, N, O</sup>  
Point University<sup>O</sup>  
Reinhardt University<sup>T, N, O</sup>  
Shorter University<sup>O</sup>  
Spelman College<sup>N</sup>  
Thomas University<sup>T</sup>  
Wesleyan College<sup>T, N, O</sup>  
Young Harris College<sup>T</sup>

## Hawaii

Chaminade University of  
Honolulu<sup>T, O</sup>  
Hawaii Pacific University<sup>O</sup>

## Idaho

Northwest Nazarene University  
The College of Idaho<sup>T</sup>

## Illinois

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

North Central College<sup>T, N</sup>  
North Park University<sup>N</sup>  
Olivet Nazarene University<sup>O</sup>  
Principia College  
Quincy University<sup>T, O</sup>  
Rockford University<sup>T, O</sup>  
Saint Xavier University<sup>T, O</sup>  
Trinity Christian College<sup>T, N, O</sup>  
University of St. Francis<sup>T, N, O</sup>  
Wheaton College<sup>N, O</sup>

## Indiana

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

Saint Mary-of-the-Woods College<sup>T, N</sup>  
Saint Mary's College<sup>T, N, O</sup>  
Taylor University  
Trine University<sup>T, O</sup>  
University of Evansville<sup>T</sup>  
University of Indianapolis<sup>T, N, O</sup>  
University of Saint Francis<sup>T, N</sup>  
Valparaiso University<sup>N, O</sup>  
Wabash College<sup>N, O</sup>

## Iowa

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





Bard College at Simon's Rock (MA)

## Maryland

Capitol Technology University <sup>T, O</sup>  
 Goucher College <sup>O</sup>  
 Hood College <sup>O</sup>  
 Loyola University Maryland <sup>N</sup>  
 McDaniel College <sup>N</sup>  
 Mount St. Mary's University <sup>T, N</sup>  
 Notre Dame of Maryland  
 University <sup>T, N</sup>  
 St. John's College  
 Stevenson University <sup>T</sup>  
 Washington Adventist University <sup>O</sup>  
 Washington College

## Massachusetts

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

## Michigan

Adrian College <sup>T</sup>  
 Albion College <sup>T, N, O</sup>  
 Alma College <sup>T, N, O</sup>  
 Andrews University <sup>N, O</sup>  
 Aquinas College <sup>T, N, O</sup>  
 Baker College <sup>O</sup>  
 Calvin University <sup>N, O</sup>  
 Cornerstone University <sup>N, O</sup>

Simpson College <sup>T, N, O</sup>  
 St. Ambrose University <sup>T, N, O</sup>  
 University of Dubuque <sup>T, N, O</sup>  
 Upper Iowa University <sup>T</sup>  
 Wartburg College <sup>N</sup>  
 William Penn University <sup>T</sup>

## Kansas

Baker University <sup>T</sup>  
 Benedictine College <sup>T, O</sup>  
 Bethany College <sup>T, N</sup>  
 Bethel College <sup>T, O</sup>  
 Friends University <sup>T, N, O</sup>  
 Hesston College <sup>O</sup>  
 Kansas Wesleyan University <sup>T, O</sup>  
 McPherson College <sup>T, O</sup>  
 MidAmerica Nazarene University <sup>T</sup>  
 Newman University <sup>T, N</sup>  
 Ottawa University <sup>T, N, O</sup>  
 Southwestern College <sup>T, N</sup>  
 Sterling College <sup>T, O</sup>  
 Tabor College <sup>N, O</sup>  
 University of Saint Mary <sup>T, N, O</sup>

## Kentucky

Alice Lloyd College <sup>T</sup>  
 Asbury University <sup>O</sup>  
 Bellarmine University <sup>N, O</sup>  
 Berea College <sup>T</sup>

Brescia University <sup>T, O</sup>  
 Campbellsville University <sup>T</sup>  
 Centre College  
 Georgetown College <sup>T, N, O</sup>  
 Kentucky Wesleyan College <sup>N</sup>  
 Lindsey Wilson College <sup>T, N</sup>  
 Midway University <sup>T</sup>  
 Spalding University <sup>T, O</sup>  
 Thomas More University <sup>T</sup>  
 Transylvania University <sup>N, O</sup>  
 Union College <sup>T, N</sup>  
 University of Pikeville <sup>T, N, O</sup>  
 University of the Cumberlands <sup>T</sup>

## Louisiana

Centenary College of Louisiana <sup>T, N</sup>  
 Dillard University <sup>T, O</sup>  
 Franciscan Missionaries of Our Lady  
 University <sup>T, N</sup>  
 University of Holy Cross  
 Xavier University of Louisiana

## Maine

Husson University <sup>T</sup>  
 Saint Joseph's College of Maine <sup>T, N, O</sup>  
 Thomas College <sup>T</sup>  
 Unity College  
 University of New England <sup>T</sup>

Finlandia University <sup>T,N,O</sup>  
Hillsdale College <sup>T</sup>  
Hope College <sup>N</sup>  
Kalamazoo College  
Madonna University <sup>T</sup>  
Olivet College <sup>T,O</sup>  
Rochester University <sup>N</sup>  
Siena Heights University <sup>T,O</sup>  
Spring Arbor University <sup>T</sup>

## Minnesota

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

## Mississippi

Millsaps College <sup>T,N</sup>  
Rust College  
Tougaloo College <sup>N</sup>

## Missouri

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

Rockhurst University <sup>T</sup>  
Southwest Baptist University  
Stephens College <sup>T</sup>  
University of Health Sciences and  
Pharmacy in St. Louis <sup>T</sup>  
Webster University <sup>T</sup>  
Westminster College <sup>T,O</sup>  
William Jewell College <sup>T</sup>  
William Woods University <sup>T,N,O</sup>

## Montana

Carroll College <sup>T,N</sup>  
Rocky Mountain College <sup>T</sup>  
University of Providence <sup>T,N,O</sup>

## Nebraska

Bellevue University <sup>T</sup>  
Bryan College of Health Sciences <sup>T</sup>  
College of Saint Mary <sup>T,O</sup>  
Doane University <sup>T</sup>  
Hastings College <sup>T,N,O</sup>  
Midland University <sup>T,O</sup>  
Nebraska Methodist College <sup>T,O</sup>  
Nebraska Wesleyan University <sup>N,O</sup>  
Union College <sup>N,O</sup>

## Nevada

Sierra Nevada College

## New Hampshire

Colby-Sawyer College <sup>T,N,O</sup>  
Franklin Pierce University <sup>T</sup>  
New England College <sup>T</sup>  
Rivier University <sup>T,N</sup>  
Saint Anselm College <sup>T,O</sup>  
Southern New Hampshire  
University <sup>T</sup>

## New Jersey

Bloomfield College <sup>T,N,O</sup>  
Caldwell University <sup>T,O</sup>  
Centenary University <sup>T,O</sup>  
Drew University <sup>T,N</sup>  
Fairleigh Dickinson University <sup>T</sup>  
Felician University <sup>T</sup>  
Georgian Court University <sup>T,N,O</sup>  
Monmouth University <sup>T</sup>  
Rider University  
Saint Elizabeth University <sup>T,O</sup>  
Saint Peter's University <sup>T,O</sup>

## New Mexico

St. John's College  
University of the Southwest <sup>T,N</sup>

## New York

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

## North Carolina

Barton College <sup>T,O</sup>  
Belmont Abbey College <sup>T</sup>  
Bennett College <sup>N</sup>  
Brevard College <sup>T,N,O</sup>  
Campbell University <sup>T,N</sup>

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

## North Dakota

University of Jamestown <sup>T,O</sup>  
 University of Mary <sup>T,N</sup>

## Ohio

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

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

## Oklahoma

Oklahoma City University <sup>T</sup>  
 Oral Roberts University

## Oregon

Bushnell University <sup>T,N</sup>  
 Corban University <sup>O</sup>  
 George Fox University  
 Lewis & Clark College  
 Linfield University <sup>N,O</sup>  
 Pacific University  
 Reed College  
 Warner Pacific University <sup>T,O</sup>  
 Willamette University

## Pennsylvania

Albright College <sup>O</sup>  
 Allegheny College <sup>T,N,O</sup>  
 Alvernia University <sup>T,N</sup>  
 Arcadia University <sup>T,N</sup>  
 Bryn Athyn College <sup>T,N,O</sup>  
 Bucknell University  
 Cabrini University <sup>T</sup>  
 Carlow University <sup>T,N</sup>  
 Cedar Crest College <sup>T,O</sup>  
 Chatham University <sup>T</sup>  
 Chestnut Hill College <sup>T,N,O</sup>  
 Delaware Valley University  
 DeSales University <sup>T,N,O</sup>  
 Duquesne University <sup>T</sup>  
 Eastern University <sup>T</sup>  
 Elizabethtown College <sup>T</sup>

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

## Puerto Rico

Universidad del Sagrado Corazón

## Rhode Island

Roger Williams University <sup>T,O</sup>  
 Salve Regina University <sup>N</sup>



Schreiner University

Our Lady of the Lake University <sup>T,N</sup>  
 Parker University  
 Schreiner University <sup>N,O</sup>  
 Southwestern Adventist University <sup>O</sup>  
 Southwestern University <sup>T,N</sup>  
 St. Edward's University <sup>T,N,O</sup>  
 St. Mary's University <sup>T,N,O</sup>  
 Texas Christian University  
 Texas College  
 Texas Lutheran University <sup>T,N,O</sup>  
 Texas Wesleyan University <sup>T,O</sup>  
 Trinity University <sup>N</sup>  
 University of Dallas <sup>T</sup>  
 University of St. Thomas <sup>T</sup>  
 University of the Incarnate Word <sup>T,O</sup>  
 Wayland Baptist University  
 Wiley College <sup>T,O</sup>

### Utah

Westminster College <sup>O</sup>

### Vermont

Bennington College  
 Champlain College  
 Landmark College  
 Middlebury College  
 Norwich University <sup>T,O</sup>  
 Saint Michael's College <sup>O</sup>

### Virginia

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

### South Carolina

Allen University <sup>O</sup>  
 Anderson University <sup>T,O</sup>  
 Benedict College <sup>N,O</sup>  
 Charleston Southern University <sup>O</sup>  
 Claflin University <sup>T</sup>  
 Coker University <sup>T,N,O</sup>  
 Columbia College <sup>T,O</sup>  
 Converse University <sup>T,O</sup>  
 Erskine College <sup>T</sup>  
 Furman University <sup>N</sup>  
 Limestone University <sup>T</sup>  
 Morris College  
 Newberry College <sup>T,N,O</sup>  
 Presbyterian College <sup>T,N,O</sup>  
 Southern Wesleyan University <sup>O</sup>  
 Spartanburg Methodist College <sup>T</sup>  
 Voorhees College <sup>O</sup>  
 Wofford College <sup>N</sup>

### South Dakota

Augustana University <sup>N</sup>  
 Dakota Wesleyan University <sup>T,N,O</sup>  
 Mount Marty University <sup>T</sup>  
 Presentation College <sup>T</sup>  
 University of Sioux Falls <sup>T,N</sup>

### Tennessee

Bethel University <sup>T</sup>  
 Carson-Newman University <sup>T,O</sup>  
 Christian Brothers University <sup>T,O</sup>

Fisk University  
 Freed-Hardeman University <sup>O</sup>  
 King University <sup>T,N,O</sup>  
 Lane College <sup>T,N,O</sup>  
 Lee University <sup>T,N,O</sup>  
 LeMoyné-Owen College <sup>O</sup>  
 Lincoln Memorial University <sup>T</sup>  
 Lipscomb University <sup>N</sup>  
 Maryville College <sup>T,N,O</sup>  
 Milligan University  
 Rhodes College <sup>N</sup>  
 Sewanee: The University of the South <sup>N</sup>  
 Southern Adventist University <sup>N,O</sup>  
 Tennessee Wesleyan University <sup>T</sup>  
 Trevecca Nazarene University <sup>T,O</sup>  
 Tusculum University <sup>T,O</sup>

### Texas

Abilene Christian University  
 Austin College <sup>T,N</sup>  
 Baylor University <sup>N</sup>  
 Concordia University Texas <sup>T,N,O</sup>  
 Criswell College <sup>O</sup>  
 Dallas Baptist University  
 East Texas Baptist University  
 Hardin-Simmons University <sup>T,O</sup>  
 Huston-Tillotson University <sup>T</sup>  
 Jarvis Christian College <sup>T,N,O</sup>  
 LeTourneau University <sup>N</sup>  
 McMurry University <sup>T,O</sup>



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

**Washington**

Gonzaga University  
 Heritage University <sup>T,N,O</sup>  
 Pacific Lutheran University <sup>N</sup>  
 Saint Martin's University <sup>T,N</sup>  
 Seattle Pacific University <sup>N</sup>  
 University of Puget Sound  
 Walla Walla University <sup>O</sup>  
 Whitman College  
 Whitworth University <sup>N</sup>

**Washington, DC**

Gallaudet University

**West Virginia**

Alderson Broaddus University <sup>T,O</sup>  
 Bethany College <sup>T</sup>  
 Davis & Elkins College <sup>T,N</sup>  
 University of Charleston <sup>T</sup>  
 West Virginia Wesleyan College <sup>T</sup>  
 Wheeling University <sup>T</sup>

**Wisconsin**

Alverno College <sup>T</sup>  
 Beloit College <sup>O</sup>  
 Cardinal Stritch University <sup>T,N</sup>  
 Carroll University <sup>T,N</sup>  
 Carthage College <sup>N</sup>  
 Concordia University Wisconsin <sup>T,N</sup>  
 Edgewood College <sup>T,N,O</sup>  
 Lakeland University <sup>T</sup>  
 Marian University <sup>T,O</sup>  
 Mount Mary University <sup>T,N</sup>

Northland College <sup>T</sup>  
 Ripon College <sup>T</sup>  
 St. Norbert College <sup>T,N</sup>  
 Viterbo University <sup>T,N</sup>  
 Wisconsin Lutheran College <sup>N,O</sup>

**INTERNATIONAL MEMBERS**

Al Akhawayn University, Morocco <sup>O</sup>  
 American College of Greece <sup>T</sup>

**ASSOCIATE MEMBERS**

Cox College  
 Jacksonville College (TX)  
 Louisburg College  
 Trocaire College <sup>T,N,O</sup>

**NEW MEMBERS IN 2021-2022**

**Institutional Members**

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

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

**International Member**

The King's University, Canada

## AFFILIATE MEMBERS

Accreditation Council for Business Schools and Programs  
American Council of Learned Societies  
American Councils for International Education  
American Historical Association  
Appalachian College Association  
Associated Colleges of the Midwest  
Associated Colleges of the South  
Association of Advanced Rabbinical and Talmudic Schools  
Association of Catholic Colleges and Universities <sup>N</sup>  
Association of Independent Colleges & Universities  
in Massachusetts  
Association of Independent Colleges and Universities  
of Ohio  
Association of Presbyterian Colleges and Universities <sup>N</sup>  
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 <sup>N</sup>  
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 <sup>N</sup>  
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 <sup>N</sup>

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



# 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

### **Christopher M. Kunkel**

Senior Vice President and Chief of Staff

### **Vanessa N. Long**

Manager of State Council Programs and Finance

### **Emilee Jane O'Dell**

Projects Coordinator

### **Jo Ellen Parker**

Senior Vice President

### **Robert Powers**

Director of Finance

### **Jason Rivera**

Director of Strategic Research

### **Leslie A. Rogers-Brown**

Conference Manager

### **Samantha Sabalis**

Director of Development

### **Kathleen Smith**

Executive Assistant to the President

### **Matt Trainum**

Vice President of Networks and Strategic Partnerships

### **Titilayo Ufomata**

Senior Vice President for Academic Programs

### **Keith A. Wallace**

Director of Administration

### **Jeff Woods**

Director of Presidential Engagement

## **NetVUE STAFF**

*(July 2021–June 2022)*

### **Carter Aikin**

Grant Director, NetVUE

### **Daniel O. Aleshire**

Program Evaluator, NetVUE

### **David S. Cunningham**

Director, NetVUE

### **Lynn Hunnicutt**

Assistant Director, NetVUE

### **Hannah Shell**

Online Community Coordinator, NetVUE

### **Rachel F. Pickett**

Webinar Coordinator, NetVUE

### **Lynne M. Spoelhof**

Program Manager, NetVUE

### **Erin A. VanLaningham**

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



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

**Michele D. Perkins**  
Co-Director, Presidents Governance  
Academy

**Mary Pat Seurkamp**  
Senior Advisor and Director,  
New Presidents Program

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

**Sandra K. Webster**  
Evaluator, Seminars on Science  
Pedagogy Project

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

**Laura Wilcox**  
Senior Advisor, Communications

**Mike Williams**  
Senior Advisor, Data and  
Benchmarking Services

## **CIC ADVISORS**

*(July 2021–June 2022)*

**Roger Bowen**  
Senior Advisor and Director,  
Visiting Fellows Program

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

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

**Jenifer O. Corn**  
Evaluator, Community College  
Transfer Pathways Project

**David S. Cunningham**  
Director, NetVUE

**Richard Ekman**  
President Emeritus

**Marylouise Fennell, RSM**  
Senior Counsel

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

**Michael Gilligan**  
Senior Advisor, Deliberation and  
Debate Workshops

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

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

**Thomas L. Hellie**  
Co-Director, Presidents Governance  
Academy

**Constance Currier Holoman**  
Senior Advisor, Presidential Spouses  
and Partners Program

# Program Participants

## PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION 2021-2022 PARTICIPANTS

**Andrews University**  
Christon G. Arthur, Provost

**Berry College**  
Mary K. Boyd, Provost\*

**College of Saint Mary**  
Sarah Kottich, Provost

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

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

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

**Guilford College**  
Ara Serjoie, Vice President for Advancement\*

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

**Lindsey Wilson College**  
Patricia Parrish, Vice President for Academic Affairs

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

**Messiah University**  
Jon Stuckey, Executive Director of Development

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

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

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

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

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

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

*\* Title when accepted into the program*



Central Methodist University

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

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

### **Robin E. Baker**

Provost, George Fox University, to president of that university

### **J. Blair Blackburn**

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

### **Irma Becerra**

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

### **Mark L. Biermann**

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

### **Nancy H. Blattner**

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

### **Mary K. Boyd**

Provost, Berry College, to president Emmanuel College

### **Brian Bruess**

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

### **Sandra L. Cassidy**

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

### **Grant H. Cornwell**

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

### **Debbie Cottrell**

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

### **Delmas S. Crisp, Jr.**

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

### **Suzanne Davis**

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

### **Christine De Vinne**

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

### **James S. Dlugos**

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

### **Bethami Dobkin**

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

### **Susan M. Donovan**

Executive vice president, Loyola University Maryland, to president, 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

**Stacy McAfee**

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

**Charlie T. McCormick**

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

**John N. McKeegan**

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

**Susan Pauly**

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

**Christine Pharr**

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

**Elfred Anthony Pinkard**

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

**Laurie Quinn**

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

**Brian Ralph**

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

**Rodney Reed**

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

**James Reynolds**

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

**Mark Roberts**

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

**Janet H. Robinson**

Provost, Lourdes University, to interim president of that university

**Lori Rodrigues-Fisher**

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

**Gerard J. Rooney**

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

**B. David Rowe**

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

**Suzanne Shipley**

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

**Jay K. Simmons**

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

**Carolyn Stefanco**

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

**Donald B. Taylor**

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

**Keith Taylor**

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

**Doris A. Tegart**

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

**Marion Terenzio**

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

**Kelly M. Thompson**

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

**Susan Traverso**

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

**Burton Webb**

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

**Jann Rudd Weitzel**

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

**Michaele Whelan**

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

**Cynthia Zane**

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

## EXECUTIVE LEADERSHIP ACADEMY 2021–2022 CIC PARTICIPANTS

### Allegheny College

Ron Cole, Provost and Dean of the College

### Alma College

Kathleen Dougherty, Provost and Senior Vice President for Academic Affairs

### Assumption University

Conway Campbell, Vice President for Student Success

### Benedict College

Emmanuel Lalande, Vice President for Enrollment Management and Student Services

### Cabrini University

Chioma Ugochukwu, Provost and Senior Vice President for Academic Affairs

### Cottey College

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

### Dillard University

Roland Bullard, Vice President for Student Success

### Gannon University

Steven Mauro, Vice President of Strategy and Campus Operations

### Grace College and Seminary

Andrew Flamm, President

### Hood College

Deborah Ricker, Provost and Vice President for Academic Affairs

### Jarvis Christian University

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

### Malone University

Gregory Miller, President

### Manhattan School of Music

Joyce Griggs, Executive Vice President and Provost

### Maria College

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

### Mount St. Joseph University (OH)

Jeffrey Briggs, Chief Financial Officer

### Mount St. Joseph University (OH)

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

### Nebraska Methodist College

Amy Clark, Vice President for Academic Affairs

### Saint Joseph's College of Maine (ME)

Michael Pardales, Vice President and Chief Learning Officer

### Saint Martin's University (WA)

Jennifer Bonds-Raacke, President

### St. Catherine University

Anita Thomas, Executive Vice President and Provost

### St. John's College (NM)

J. Walter Sterling, Dean of the College

### University of Lynchburg

Allison Jablonski, Provost and Vice President for Academic Affairs

### University of Puget Sound

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



College of Saint Benedict and Saint John's University

## ALUMNI OF EXECUTIVE LEADERSHIP ACADEMY WHO HAVE BECOME PRESIDENTS

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

### **Makola M. Abdullah**

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

### **Jeffrey Abernathy**

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

### **Mark Biermann**

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

### **Jennifer Bonds-Raacke**

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

### **Charlotte Borst**

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

### **Brett Bradfield**

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

### **Marc Camille**

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

### **Seamus Carey**

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

### **Deborah Carlson**

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

### **Andrea Chapdelaine**

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

### **Gregg Chenoweth**

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

### **Ronald Chesbrough**

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

### **Bryan Coker**

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

### **John Comerford**

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

### **Christine De Vinne**

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

### **Gregory Dewey**

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

### **Patricia H. Draves**

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

### **Sherilyn Emberton**

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

### **Marcheta Evans**

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

### **Travis Feezell**

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

### **Andrew Flamm**

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

### **Scott Flanagan**

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

### **James Fleming**

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

### **Wesley Fugate**

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

### **Mary Ann Gawelek**

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

### **Matthew Giordano**

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

### **Robert J. Graham**

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

### **Bryon L. Grigsby**

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

**Bobby Hall**

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

**Susan Hasseler**

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

**Tina S. Holland**

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

**Mark Husbands**

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

**David Johns**

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

**Laurie Joyner**

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

**Herbert King**

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

**Lucas Lamadrid**

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

**Richanne C. Mankey**

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

**Earl Martin**

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

**Mark McCoy**

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

**Michael McDonald**

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

**Suzanne Mellon**

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

**Gregory Miller**

Provost, Malone University, to president of that university

**Kim Mooney**

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

**Lynn M. Morton**

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

**Douglas Palmer**

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

**Jonathan Peri**

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

**Polly Peterson**

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

**Christine Plunkett**

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

**David Podell**

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

**Brian Posler**

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

**Julian Schuster**

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

**Karl Solibakke**

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

**Sue Stuebner**

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

**John Swallow**

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

**Michael Thomas**

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

**Reynold Verret**

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

**Marylou Yam**

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

## SENIOR LEADERSHIP ACADEMY 2021-2022 PARTICIPANTS

### **Aquinas College**

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

### **Berry College**

Alice 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



CETYS University (Mexico)

**Randolph College**

Mara Amster, Division Head, Arts and Letters

**Rhodes College**

Tim Huebner, Associate Provost

**Saint Francis University**

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

**Schreiner University**

Charles Hueber, Dean of Students

**Seattle Pacific University**

Margaret Watkins, Dean, College of Arts and Sciences

**Shenandoah University**

Astrid Sheil, Dean, School of Business

**Springfield College (MA)**

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

**St. Olaf College**

Jason Engbrecht, Associate, Dean of Natural Sciences and Mathematics

**The College of Idaho**

Andrew Gades, Associate Dean of the Faculty

**Thiel College**

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

**University of Findlay**

Kirby Overton, Dean, College of Business

**Wesleyan College**

Nicholas Steneck, Associate Dean of International Education

**Widener University**

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

**William Jewell College**

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

**William Peace University**

Susan Childs, Associate Vice President for Finance and Controller

**Wingate University**

Caroline Hoefflerle, Dean Cannon College of Arts and Sciences

**Wofford College**

Timothy Schmitz, Interim Provost

**LEGACIES OF AMERICAN SLAVERY: RECKONING WITH THE PAST****Regional Collaboration Partners**

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

Meredith College  
Sewanee: The University of the South

**Institutional Affiliates**

Bloomfield College  
Columbia College Chicago  
Drury University  
Fisk University

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

**HUMANITIES RESEARCH FOR THE PUBLIC GOOD  
2021-2022 PARTICIPATING INSTITUTIONS**

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

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

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

## INDEPENDENT PATHWAYS: COMMUNITY COLLEGE TRANSFER IN THE LIBERAL ARTS

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

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

### Community College Partners

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

## OHIO CONSORTIUM FOR TRANSFER PATHWAYS TO THE LIBERAL ARTS

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

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

### Community College Partners

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



## NEW CURRENTS IN TEACHING PHILOSOPHY 2022 PARTICIPANTS

### Albion College

Daniel Mittag, Associate Professor of Philosophy

### Bellarmino University

Katherine Johnson, Associate Professor of Philosophy

### Bennington College

Paul Voice, Professor of Philosophy

### Butler University

Stuart Glennan, Professor of Philosophy

### California Lutheran University

Brian J. Collins, Associate Professor of Philosophy

### Centre College

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

### DePauw University

Jennifer Everett, Professor of Philosophy

### Eckerd College

Louise Daoust, Assistant Professor of Philosophy

### Eureka College

Joseph Cunningham, Assistant Professor of Religion and Philosophy

### Gallaudet University

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

### Holy Family University

Daniel Bramer, Associate Professor of Philosophy and Religious Studies

### Hope College

Katherine Finley, Assistant Professor of Philosophy

### Lindenwood University

Joseph Steineger, Associate Professor of Philosophy

### Loras College

Traci Phillipson, Assistant Professor of Philosophy

### Maryville College

Andrew Irvine, Associate Professor of Philosophy and Religion

### McDaniel College

Elizabeth Tyler, Associate Professor of Philosophy

### Medaille College (NY)

Gerald Erion, Professor of Philosophy

### Reed College

Margaret Scharle, Professor of Philosophy and Humanities

### Rhodes College

Rebecca Tuvel, Associate Professor and Chair of Philosophy

### Spelman College

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

### Sweet Briar College

Christopher Penfield, Assistant Professor of Philosophy

### St. John Fisher University

Timothy Madigan, Professor and Chair, Philosophy and Classical Studies

### St. Joseph's University (NY)

Eunah Lee, Assistant Professor of Philosophy

### University of the Incarnate Word

Christopher Edelman, Professor of Philosophy

### Warren Wilson College

Jay Miller, Professor of Philosophy and Religious Studies

### William Jewell College

Elizabeth Sperry, Professor of Philosophy and Chair



## **DELIBERATION & DEBATE WORKSHOP 2022 INSTITUTIONS**

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

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

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

## **TEACHING INTERFAITH UNDERSTANDING SEMINAR 2022 PARTICIPANTS**

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

**Bethany College**  
Holly Hillgardner, Associate  
Professor of Religious Studies

**Caldwell University**  
Stephen Meawad, Assistant  
Professor of Theology

**DeSales University**  
Patricia Idoko, Assistant Professor  
of Theology

**Doane University**  
Dan Clanton, Associate Professor of  
Religious Studies

**Fontbonne University**  
Deanna Jent, Professor of Fine Arts

**Franklin College**  
James Alexander, Assistant Professor  
of Religious Studies

**Goshen College**  
Breanna Nickel, Assistant Professor  
of Bible and Religion

**Gwynedd Mercy University**  
Jen Wade, Assistant Professor of  
Religious Studies

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

**Lane College**  
Kai El-Amin, Assistant Professor  
of Religion

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

**Lourdes University**  
Vincent Laverick, Assistant Professor  
of Education

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

**Otterbein University**  
Alexander Rocklin, Assistant  
Professor of Philosophy and Religion

**Queens University of Charlotte**  
Vicky Talbot, Senior Instructor  
of Nursing

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

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

**University of La Verne**  
Megan Granquist, Professor of  
Kinesiology

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

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

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

**Wofford College**  
Ingrid Lilly, Assistant Professor  
of Religion

## TEACHING EUROPEAN ART IN CONTEXT SEMINAR 2022 PARTICIPANTS

### **Berry College**

Virginia Troy, Professor of Art History

### **Briar Cliff University**

Jeff Baldus, Professor of Art

### **Butler University**

Mira Kafantaris, Associate Professor of English

### **Charleston Southern University**

Celeste McMaster, Professor of English

### **Coe College**

Ranelle Knight-Lueth, Assistant Professor of Art History

### **D'Youville University**

Jeffrey Glodzik, Associate Professor of History

### **Earlham College**

Shannon Flaherty, Assistant Professor of Art History

### **Kalamazoo College**

Anne Marie Butler, Assistant Professor of Art History

### **Kansas City Art Institute**

Rebecca Dubay, Associate Professor of Art History

### **Lindsey Wilson College**

Elizabeth Tapscott, Assistant Professor of History

### **Mars Hill University**

Lucia Carter, Professor of History

### **Marywood University (PA)**

Christa Irwin, Associate Professor of Art

### **Reed College**

Jennifer Sakai, Visiting Assistant Professor

### **Roger Williams University**

Anne Proctor, Associate Dean, School of Humanities

### **Saint Anselm College**

Katherine Bentz, Associate Professor of Fine Arts

### **Salem College**

John Hutton, Professor of Art History

### **Siena College**

Karen Sonnelitter, Associate Professor of History

### **University of Lynchburg**

Siobhan Byrns, Associate Professor of Art

### **Wisconsin Lutheran College**

Chad Lindemann, Professor of Art and Graphic Design

### **Young Harris College**

Mary Slavkin, Associate Professor of Art History

## NetVUE TEACHING VOCATIONAL EXPLORATION SEMINAR 2022 PARTICIPANTS

### **Andrews University**

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

### **Bluffton University**

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

### **Campbell University**

R. Brian Bowman, Assistant Professor of Communication Studies

### **Friends University**

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

### **Grand View University**

Heather R. Brady, Associate Professor of Liberal Arts

### **Lipscomb University**

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

### **Luther College**

Marie I. Drews, Assistant Professor of English

### **Mount St. Mary's University (MD)**

Charles T. Strauss, Associate Professor of History

### **Regis University**

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

### **Transylvania University**

Leslie Ribovich, Assistant Professor of Religion

### **University of Findlay**

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

## NetVUE SCHOLARLY RESOURCES PROJECT, 4TH EDITION PARTICIPANTS

### Augustana College

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

### Carthage College

David M. Timmerman, Professor of Rhetoric and Provost

### Drew University

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

### Furman University

Meghan M. Slining, Associate Professor of Health Sciences

### King University

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

### Mount St. Mary's University (MD)

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

### Regis University

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

### Saint Louis University

Robert Pampel, Director of the University Honors Program

### St. Olaf College

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

### University of Dayton

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

### University of Virginia

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

### Wheaton College (IL)

Christine Jeske, Assistant Professor of Anthropology

## NetVUE PROGRAM DEVELOPMENT GRANT 2022 RECIPIENTS

Assumption University  
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



North Carolina Wesleyan 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

# 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](http://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](http://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](http://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.

### **ADVANCEMENT**

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.



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