



CONNECTING THROUGH CONVERSATION

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CIC Mission...

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Founded in 1956, CIC is headquartered at One Dupont Circle, NW, in Washington, DC. For more information, visit <u>cic.edu</u>.

CIC Mission

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

"CIC works
to support college
and university
leadership, advance
institutional
excellence,
and enhance public
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independent higher
education."

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 private, nonprofit colleges and universities in the United States that show a commitment to the liberal arts, similar institutions located outside the United States, and two-year independent institutions. Nonprofit organizations that support the purposes of independent higher education, including those that support and advocate for private colleges and universities in their state, also are

eligible to be CIC members.

CIC provides members with ideas, resources, and programs that help institutions improve their leadership expertise, educational programs, administrative and financial performance, and institutional visibility.



As our members grapple with change, challenges, and new opportunities, CIC remains a steadfast source of inspiration and support through our work to develop campus leaders, enhance institutional excellence, and amplify the mission of independent higher education. At events and in my travels, I often hear about the impact that CIC has made for individuals and for institutions. The kind words you have shared with us about our direction and initiatives are gratifying and motivate us to set ever greater ambitions.

The theme of this year's annual report is "Connecting through Conversation." After spending the previous

A Message from CIC's President

year listening, learning, and interpreting data from our members, CIC is meeting emerging needs and offering new and improved programs. As you'll read, we launched a new network this year focused on creating inclusive teaching and learning environments, Belong: An Inclusive Learning Community. It's grown rapidly on more than 60 campuses. Our record-breaking fundraising year included a \$15.2 million grant from Lilly Endowment Inc., the largest single gift in CIC's history, to focus on strategic priorities related to vocation in higher education. We distributed more than \$4.6 million in grants and other forms of support to member institutions, including more than \$1.4 million in scholarships through our State Council partners. We are always looking for new ways to connect and work collaboratively as we seek to make a difference for the more than two million students attending CIC institutions every year.

This report illustrates the many ways that CIC connects with members through conversation, be it seminars, webinars, or conferences; listservs, networks, and resource sharing.

CIC will continue to support institutional missions and the sector of independent higher education. On behalf of the entire CIC staff, thank you for your support and your commitment to independent higher education.

Marjorie Hass

President, Council of Independent Colleges

View video "Supporting CIC Members"

CIC President Marjorie Hass discusses the highlights in this year's annual report that demonstrate the ways in which CIC supports the leadership, students and campuses, and missions of its member institutions through new and existing programs, resources, and services.





I think that the independent sector plays a really important role in developing citizens for our future. I think we're really good at taking students where they are and helping them to achieve dreams they could not have imagined to be possible.



A Message from the Chair

CIC has finished yet another successful year developing and improving programs, services, networks, and other benefits to support its member institutions at all levels.

My term as board chair began in June 2022, and I was part of adopting and implementing a new vision statement and four strategic focus areas that will continue to guide CIC's decision making: ensure our institutes, leadership development programs, workshops, and conferences are ever more relevant, engaging, inspiring, and of practical use to a diverse membership; support member financial health and innovation; increase member engagement; and strengthen CIC's role as a visible champion of independent higher education.

I am happy to report that CIC has succeeded in showing much growth in all four areas, as this report will illustrate. CIC will continue to build the community of its member institutions and provide programs and services to strengthen individual and collective goals of supporting students and faculty and building strong, viable, and sustainable institutions.

I'm excited to see CIC continuing to innovate and connect with members.

Barbara A. Farley

President, Illinois College; Chair, CIC Board of Directors

At independent colleges and universities we know our students. Our faculty have chosen to be at places like ours precisely because they want to be in a relationship with those students. When they come to walk across that stage, we know them, know them well, and continue those relationships well beyond their graduation.

> Jeff Abernathy President Alma College (MI)



Board of Directors and Committees

CIC Board of Directors

(As of June 2023)

The Board of Directors includes college and university presidents from CIC institutions and other leaders in higher education.

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Amine Bensaid

President. Al Akhawayn University (Morocco)

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Andrea E. Chapdelaine

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Mary Eileen O'Brien, OP President

Dominican University New York

Charles W. Pollard

President. John Brown University (AR)

L. Song Richardson

President. Colorado College

Lori S. White

President DePauw University (IN)

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(Terms ending January 2024)

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Vice Chair for Programs Jeff Abernathy

President

Alma College (MI)

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John L. Comerford President

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Vice Chair for Resource

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J. Bradley Creed

President Campbell University (NC)

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Mary-Beth A. Cooper President,

Springfield College (MA)

Ex Officio

Marjorie Hass President

Council of Independent Colleges

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President, Oberlin College (OH)

Robin E. Baker President George Fox University (OR)

Andrea E. Chapdelaine President.

Hood College (MD)

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Marvin Espy

Kathy Creed

Presidential Spouse, Mitchell College (CT)

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Roderick L. Smothers

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The University of St. Francis (IL)

2023 Presidential Spouses and

The University of Charleston

College of St. Benedict and

St. John's University (MN)

Carole Campbell Williams

Mount St. Joseph University (OH)

Partners Task Force

Carol Bruess, Chair

Presidential Spouse.

Presidential Spouse,

Hiram College (OH)

Presidential Spouse.

Lisa Baldwin

Philander Smith College (AR)

2023 New Presidents Program

Colorado College

John Brown University (AR)

President.

President,

President

President,

Lori S. White

Connie Holoman

Presidential Spouse, Centenary College of Louisiana (LA); Senior Advisor, Presidential Spouses and Partners Program, Council of Independent Colleges

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Glenn McGee

Presidential Spouse. Salem College (MA)

Brian Mikesell

Presidential Spouse. Bard College at Simon's Rock (MA)

Katina Semien Smothers

Presidential Spouse. Philander Smith College (AR)

2022 Institute for Chief **Academic Officers**

Task Force

Kerry Fulcher, Chair

Provost and Chief Academic Officer. Point Loma Nazarene University (CA)

Christon Arthur

Provost, Andrews University (MI)

Kim Coplin Provost.

Denison University (OH) **Brian Flahaven**

Vice President, Strategic

Partnerships. Council for Advancement and Support of Education (CASE)

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Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College (PA)

Glennell Lee-Pruitt

Provost and Vice President for Academic Affairs. Jarvis Christian University (TX) Lisa Long

Provost and Vice President for Academic Affairs Allen University (SC)

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Provost and Dean of the College, Illinois College

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Titi Ufomata

Senior Vice President for Academic Programs. Council of Independent Colleges

Lori Werth

Provost. University of Pikeville (KY)

Tynisha Willingham

Provost and Vice President for Academic Affairs Eastern Mennonite University

Todd Woodward

Vice President for Strategic Communications and Marketing. Colorado College

Network for Vocation in Undergraduate Education (NetVUE) Advisory Council

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Chief of Staff and Secretary to the Board of Trustees. St. Norbert College (WI)

Kathleen F. Weaver

Associate Provost for Research and Professional Development, Loyola Marymount University (CA)

State Councils Advisory Council

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President, Michigan Colleges Alliance

Katie Conboy

President. Saint Mary's College (IN)

Treva Haugaard (Ex-Officio)

Executive Director, Council of Independent Nebraska Colleges Foundation

Matthew Shank

President. Virginia Foundation for Independent Colleges

William (Bill) J. Spiker

President. Ohio Foundation of Independent Colleges

Terri Standish-Kuon

President and CEO. Independent Colleges of Washington









Members Speak about the Value of CIC





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.

View video "Why Independent Colleges"

Independent higher education is more important than ever, and it is CIC's mission to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education's contributions to society. With the help of leaders at CIC member institutions, CIC shows the impact and value of our sector in this video.

CIC Donors and Sponsors

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, 2022, and June 30, 2023, from the following donors and sponsors:

Academic Search Ellucian AGB Consulting Encoura AGB Search, LLC **ERA Group**

Alfred P. Sloan Foundation

American Academic Leadership Institute (AALI)

American Council of Learned Societies

Angeles Investments

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Ardeo Education Solutions

Art & Science Group, LLC

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Ascendium Education Group

Association of College and **University Educators (ACUE)**

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RNL

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William and Flora Hewlett

Foundation

W. M. Keck Foundation

Wiley University Services

YOU at College

Ziegler

Sponsorships

Total Sponsorship as of June 2023 (Fiscal Year 2023)

- 2023 Presidents Institute
- 2022 Institute for Chief Academic Officers
- 2023 State Councils Annual Conference
- 2023 Workshops for Department and Division Chairs

\$1,374,500 \$1,004,250 \$280.250 \$40,000

\$50,000

CIC Leadership CIC Leadership

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.

Lisa E. Long 2023 Allen P. Splete Award

2022 Chief Academic Office

for Outstanding Servic David L. Warren

James F. Dicke II and Janet St. Clair Dicke

2023 Award for Philanthropy The Jaharis Family

2023 Charles L. Foreman Award Michael C. Maxey

2023 Allen P. Splete Award for Outstanding Service David L. Warren

The 2023 Allen P. Splete Award for Outstanding Service went to David L. Warren in recognition of his significant contributions and impact across higher education and his commitment to developing and maintaining a strong leadership pipeline. Warren served as president of the National Association of Independent Colleges and Universities (NAICU) from 1993 to 2019, after nearly a decade as president of Ohio Wesleyan University. A tireless crusader for America's private colleges and for increased financial aid funding for all college students. Warren is widely regarded as one of the most persuasive and influential voices for higher education within Washington, DC. He is frequently asked to speak at higher education national conferences and on campuses, and is regularly quoted by the news media on national higher education issues.



2023 Award for Philanthropy (Individual) James F. Dicke II and

Janet St. Clair Dicke

The 2023 Award for Philanthropy (Individual) honors James (Jim) F. Dicke II and Janet St. Clair Dicke for their visionary leadership in philanthropic and volunteer support of higher education. Throughout their lives, the Dickes have graciously and generously supported the causes close to their hearts, with a particular interest in education and the arts. They have demonstrated a commitment to the liberal arts through multiple endowed scholarships, and the influence of their philanthropy has improved society and the lives of countless individuals. At Ohio Northern University, Ohio Wesleyan University, and Trinity University (TX) in particular, the impact has been transformative. Jim and Janet are both graduates of Trinity University.

2022 Chief Academic Officer

Lisa E. Long

The 2022 Chief Academic Officer Award was presented to Lisa E. Long, provost and vice president for academic affairs at Allen University (SC) and former chief academic officer and acting president at Talladega College (AL), in recognition of her support of colleagues at independent colleges and universities. She has been active in many CICsponsored programs since 2015, including the annual Institute for Chief Academic Officers; the Executive Leadership Academy; and the Diversity, Civility, and the Liberal Arts Institute. As a member of CIC's Chief Academic Officer Task Force, she helped to focus attention on important topics such as leadership development for faculty and staff members, the role of HBCUs in the contemporary higher education landscape, civic engagement, diversity, equity, and inclusion.



Lisa E. Long (second from left) received the 2022 Chief Academic Officer Award. Glennell Lee-Pruitt (second from right), president of Jarvis Christian University (TX), presented the award along with Marjorie Hass, CIC president (left) and Titilayo Ufomata, CIC senior vice president for academic programs (right).

2023 Award for Philanthropy The Jaharis Family

The 2023 Award for Philanthropy (Organization) was presented to the Jaharis Family Foundation in recognition of the organization's generous support of higher education, health care, human services, and community. The Jaharis Family Foundation was co-founded by the late Michael Jaharis and his wife Marv. Jaharis was a co-founder of Vatera Healthcare Partners, and the success of his company enabled the family to give back through their philanthropic contributions to numerous educational, cultural, and religious institutions and humanitarian causes Generations will remember and benefit not just from Michael Jaharis' contributions to the pharmaceutical industry, but also from his deep commitment and generosity to the causes in which he believed.



The 2023 Charles W. L. Foreman Award was presented to Michael C. Maxey (right), president emeritus of Roanoke College (VA), by CIC President Marjorie Hass (left).

2023 Charles L. Foreman Award Michael C. Maxey

The 2023 Charles W. L. Foreman Award was presented to Michael C. Maxey, president emeritus of Roanoke College (VA), at the State Councils Annual Conference to recognize his exceptional leadership with the Virginia Foundation of Independent Colleges and commitment to independent higher education. Maxey served as president of Roanoke College since 2007, having previously served Roanoke for 22 years in many capacities. Maxey led Roanoke in a multi-year effort to address the legacies of slavery and racism on campus. The college is a founding member of the international Universities Studying Slavery project and recently announced the Center for Studying Structures of Race. Maxey is an active member of numerous educational organizations.



2022-2023 **CIC Institutional Membership Data**

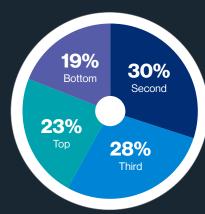
Carnegie Classification

Data indicate that the majority of CIC colleges and universities are offering graduate programs, creating a more complex and nuanced depiction of CIC member institutions.



Financial Quartile

CIC monitors financial health using a variety of metrics, including financial quartiles, which combine net tuition revenue per student and endowment assets per student.



Enrollment Size Undergraduate FTE

The majority of CIC member institutions have more than 1,000 students, based on undergraduate full-time enrollment.



CIC Network Participation among Member Institutions

(Tuition Exchange Program)

(Online Course Sharing Consortium)

(Network for Vocation in

Undergraduate Education)

(Belong: An Inclusive

Region The map shows the percentage of overall CIC membership in six regions across the United States. (CIC also has international members.) 30% Midwest **Degree of Urbanization** This graph illustrates the percentage of CIC members located in four categories of urbanization. 24% 42% 27% Suburb 100_ **CIC Members with Distinctive Institutional Missions 75%** 80= 60= 40= 18% 11% Hispanic-Serving Institution (HSI) 5% 20 = Minority-Serving Institution (MSI) Historically Black Single-Gender College/University (HBCU) Institution

Learning Community)

CIC Networks

CIC members have many opportunities to join networks on specific interests that help advance an institution's goals, mission, and priorities.

CIC Tuition Exchange Program (CIC-TEP)

CIC-TEP is a network of member colleges and universities that accept full-time employees of participating institutions and their family members as full-time students, tuition-free. An online portal facilitates the student application tracking and review processes. Nearly twothirds of CIC member institutions participate.

Institutions Registered	422
Institutions Importing	402
Institutions Exporting	378
Students Applying	2,616
Applications Submitted	5,150
Awards Offered	1,756
Students Receiving at Least One Award	1,463



Network for Vocation in Undergraduate Education (NetVUE)

The Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of more than 300 colleges and universities formed to support and enrich vocational exploration and discernment among undergraduate students. NetVUE is supported by the generosity of Lilly Endowment Inc. and member dues. 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.

Members as of June 2023	309
CIC Institutions	276
Non-CIC Institutions	24
Organizations	9

NetVUE campus teams gather regularly for professional development and sharing of best practices. Biennial national conferences alternate with regional gatherings.

NetVUE UNCONFERENCE

- Date: March 23-25, 2023
- · Location: Virtual
- · Attendance: 300 unique logins

REGIONAL AND TOPICAL GATHERINGS

- "Food & Vocation"
- Date: April 13-15, 2023
- Location: Wingate University (NC)
- "Finding Ourselves at the Center: Collaborative Spaces for Purpose, Work, Learning and Engagement"
- Date: May 31-June 2, 2023
- · Location: Bluffton University (OH)
- "Vocational Exploration in the Classroom"
- Date: September 28-29, 2023
- Location: Wavnesburg University (PA)
- 'Vocation and/as the Work of Our Hands"
- Date: November 16-17, 2023
- Location: San Antonio, TX

FACULTY SEMINAR ON TEACHING VOCATIONAL EXPLORATION

This yearly multidisciplinary seminar helps faculty members strengthen the teaching of vocational exploration, develop new courses or course content, improve pedagogical resources, and establish an expanding network of faculty members committed to teaching vocational exploration. This year's seminar gathered participants from all five previous cohorts.

- **Date:** June 12–16, 2023
- Location: Indianapolis, IN

SCHOLARLY RESOURCES PROJECT

Five distinct groups of senior scholars, representing a wide range of theological traditions and expertise, work collaboratively to produce articles, books, and other resources for use on campuses. The fourth book and set of materials is underway and will focus on vocation, work, and the common good.

- Title: Called Beyond Our Selves: Vocation and the Common Good
- Director: Erin VanLaningham, professor of English, Loras College (IA)
- Contributors: 12 scholars (listed in the appendix)
- Anticipated Publication: Early 2024

NetVUE RESEARCH

CIC supports an empirical investigation of the impact of initiatives for vocational exploration and discernment at NetVUE member institutions. The work focuses on the ways that such programs can transform faculty cultures, curricular initiatives, administrative priorities, and institutional goals.

- Topic: The impact of vocational exploration and discernment at NetVUE institutions
- Director: To be determined
- · Anticipated Publication: To be determined

CONSULTANTS

Fiscal Year 2023	•
Cumulative	36
CAMPUS VISITS	
Fiscal Year 2023	2
Cumulative	23

NetVUE ONLINE RESOURCES

CIC provides a wide range of online resources for NetVUE members. including a dedicated website, an online community site, a publicly accessible blog, a webinar series, and a social media presence.

- Twitter: @VocationMatters
- Blog: VocationMatters.org
- · Podcast: "Callings: Conversations on College, Career, and a Life Well-Lived"
- Season 1 (2020-2021): 10 episodes
- Season 2 (2021-2022): 11 episodes
- Season 3 (2022-2023): 11 episodes

Periodic Webinars:

- "Vocational Discernment as a Wellness Tool" (October 2022)
- "Vocational Narratives: Finding Meaning in Challenging Times" (February 2023)

Newsletter:

- September 29, 2022 (sent to 1,605 contacts)
- November 15, 2022 (sent to 1,631 contacts)
- February 2, 2023 (sent to 1,628 contacts)
- March 9, 2023 (UnConference edition) (sent to 1,680 contacts)
- April 19, 2023 (sent to 1,678 contacts)

NetVUE Grant Programs

PROGRAM DEVELOPMENT GRANTS

CIC awards grants to strengthen existing vocational exploration programs that are already supported by campus budgets. Member institutions may request between \$30,000 and \$60,000 for use over a twoyear period to further develop or extend existing initiatives.

\$9.830.918 to 212 **Institutions** (Cumulative)

PROFESSIONAL DEVELOPMENT AWARDS

CIC awards grants of up to \$12,000 to enhance the knowledge, skills, and expertise of faculty and staff members who support undergraduate vocation-related initiatives at NetVUE member institutions. Up to \$15,000 is available for projects with a special focus on diversity, equity, and inclusion.

\$2,154,779 to 217 Institutions (Cumulative)

VOCATION ACROSS THE ACADEMY

This grant program is designed to strengthen the link between professional preparation and students' exploration of meaning, purpose, and identity. Three-year grants support campuswide initiatives that emphasize this link as a continuum from the first year through the senior year, and/ or across the range of academic disciplines

\$2,889,995 to 80 Institutions (Cumulative)

and applied fields. The grant involves a partial donor match that can bring the total award to \$90,000 in CIC and third-party funding, or \$105,000 for projects that create partnerships with businesses, nonprofits, and community organizations.

GRANTS FOR REFRAMING THE INSTITUTIONAL SAGA

This program offers grants of up to \$40,000 over two years to help institutions produce an updated account of their history and mission, with focused attention on the current state of the institution's demographic profile, surrounding community, and founding organizations.

\$2,407,283 to 62 Institutions (Cumulative)

SUPPORT FOR NetVUE **ORGANIZATIONAL MEMBERS**

These grants are designed to help organizational members of NetVUE deepen their capacities to strengthen the networks that they comprise, to broaden opportunities to promote vocational exploration and discernment among students at their

\$52.850 to 3 **Organizations** (Cumulative)

member institutions, and to communicate the benefits of NetVUE membership to those institutions within their networks that are not yet members of NetVUE.

CIC Networks CIC Networks

Online Course Sharing Consortium (OCSC)

The Online Course Sharing Consortium (OCSC) allows participating colleges and universities to share courses, transfer credits and financial aid, and arrange for tuition payments through an online platform maintained by CIC's partner Acadeum. The initiative helps students complete their degrees by enrolling in online courses offered by other consortium participants, avoiding the burden of transferring courses from outside institutions and filling excess capacity at partner institutions. OCSC looks to expand in 2024 through additional services aimed at developing new majors and offering additional credentials.

Members as of June 2023	307
Home Institutions	245
Teaching Institutions	99
Courses Available	9.018



Belong: An Inclusive Learning Community

The Belong community is a network of CIC members dedicated to making their campuses more welcoming and inclusive. Designed in partnership with the Association of College and University Educators (ACUE), Belong offers a suite of professional development resources for faculty and staff to support student belonging.

Members as of June 2023	63
Credentials Available to Belong Members	372
Faculty and Staff Inaugural Webinar Registrants	1,800
Faculty and Staff Eligible for Belong's Push Library	10,500

The first Belong microcredential cohorts have concluded with the following findings:

- 98 percent of course participants report the course helped with their professional practice.
- 82 percent report more positive beliefs about inclusive teaching and 60 percent report more positive beliefs about students.
- 34 percent of course participants had 20 or more years of experience, and still reported deep learning.
- · Each individual course participant plans to implement ten additional practices, leading to 1,710 new success practices coming to CIC campuses Fall 2023.



State Council Member Programs and Services

CIC's State Councils are consortia of private colleges and universities with the mission of advancing and strengthening their member institutions. Through its State Councils program, CIC provides member services and organizational development opportunities for these consortia, as well as grants and professional support for their activities in four specific program areas:

- Increasing recognition and enrollment of member institutions through collective public relations and branding initiatives that help "make the case" for private colleges and universities;
- Putting a college education within reach for deserving students of all income levels by raising private gifts and grants for scholarships;
- Expanding student internship and career opportunities, as well as developing corporate grant and sponsorship support, by connecting the private college sector to America's business community; and
- Enhancing curricular and co-curricular programs at member institutions by facilitating the development of multi-college approaches to key targets of opportunity, and seeking grant funding for these collaborative initiatives.

ANNUAL CONFERENCE

The State Councils Annual Conference is a convening of state council executives and their staff that offers a forum for faceto-face networking and an opportunity to share best practices with colleagues. Programming at the Annual Conference includes workshops, speakers, and educational sessions, providing tools for state executives colleagues to better serve their constituency of private colleges and universities.

- Date: April 30-May 2, 2023
- Location: Virginia Beach, VA
- Attendance: 42 total; 16 State Councils organizations represented
- Sponsorship: \$40,000 from four sponsors

State Council Scholarship Programs

CIC/UPS EDUCATIONAL ENDOWMENT

The CIC/UPS Educational Endowment provides grants to State Councils for innovative, collaborative projects within states and for programs that enhance access and success at private colleges for low-income, first generation, minority, or new American students. Through these grant programs dedicated to supporting the work of the State Councils, the CIC/UPS Educational Endowment has had—and will continue to have—a determinative impact on the advancement of the independent college sector nationwide.

• Value: \$45,858,210 (as of June 30, 2023)

CIC/UPS SCHOLARSHIPS PROGRAM

Each year, State Councils receive grants from CIC to provide CIC/ UPS Scholarships for use at every four-year private college and university in the State Councils network. The scholarships are given in the name of UPS, whose financial support was the basis for the CIC/ UPS Educational Endowment. Since 1985, approximately \$62.2 million has been awarded in scholarship grants to CIC State Councils to assist 22,228 first-generation, low-income, minority, or new American students at independent colleges across the country.

- Fiscal Year 2023: \$1,401,600 to 25 State Councils; \$3,200 to 438 State Council member institution students
- Cumulative: Over \$65,200,000 to 23,197 students

DOROTHEA M. WATERBURY SCHOLARSHIP

These scholarships are provided by an endowment, established by Dorothea Waterbury of Newton, MA, to fund scholarships for Pell-eligible students enrolled at selected CIC member New England colleges and universities.

• Fiscal Year 2023: \$9,000

NAMED SPONSORSHIPS

• Fiscal Year 2023: \$23,500 to support five students

State Council Grant Programs

CAPACITY-BUILDING GRANT

The CIC Capacity-Building Grant Program was created to provide "seed money" grants for State Councils to enhance or expand their capacity to raise money to support their programs and member colleges. The grants are intended to provide startup funding for new fundraising programs, particularly

\$653,045 across 75 projects (Cumulative)

those targeted at attracting new donors and new financial support, or focus on other ways to enhance fundraising capacity for the future.

• Fiscal Year 2023: \$103,045 to 11 State Councils

SCHOLARSHIP CHALLENGE GRANT

Presidents of independent colleges and universities have made it clear that one of their highest priority needs is additional scholarship aid for deserving students. A second need is for scholarships that can improve student retention beyond the first year. To help address these needs, CIC offers its State Councils the

\$3,63 million (Cumulative) More than wo-and-a-half times the total Challenge Grant amount

opportunity to apply for challenge grants designed to leverage additional gifts for scholarships, with the CIC grant and matching moneys passed along to the State Council's member colleges as student financial aid. To earn the CIC grant, State Councils must raise at least the challenge grant amount—but ideally more from outside sources before the end of the fiscal year.

• Fiscal Year 2023: \$130.000 to each of six awarded State Councils with an anticipated reach of 115 State Councils colleges and universities



CIC Institutes | CIC Institutes











Annual CIC Institutes

Leaders from CIC member institutions gathered in November at the 2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers and in January for the 2023 Presidents Institute. Colleagues engaged in timely and practical discussions on how to create a thriving future for their institutions and shape the trajectory of the independent sector in higher education as a whole.

After thinking creatively in community, participants returned to their campuses with visions of their institutions' futures that would address campus and student needs and leave a legacy of progress and innovation in a time of great change.

2023 Presidents Institute

Designing the Future of Independent Higher Education

The future of independent colleges and universities is in the hands of today's leaders. CIC's 2023 Presidents Institute offered presidents and other participants an opportunity to think creatively in community about how to design a sustainable future for their institutions and shape the trajectory of the independent sector in higher education. The Institute took place in San Francisco, CA.

Plenary sessions included "The Presidential Challenge: Race, History, and the Urgency of Action Now," delivered by Eddie R. Cole, associate professor of higher education and organizational change at UCLA and author of *The Campus Color Line: College Presidents and the Struggle for Black Freedom*; and "Designing the Future: A Guide for Presidential Leadership," presented by Dawan Stanford, president of Fluid Hive. The Institute also drew on Bay Area and Silicon Valley industry and tech experts to discuss how independent colleges and universities can innovate with new technologies and prepare students with the skills needed for the workforce of today and the future. The session "Anticipating Workforce Needs," featured three panelists: Katie Ferrick, senior director of workplace programs, LinkedIn; Cinthia Lopez, director of talent outreach, Google; and Van Ton-Quinlivan, CEO, Futuro Health.



2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers

Tenacious. Confident. Forward-Looking.

The 2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers provided the opportunity to engage with colleagues on timely and practical questions. After three years of an unpredictable pandemic that has tested everyone, the Institute showed that we are ready to move forward with hope and bold optimism. This optimism is based on the core belief that collectively we can achieve much more than the sum of our individual efforts to support our students and advance independent higher education. The Institute took place in Dallas, TX.

Plenary sessions included "Campuses at the Inflection Point: Strategic Innovation for Sustainability and Equity," delivered by Mary B. Marcy, president emerita of Dominican University of California and author of The Small College Imperative: Models for Sustainable Futures; and a plenary panel that featured Anita Jones Thomas, executive president and provost at St. Catherine University (MN); Glenn Getchell, director of admissions at Berry College (GA); and Robert S. Blue, vice president for finance and administration at Centenary College (LA), who shared their approaches to improved collaboration between different areas on campus.



Leadership Development Programs

Leadership Development Programs

Presidential Vocation and Institutional Mission

With Lilly Endowment Inc. support, CIC offers Presidential Vocation and Institutional Mission (V&M)—a yearlong program of readings, consultations, and seminars to help prospective presidents and their spouses or partners reflect on personal calling as it relates to the missions of the institutions they might lead.

• Cohort and Event Details: 34 administrators participated in 2022–2023 V&M cohort. The Opening Seminar took place in Essex, VT, on July 9–13, 2022, and the Closing Seminar took place in Atlanta, GA, on February 19–21, 2023.

Presidential Renewal Program

Newly launched in 2023 with Lilly Endowment Inc. support, the Presidential Renewal program is designed to support the personal renewal of experienced member presidents at CIC institutions who will continue to serve in the vital role of the college presidency. Participants are guided by experienced peer mentors through an introspective journey that includes experiential renewal practices and the construction of a personal sustainability plan.

- Cohort and Event Details: 20 people participated in the 2023–2024 Presidential Renewal program. The Summer Seminar took place in Carlsbad, CA, on June 25–28, 2023.
- Special Information: CIC strongly believes that giving experienced, highly capable presidents more tools to support their personal renewal will lead to more effective presidential tenures. This program directly acknowledges burnout as a serious issue among college presidents but goes beyond simple commiseration. Twelve experienced CIC presidents and eight spouses participated in this inaugural cohort of the Presidential Renewal program. In a post-Summer Seminar survey, all respondents agreed the event helped them "be a stronger, more resilient college president" and strongly agreed that the program was "valuable."

Presidents Governance Academy

The Presidents Governance Academy (PGA) is a two-day program for college presidents who wish to strengthen and sustain a high-performing board of trustees. Participants learn from experienced

leaders about best practices in board governance, consider case studies of governance challenges, and discuss practical solutions for governance problems to respond effectively to today's leadership challenges by strengthening the governance of their institutions.

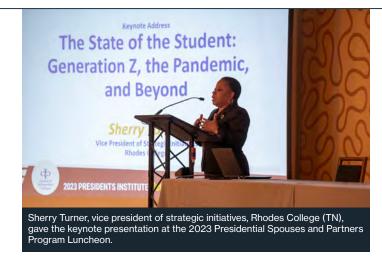
- Cohort and Event Details: The 2023 Presidents Governance Academy had eight participants and took place in San Francisco, CA, on January 3–4, 2023.
- Special Information: The Academy is led by CIC senior advisors Thomas L. Hellie, president emeritus of Linfield University (OR) and Michele D. Perkins, Chancellor of New England College (NH). The program is funded by the Arthur Vining Davis Foundations, and was held in conjunction with the annual Presidents Institute.

New Presidents Program

Each year CIC offers a program for college presidents in their first or second year—and concurrently a program for their spouses or partners—that addresses the practical needs of new leaders of independent colleges and universities. The two-day interactive workshop includes sessions led by experienced presidents on innovative and strategic leadership for the current environment, creating an engaged and inclusive environment, financial fundamentals, enrollment and marketing, board relations, and advancement, among other key topics. Ample opportunities for formal and informal conversations allow participants to build community. In 2023, this program was again held in conjunction with the CIC Presidents Institute.



- Cohort and Event Details: 39 new presidents and 26 spouses and partners participated in the programs. 18 experienced presidents and other campus leaders served as presenters and informal advisors. The gathering took place in San Francisco, CA, on January 3–4, 2023.
- Special Information: CIC's New Presidents Program is the longestrunning and highest attended annual offering of this kind in the nation. Since its inception in 1989, over 1,600 new presidents have improved their skill set and broadened their network of like-minded and trusted colleagues. CIC senior advisor Mary Pat Seurkamp, president emerita of Notre Dame of Maryland University, has directed the program since 2013.



Presidential Spouses and Partners Program

CIC's Presidential Spouses and Partners Program is designed to offer insight, advice, support, and fellowship to those who share this unique role. Developed in consultation with a task force of experienced presidential spouses and partners, it is held in conjunction with the Presidents Institute each January.

- Cohort and Event Details: 126 spouses and partners participated in Spouses and Partners Program at the Presidents Institute in San Francisco, CA, on January 4–7, 2023.
- Special Information: The Spouses and Partners Program offered a wide range of well-attended sessions, including a keynote session led by Sherry Turner on "The State of the Student: Generation Z, the Pandemic, and Beyond." The program also featured joint sessions on "Navigating the Download: Communicating as a Presidential Couple," and "Maximizing the President-Spouse Partnership in Fundraising," and a variety of other sessions ranging in topic from caring for children and elderly parents while in the presidency to working with college staff to better understanding intersectionality.

CIC also offers the Spouses and Partners of New Presidents Program concurrently with CIC's New Presidents Program in advance of the Presidents Institute.

- Cohort and Event Details: 21 spouses and partners participated in the Spouses and Partners of New Presidents Program in San Francisco, CA, on January 3–4, 2023.
- Special Information: The Spouses and Partners of New Presidents
 Program sponsored by Metz Culinary Management included a
 mentoring program and sessions on vocational evolution, partnering
 possibilities, what to expect, navigating change, and building support
 networks.

Executive Leadership Academy

The Executive Leadership Academy (ELA) is a year-long program to prepare experienced vice presidents and other cabinet-level

administrators to serve as college presidents. It is organized in partnership with the American Academic Leadership Institute (AALI) and the American Association of State Colleges and Universities (AASCU). The program consists of two seminars, ongoing webinars and reading exercises, experiential programs and activities focused on specific areas of presidential responsibility, career coaching, and mentoring. The program is supported by AALI and Academic Search. With additional support from AALI, CIC offers fellowships to participants who will enhance the gender, racial, and ethnic diversity of the leadership pipeline.

- Cohort and Event Details: 22 administrators participated in the 2022–2023 ELA cohort. The Opening Seminar took place on June 12–14, 2022, and the Closing Seminar took place on June 12–14, 2023, in Washington, DC.
- Special Information: Offered in partnership with the American Academic Leadership Institute, CIC awarded two participants the AALI Diversity Fellowship to participate in the cohort.



Senior Leadership Academy

The Senior Leadership Academy (SLA) is a year-long program to prepare college and university leaders in mid-level positions who have interest and potential to move into vice presidencies. It consists of mentorship, a fall seminar held in conjunction with the CIC Institute for Chief Academic Officers, a spring seminar in Washington, DC, experiential activities throughout the year, a series of readings and case studies, and mentorship and executive coaching by the program director. The program is supported by the American Academic Leadership Institute (AALI) and Academic Search. With additional support from AALI, CIC can offer several fellowships to enhance the gender, racial, and ethnic diversity of the leadership pipeline.

- Cohort and Event Details: 40 people participated in the 2022–2023 SLA cohort. The Opening Seminar took place on November 4–6, 2022, in Dallas, TX, and the Closing Seminar took place on June 15–17, 2023, in Washington, DC.
- Special Information: Offered in partnership with the American Academic Leadership Institute, CIC awarded six participants the AALI Diversity Fellowship to participate in the cohort.

Faculty Development Programs Faculty Development Programs

Faculty Development Programs

Workshop for Department and Division Chairs Teaching Interfaith Understanding

With support from Academic Search, CIC offers an annual series of four professional development workshops for department and division chairs. Session topics include understanding the departmental or divisional budget, dealing with difficult conversations, managing the faculty hiring and evaluation process, strategies for collecting and sharing data, and building and maintaining a collegial department. The workshops are led by experienced chief academic officers, department chairs, and attorneys specializing in higher education. In 2023, 241 participants from 114 colleges and universities attended workshops in four locations.

- Cohort and Event Details:
- 63 participants attended the Workshop for Department and Division Chairs in Des Moines, IA, on March 23-25, 2023.
- 37 participants attended the Workshop for Department and Division Chairs in Washington, DC, on May 5-7, 2023.
- 80 participants attended the Workshop for Department and Division Chairs in Portland, ME, on May 22-24, 2023.
- 61 participants attended the Workshop for Department and Division Chairs in Long Beach, CA, on June 1-3, 2023.
- Special Information: Sponsorship totaled \$50,000 from one sponsor and matched last year's total and this year's goal.

In partnership with Interfaith America and with initial funding from the Henry Luce Foundation, continued by Lilly Endowment Inc. with supplemental funding from the National Endowment for the Humanities, CIC offers workshops for faculty members who are teaching and designing courses on interfaith subjects. A resource base of teaching materials for use by faculty members and a virtual community that encourages faculty members to share best practices, curricula, and pedagogies extends the seminar throughout the year. In 2023, 21 faculty members participated in this seminar.

- Project Goal: These seminars will broaden faculty members' knowledge and perspective to help them strengthen the teaching of interfaith understanding, develop new courses and resources, and encourage the development of an expanding network of educators committed to teaching this subject.
- Project Timeline: December 2018–Summer 2026
- Funding Source and Amount: \$400,000 to support activities from 2018 through 2021 and \$480,000 to support activities scheduled for 2022 through 2026 from Lilly Endowment Inc.; supplemental funding from the National Endowment for the Humanities CARES initiative
- Event: The 2023 seminar met in Chicago, IL, on June 18-22, 2023.
- Special Information: These seminars are held in partnership with Interfaith America and led by Eboo Patel, founder and president, Interfaith America, and Laurie Patton, president, Middlebury College (VT).





Teaching European Art in Context

Funded by the Samuel H. Kress Foundation, CIC offers this seminar for faculty members who teach art history at member institutions. The week-long seminars focus on artists, works of art, and the contexts in which pre-1830 European art was created. In Summer 2023, 19 faculty members participated.

- Project Goal: This seminar will strengthen the teaching of art history at CIC member institutions.
- Project Timeline: May 2014–Summer 2023
- Funding Source and Amount: \$600,000 to support activities through 2021 and \$240,000 to support activities scheduled for 2022 and 2023 from the Samuel H. Kress Foundation
- Event: The 2023 seminar, "Power and Absence: Connecting Renaissance Art to Diverse Audiences," met in Memphis, TN, on June 18-23, 2023,
- Special Information: The 2023 seminar is offered in partnership with the Memphis Brooks Museum of Art.

New Currents in Teaching Philosophy

With support from the Mellon Foundation, CIC offers week-long institutes for faculty members in philosophy at CIC member institutions. The institutes combine seminars on emerging topics in the discipline, workshops on innovative approaches to teaching philosophy, and discussion of institutional strategies to support philosophy programs. In 2022, 26 faculty members participated in the institute, which is directed Ned Hall, Norman E. Vuilleumier Professor of Philosophy at Harvard University.

• Project Goal: The institute will strengthen the discipline of philosophy at smaller liberal arts colleges by providing faculty members at CIC member institutions with an opportunity to 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. Institute participants are eligible for a small implementation grant.

- Project Timeline: September 2018-Spring 2024
- Funding Source and Amount: \$730,000 from the Mellon Foundation; supplemental funding in 2021–2022 from the National Endowment for the Humanities CARES initiative
- Events: The second annual institute in this series met in Baltimore, MD, on July 24–28, 2022. The third and final institute meets in Baltimore in July 2023.

Funding the Future Workshops

The National Science Foundation (NSF) offers several grant programs specifically designed to launch the research careers of early-career faculty members in computer science. NSF is particularly eager to support faculty members at predominantly undergraduate institutions and non-R1 institutions, and they have partnered with CIC to prepare eligible faculty members to write competitive grant applications for these programs.

- Project Goal: A series of three virtual workshops will prepare teams of early-career faculty members in computer science and related disciplines and grants administrators to prepare competitive applications and manage awards for two NSF programs, the Computer and Information Science and Engineering (CISE) Research Initiation Initiative (CRII) and the Faculty Early Career Development (CAREER) Program.
- Project Timeline: July 2022-June 2026
- Funding Source and Amount: \$183,846 from the National Science Foundation
- Event: The Grant-Seeking Workshop took place virtually on March
- Special Information: The project director for this program is April Edwards, professor of cyber science at the US Naval Academy.

Institutional Development Programs Institutional Development Programs

Institutional Development Programs

Legacies of American Slavery: Reckoning with the Past

This initiative, generously funded by the Mellon Foundation and offered in partnership with the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition (GLC) at Yale University's MacMillan Center, is designed to help CIC member institutions and their local communities explore the continuing impact of slavery on American life and culture. Seven colleges and universities serve as Regional Collaboration Partners. Each partner focuses on a theme of local and national significance, organizing regional activities while contributing to a national conversation through research activities, undergraduate courses, curricular development, and public events. In Summer 2020, the project received supplemental funding from the National Endowment for the Humanities (NEH).

- Project Goal: The goal of the initiative is to create a national network of independent colleges and universities that will advance the research, teaching, and public understanding of slavery's many legacies and its continuing impact on American society and culture.
- Project Timeline: September 2019-Fall 2024
- Funding Source and Amount: \$2,670,000 from the Mellon Foundation; supplemental funding from the National Endowment for the Humanities CARES initiative
- Event: Faculty seminars on the legacies of slavery met at Yale University on June 19–23, 2022, and June 18–22, 2023. Public history institutes (for project teams including campus and community representatives) met at Yale on July 31–August 5, 2022, and July 30–August 4, 2023. A final conference is being planned for Memphis, TN, in September 2024.
- Special Information: Pulitzer Prize-winning historian David W. Blight serves as director of this project. Blight is Sterling Professor of History and director of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University.



Guest speakers at the Legacies faculty seminar included Yale Law School professor James Forman, Jr., award-winning author of *Locking Up Our Own: Crime and Punishment in Black America* (2018) (on right, seated next to David Blight, Sterling Professor of History at Yale University and director of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition).

Humanities Research for the Public Good

With support from the Mellon Foundation, this program has brought scholarship in the humanities into local communities through student-led public programs that draw upon institutional library or archival collections. In Summer 2020, the project received supplemental funding from NEH and a prestigious award from the Society of American Archivists. Forty-nine institutions developed community-facing projects with support from this program.

- Project Goal: The goal of this program is to develop institutional
 capacity to support student research in the humanities and related
 public programs that address community interests and concerns.
 Faculty members, collection specialists, administrators, and students
 collaborate 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.
- Project Timeline: December 2017–Spring 2024, with two cohorts of institutions selected in 2019–2020 and 2021–2022 and a round of follow-up grants in 2023
- Funding Source and Amount: \$1,290,000 from the Mellon Foundation; supplemental funding from the National Endowment for the Humanities CARES initiative
- Event: No additional in-person events are planned.
- Special Information: This 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.

Crafting Democratic Futures

In 2022, CIC continued an initiative that brings together colleges and communities to develop plans to address local racial inequities. Crafting Democratic Futures: Situating Colleges and Universities in Community-Based Reparations Solutions, is based at the University of Michigan's Center for Social Solutions (CSS). Virtual team meetings took place over the 2022–2023 academic year, and campus initiatives continued at four member institutions.

- Project Goal: The goal of this initiative is to bring together colleges and communities to address racial inequities.
- Project Timeline: March 2021–December 2023
- Funding Source and Amount: \$5,000,000 to the Center for Social Solutions at the University of Michigan from the Mellon Foundation as part of its Just Futures: Advancing a More Democratic Society initiative
- Special Information: CIC received \$1,300,000 of the initial grant, which includes \$275,000 re-granted to each institution participating through CIC: Concordia College (MN), Connecticut College, Wesleyan College (GA), and Wofford College (SC).

Independent Pathways: Community College Transfer in the Liberal Arts (North Carolina)

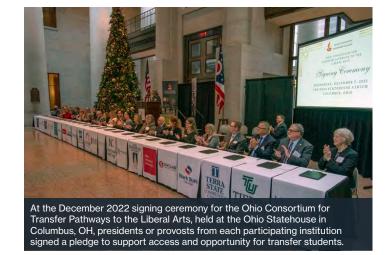
Launched in 2019 by CIC and North Carolina Independent Colleges and Universities (NCICU), Independent Pathways: Community College Transfer in the Liberal Arts is an initiative to help community college students pursue bachelor's degrees in liberal arts disciplines at independent colleges in North Carolina. Funded by the Teagle Foundation, the project focuses on creating pathways in sociology and psychology and providing a clear advising framework for students to follow. Fifteen NCICU institutions have paired with 15 two-year colleges (14 community colleges and an independent two-year college) to design these pathways and to foster a "culture of transfer."

- Project Goal: The goal of this initiative is to create a "culture of transfer" in North Carolina that ensures students obtain a robust picture of the transfer process and are carefully advised from their first year at a two-year college until graduation with a bachelor's degree.
- Project Timeline: February 2019–Spring 2023
- Funding Source and Amount: \$400,000 from the Teagle Foundation
- Special Information: This project is led by Steve Brooks and Hope Williams, president of North Carolina Independent Colleges and Universities.

Ohio Consortium for Transfer Pathways to the Liberal Arts

The Ohio Consortium for Transfer Pathways to the Liberal Arts was launched in Fall 2021, made possible through a grant from the Teagle Foundation and Arthur Vining Davis Foundations. The Consortium has united 14 independent colleges and universities and 11 community colleges in Ohio to remove obstacles and establish pathways to a bachelor's degree for students at community colleges for smooth transfer to one of Ohio's independent colleges and universities.

- Project Goal: The goal of this initiative is to create a "culture of transfer" that ensures students obtain a robust picture of the transfer process and are carefully advised from their first year at a two-year college until graduation with a bachelor's degree.
- Project Timeline: September 2021-August 2025
- Funding Source and Amount: \$400,000 from the Teagle Foundation and the Arthur Vining Davis Foundations
- Event: The Advising Workshop took place at Capital University (OH) in February 2023.



• Special Information: This project is led by Bill Spiker, president, Ohio Foundation of Independent Colleges; Winnie Gerhardt, former director of adult student admission, Baldwin Wallace University (OH); and Jonnie Guerra, CIC senior advisor.

Diversity, Civility, and the Liberal Arts

The core activity of this project was a pair of intensive institutes for campus teams held in June 2018 and June 2019, under the direction of Beverly Daniel Tatum, president emerita of Spelman College (GA). Fifty CIC member institutions participated and used the institutes to explore issues of diversity and civility and to develop plans for new campus activities. A retrospective report on the impact of the Institutes and lessons for other institutions was published and disseminated in July 2022.

- Project Goal: The goal of this project is to inform campus discussions of such issues as identity, racism, intolerance, histories of discrimination and inequality, and effective methods for achieving social and political change; also to promote new curricular and cocurricular initiatives to address these issues.
- Project Timeline: December 2016–Spring 2024
- Funding Source and Amount: \$800,000 from the Mellon Foundation
- Special Information: 16 follow-up grants were awarded to original institutional participants in December 2022 for DEI-related programs in 2023
- Project Timeline: December 2016–Spring 2024
- Funding Source and Amount: \$800,000 from the Mellon Foundation
- Special Information: 16 follow-up grants were awarded to original institutional participants in December 2022 for DEI-related programs in 2023.

Research and Resources Research and Resources

Research and Resources

CIC provides resources and materials about the sector to support members and their missions.

Key Indicators Tool (KIT) Benchmarking Report

The goal of the KIT Report is to provide benchmarking information to each member institution in areas such as student enrollment and progress, faculty composition and compensation, tuition revenue and financial aid, and institutional resources and expenditures relative to

- Funding: RNL
- Special Information: Reports are based on IPEDS data and prepared by the Austen Group. The 2023 KIT reports were distributed in May

Financial Indicators Tool (FIT) Benchmarking Report

The goal of the FIT Report is to provide benchmarking information to each member institution in areas such as resource sufficiency, debt management, asset performance, and operating results, along with an overall score for financial strength relative to peers.

- Special Information: Reports are based on IPEDS data and prepared by the Austen Group. The 2023 FIT reports were distributed in July 2023.

Both KIT and FIT are provided free of charge to institutional member presidents. RNL provides financial support for the KIT and FIT through an in-kind donation. The Austen Group, a unit of RNL, produces the reports in coordination with CIC. Consultations and custom benchmarking reports are also made available.

Additional Benchmarking Reports

In response to member needs and requests, CIC has developed two new benchmarking reports that are based on voluntary data submissions from members using IPEDS data that is reported to the U.S. Department of Education but will not be publicly released until the subsequent year.

• KIT Part C: Data presented in this report allow institutions with graduate programs to see institutional data broken down between graduate and undergraduate programming. Standard KIT reports aggregate data across ALL students and the new Part C report disaggregates the contributions of undergraduate and graduate programs.

• FIT Supplemental: This report allows institutions to provide IPEDS data that were just reported to the Department of Education and benchmark against other institutions that voluntarily reported this early data. These data are what will be publicly released in January of the subsequent year so there is a six-month advance that can be useful in planning.

Digest of Recent Research

With support from the Arthur Vining Davis Foundations, CIC publishes occasional digests of new research of special relevance to leaders of private colleges and universities with the goal of highlighting timely and pertinent research presidents and senior campus leaders might find helpful. CIC releases one issue with 12-15 entries per year.

- Funding Source and Amount: \$90,000 from the Arthur Vining Davis
- Special Information: The Digest is edited by Matthew J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration, Ohio State University, and funded through 2025. The most recent Digest was completed in March 2023 and released in Summer 2023 with successful completion of the new CIC website

Webinars

In response to CIC member data and requests for more information about ongoing topics in the sector, CIC hosted multiple webinars:

- "Cracking the Code: Hiring Algorithms and Career Services on Campus" was offered on February 23, 2023. This webinar addressed emerging uses of technology in the hiring process.
- "ChatGPT, Artificial Intelligence, and the Independent College: Challenges and Opportunities" was offered on March 2, 2023, in response to member requests to discuss and learn more about the impact on higher education of ChatGPT and other artificial intelligence platforms.
- "Using Open Educational Resources to Make Course Materials Inclusive and Culturally Responsive" was offered on April 21, 2023, and demonstrated strategies for using Open Educational Resources to make teaching more inclusive and culturally responsive.
- The "Work-Based Learning Consortium Webinar" was held on May 17, 2023, to provide information on a new CIC initiative that launched in July 2023.

Listservs

CIC provides 35 listservs and communities for various campus constituencies. All of the listservs are reserved exclusively for employees from CIC member institutions. They include:

CAMPUS ROLE LISTSERVS

- Presidents Listserv
- CAO Listserv
- Advancement Listserv
- Chairs Listserv
- Chiefs of Staff Listserv
- Data Listserv
- Deans Listserv

NETWORK LISTSERVS

- Tuition Exchange Program Listserv State Councils Listserv
- NetVUE Listserv

- Enrollment Listserv
- Finance Listserv
- HR Listserv
- PR Listserv • Presidential Assistant Listserv
- Presidential Spouse Listserv
- Student Affairs Listserv

Legacies of American Slavery Blog and Resource Database

In 2022, CIC introduced a blog and resource database as part of its ongoing initiative, Legacies of American Slavery: Reckoning with the Past. The blog includes curated links, updates from the network of participating colleges and universities, and other resources to help institutions and individuals explore, teach, and address the multiple legacies of slavery in American life. The resource database is a growing list of ongoing work at CIC member institutions related to the legacies of slavery. The blog and database can be found at www.legaciesofslavery.net.

Foundation Conversation

For over 30 years, CIC has held a biennial meeting to connect senior administrators at member institutions with leaders at philanthropic foundations that support the independent sector of higher education. This event aims not only to inform member institutions about key foundation priorities and trends, but also to help foundation leaders better understand the unique needs and strengths of independent, liberal arts colleges and universities.

Traditionally open exclusively to college presidents and held in New York City, the Conversation between Foundation Officers and College and University Presidents was reimagined in 2022 as the Foundation Conversation, a series of webinars open not only to presidents but also to chief academic officers and chief advancement officers, who play a significant role in fundraising from foundations.

Three webinars were held in October 2022, each featuring a panel discussion between two program officers from national foundations on a shared priority that is also of great interest to the independent higher education sector:

- "College to Career Pathways," featuring Carnegie Corporation of New York and Strada Education Foundation, was offered on October 3, 2022.
- "Building a Diverse STEM Pipeline to Careers and the Professoriate," featuring the Alfred P. Sloan Foundation and the National Science Foundation, was offered on October 13, 2022.
- "Social Justice through the Humanities," featuring the Teagle Foundation and the Mellon Foundation, was held on October 20, 2022.



New Website Information

CIC launched a new website this year that allowed us to rethink how we present information about and to members. The Fast Facts section on the main page focuses on the collective strength and power of CIC institutions. The Membership Data section provides a snapshot of our member profile in terms of who they are and the CIC services they use. The Insights Hub houses all news, research, and resources that CIC makes available for the benefit of its members.

Independent Newsletter

CIC's Independent newsletter, published since 1956, includes information on CIC's recent and upcoming programs and services as well as a column on higher education issues, news briefs on higher education research, and news highlights from member institutions. The newsletter is published three to four times a year. All issues are available at cic.edu/independent

- Summer 2022
- Winter 2023: CIC 2022–2023 Institutes
- Spring 2023

Social Media

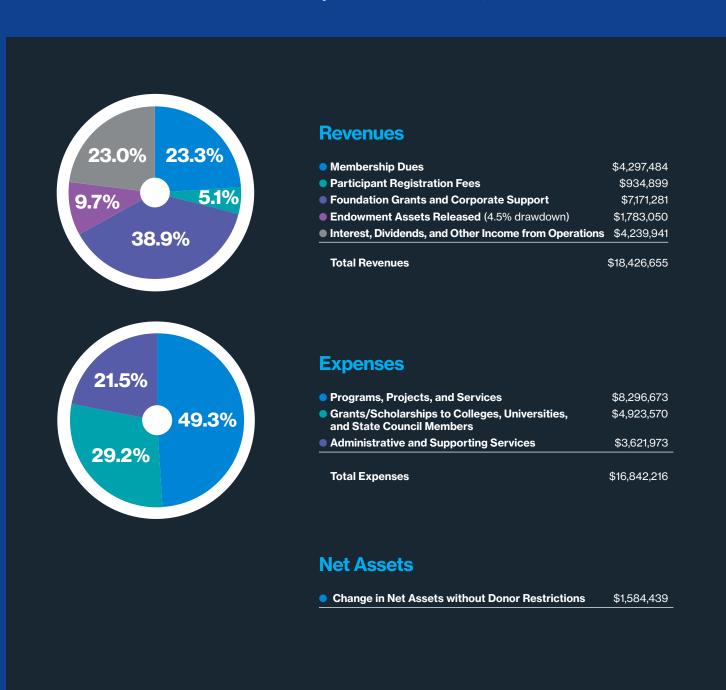
- Twitter: @CICnotes (2,610 followers as of June 2023)
- LinkedIn: Council of Independent Colleges (645 followers as of June 2023)
- LinkedIn Group: "Council of Independent Colleges Members" (70 members as of June 2023)

Letters to Government Officials

- Letters Signed: 4 (ACE)
- Briefs Filed: 1

CIC Financial Statement

Statement of revenues, expenses, and change in assets without donor restrictions for the fiscal year ended June 30, 2023



CIC Staff

As of November 2023)

Sherita C. Ashmon

Director of State Council Programs and Networks Support

Allison Blackburn

Vice President for Conferences

Faith Barisas

Membership Services and Tuition Exchange Program Manager

Anthony G.C. Burton

Project Management Specialist

Alana K. Cassidy

Director of Sponsorships

Sheila Cooper

Office Manager

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Editorial Content Specialist

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Conference Coordinator

Christopher Dodds

Senior Director of Digital Communications and Strategy

Marina Esteve Wagstaff

Assistant to the Vice President for Academic Programs and Program Coordinator

Stephen Gibson

Director of Programs

Marjorie Hass

President

Susan Jenkins

Vice President for Marketing and Communication

Philip M. Katz

Director of Projects

Christoph M. Kunkel

Senior Vice President and Chief of Staff

Vanessa N. Long

Senior Manager of Finance

Siena McCabe

Conference Coordinator

Emilee Jane O'Dell

Program Manager for Presidential Engagement

Robert Powers

Director of Finance

Leslie A. Rogers-Brown

Director of Conferences

Samantha Sabalis

Senior Director of Foundation Relations

Kathleen Smith

Executive Assistant to the President

Suzanne Smith

Designer and Visual Media Specialist

Sabrina Sturgeon

Project Coordinator, Inclusive Excellence

Matt Trainum

Vice President for Networks and Strategic Partnerships

Titilayo Ufomata

Senior Vice President for Academic Programs

Keith A. Wallace

Director of Administration

Jane E. Walters

Projects Coordinator

Jeff Woods

Vice President for Member Engagement

NetVUE Staff

Carter Aikin

Grants Director

Daniel O. Aleshire

Program Evaluator

Rachael Baker

Director of Professional Development

John D. Barton

Co-Host, NetVUE Podcast

David S. Cunningham

Executive Director

Dave Guthrie

Grant Assessment Coordinator

Krista Hughes

Director of Resource Development

Stephanie L. Johnson

Editor, NetVUE Blog

Daniel G. Mevers

Online Community Coordinator

Rachel F. Pickett

Webinar Coordinator

Ashlev Postema

Communication Coordinator

Lynne M. Spoelhof

Director of Operations

Alex Stephenson Administrative Assistant

Erin A. VanLaningham

Director,

CIC Senior

Senior Advisor and Director.

Institutional Mission Program

Crafting Democratic Futures

Senior Advisor and Director,

Tuition Exchange Program

North Carolina Community

College Transfer Pathways

Ohio Consortium for Transfer

Pathways to the Liberal Arts

Stephanie Davidson

Program and Fundraising

Presidential Vocation and

Advisors

Steven Bahls

David G. Brailow

Senior Advisor.

Edward J. Clark

Jenifer Corn

Evaluator,

Project

Evaluator.

NetVUE Scholarly Resources
Project; Co-Host, NetVUE
Podcast

Constance Currier Holoman

Senior Advisor, Presidential Spouses and Partners Program

Michael Le Roy

April Edwards

Project Director.

Grants Officers

Richard Ekman

Senior Advisor,

Winnie Gerhardt

Project Director,

Matt Gerien

Communications

Jonnie Guerra

Senior Advisor.

Edward Hall

President Emeritus

Michelle Friedman

Presidential Engagement

Ohio Consortium for Transfer

Pathways to the Liberal Arts

Senior Advisor for Strategic

Ohio Consortium for Transfer

Pathways to the Liberal Arts

Senior Advisor and Director,

New Currents in Teaching

Philosophy Institutes

Project and Academic Programs

Funding the Future Workshops

for Computer Scientists and

Senior Advisor and Co-Director, Presidential Renewal Program

Elfred Anthony Pinkard

President in Residence

Celeste Schenck

Senior Advisor and Co-Director, Presidential Renewal Program

Mary Pat Seurkamp

Senior Advisor and Director, New Presidents Program

Anne M. Valk

Senior Advisor and Director, Humanities Research for the Public Good

Mike Williams

Senior Advisor, Data and Benchmarking Members of CIC Members of CIC

Members of CIC (As of June 30, 2023)

CIC supports a strong membership. In 2022–2023, the Council served 683 independent colleges and universities—including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, the Council supported 72 national, state, and regional organizations that were Affiliate or State Council members.

Institutional Members

Alabam

Birmingham-Southern College
Huntingdon College T, N
Miles College
Oakwood University O
Samford University N
Spring Hill College T
Stillman College T, N, O
Talladega College O
Tuskegee University T, O
University of Mobile

Alaska

Alaska Pacific University T

Arizona

Prescott College 1

Arkansas

Hendrix College T, N
John Brown University N, O
Lyon College T
Philander Smith University T, N
University of the Ozarks T, N, O

California

Azusa Pacific University Naiola University California Baptist University California Lutheran University California Lutheran University Concordia University Irvine Concordia University Irvine Concordia University of California Calif

Loma Linda University O
Mount Saint Mary's University N,O,B
Notre Dame de Namur University B
Pacific Union College
Pepperdine University N
Pitzer College
Point Loma Nazarene University N,O,B
Saint Mary's College of California
Scripps College
Simpson University T,N,O
University of La Verne N
University of Redlands

Colored

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

Westmont College N, O

Woodbury University T, O

Whittier College

Connecticut

Albertus Magnus College T,O
Connecticut College N
Goodwin University T,O
Mitchell College T,N,O
Trinity College
University of Bridgeport T
University of Saint Joseph T,O

Washington, DC Gallaudet University

Delaware

Goldey-Beacom College T, O
Wilmington University T

Florida

AdventHealth University Nave Maria University Beacon College Bethune-Cookman University Eckerd College Naversity

Edward Waters University T,0
Flagler College T
Florida Memorial University O
Hodges University
Lynn University T
Palm Beach Atlantic University N,0
Rollins College
Saint Leo University O
Southeastern University T,0
St. Thomas University T,N,0
Stetson University T

Georgia

Warner University

Agnes Scott College

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

Harris

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

lalaha

Northwest Nazarene University The College of Idaho ^{T, O}

Illinois

Augustana College N,O Aurora University T,N,O,B Benedictine University T,N,

T = CIC members that participated in the CIC Tuition Exchange Program in 2022–2023

N = CIC members that were 2023 NetVUE members

• = CIC members that were CIC Online Course Sharing Consortium members in 2022–2023

= CIC members that were Belong members in 2022–2023

Bradley University Cazenoiva College Columbia College Chicago T Concordia University Chicago N Dominican University T,N Elmhurst University T,N Eureka College T, O Greenville University N, O Illinois College T, N, B Illinois Wesleyan University T, N, O Judson University T Knox College Lake Forest College 1 Lewis University T, McKendree University T,O Methodist College Millikin University T, O, B Monmouth College T, N, O National Louis University T North Central College T, N, B North Park University N Olivet Nazarene University o Principia College

Indiana

Quincy University T, O

Wheaton College N, O

Rockford University T, O

Saint Xavier University T, N, O

Trinity Christian College T, N, O

University of St. Francis T, N, O

Blackburn College T, N, O, B

Anderson University T, N, O Bethel University Butler University Calumet College of St. Joseph T, O DePauw University Earlham College 1 Franklin College T, N, O Goshen College N, O, B Grace College and Seminary T, N Hanover College T, I Holy Cross College T, N Huntington University T, N, O Indiana Institute of Technology o Indiana Wesleyan University N, C Manchester University T,N Marian University T, N, O Oakland City University N Saint Mary-of-the-Woods College T, N, B Saint Marv's College T, N, O, B Taylor University N Trine University T, C University of Evansville University of Indianapolis T, N, O University of Saint Francis T, N, Valparaiso University N,O Wabash College N, O

lowa

Briar Cliff University T, o

Buena Vista University T,B Central College T, O, B Clarke University T,O Coe College Cornell College T, O Divine Word College T Dordt University of Drake University 1 Graceland University T,0 Grand View University T, N Grinnell College Iowa Wesleyan University Loras College T, N, O Luther College N, O, B Morningside University T, N, O Mount Mercy University T Northwestern College T, N, O Simpson College T, N, O St. Ambrose University T,N University of Dubuque T, N, O Upper Iowa University T Wartburg College William Penn University

Kaner

Baker University T
Benedictine College T,0
Bethany College T,N,B
Bethel College T,N,O,B
Friends University T,N,O
Hesston College O
Kansas Wesleyan University T,O
McPherson College T,O
MidAmerica Nazarene University T
Newman University T,N,O
Southwestern College T,O
Sterling College T,O
Tabor College T,N,O
University of Saint Mary T,N,O
Kentucky
Alice Lloyd College T

University of Saint Mary T, N, O Kentucky Alice Lloyd College T Asbury University N, O Bellarmine University N,O Berea College Brescia University T, O Campbellsville University T Centre College Georgetown College T, N, O Kentucky Weslevan College T, N Lindsey Wilson College T, N Midway University Spalding University T, O Thomas More University T, N Transvlvania University N, O Union College T, N University of Pikeville T, N, O University of the Cumberlands

Louisiana

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

Maine

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

Maryland

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

Massachusetts

American International College T, O Anna Maria College 1 Assumption University T, N Bard College at Simon's Rock N Bay Path University T, N, C Curry College Dean College T, O Eastern Nazarene College N,O Elms College T, O **Emerson College** Emmanuel College N Endicott College T, O Fisher College T, O Gordon College N, O Hampshire College Lasell University o Lesley University T Merrimack College N Nichols College T,N Regis College Simmons University Springfield College T, O Stonehill College N, O Western New England University T, O Wheaton College

Michigan

Adrian College T Albion College T, N, O Alma College T, N, O, B Andrews University N, O, B Aquinas College T, N, O Baker College O Calvin University N

Cornerstone University N Finlandia University T, N Hillsdale College 1 Hope College Kalamazoo College Madonna University Rochester University N Siena Heights University T,0 Spring Arbor University T, O The University of Olivet T, O University of Detroit Mercy

Minnesota

Augsburg University T, N, O, B Bethany Lutheran College o Bethel University N, O College of Saint Benedict B Concordia College T, N, O, B Concordia University, St. Paul T,N Gustavus Adolphus College N,B Hamline University T,0 Macalester College N Martin Luther College o North Central University o Saint John's University B Saint Mary's University of Minnesota N St. Catherine University T, N, O St. Olaf College N The College of St. Scholastica T,N University of Northwestern-St. Paul T,N,O

Millsaps College T,N Rust College Tougaloo College N,O

Missouri Avila University T, N Central Methodist University T,N College of the Ozarks T, N Columbia College T,O Cottey College T, O Culver-Stockton College T, N Drury University T, N, C Fontbonne University T, N, O Hannibal-LaGrange University • Kansas City Art Institute Lindenwood University T Logan University T,O Maryville University of Saint Louis Missouri Baptist University T, N, O Missouri Valley College T, O Park University T,O Rockhurst University 1 Southwest Baptist University N Stephens College University of Health Sciences and Pharmacy in St. Louis T Webster University

Westminster College T, O

William Jewell College T,O

William Woods University T, N, O

Montana

Carroll College Rocky Mountain College T University of Providence T, N, O

Nebraska

Bellevue University 1 Bryan College of Health Sciences T Clarkson College C College of Saint Mary T, B Doane University T Hastings College T, N, O Midland University T,O Nebraska Methodist College T, O Nebraska Wesleyan University N,O Union College 9

New Hampshire

Colby-Sawyer College T, N, O, B Franklin Pierce University T,B New England College 1 Rivier University T,N Saint Anselm College T, N, O, B Southern New Hampshire University T

New Jersey

Bloomfield College T,N Caldwell University T, O Cardinal Stritch University T Centenary University T, O Drew University T,B Fairleigh Dickinson University T Felician University Georgian Court University T, N, O, B Monmouth University T Rider University Saint Elizabeth University T,O Saint Peter's University T,0

New Mexico

St. John's College B University of the Southwest T

New York

Alliance University T,N Bard College N College of Mount Saint Vincent T, O, B Daemen University Dominican University New York T,O D'Youville University T, N, B Elmira College Fordham University Hartwick College C Hilbert College T,O Houghton University T, N, O Ithaca College Keuka College T, O

Manhattan School of Music

Manhattanville College T, O

Maria College T, O Marymount Manhattan College T Medaille University T Mercy University o Molloy University T,O Mount Saint Mary College T,O Nazareth University N, O New York Institute of Technology o Pace University ¹ Paul Smith's College T, O Roberts Wesleyan University T,N Russell Sage College T Siena College St. Bonaventure University T, N St. John Fisher University T,B St. Joseph's University, New York T St. Lawrence University N St. Thomas Aguinas College T, N The College of Saint Rose o The King's College 1 Utica University 1 Villa Maria College Wagner College N, B

North Carolina

Wells College

Barton College T, O Belmont Abbey College 1 Bennett College Brevard College T, N, C Campbell University T, N, B Catawba College T, N, O Chowan University T Elon University Gardner-Webb University T, O Guilford College 1 **High Point University** Johnson C. Smith University T Lees-McRae College o Lenoir-Rhyne University T,N Livingstone College 1 Mars Hill University T, N, O Meredith College Methodist University N Montreat College T, N North Carolina Wesleyan University T,O Pfeiffer University T, N, O Queens University of Charlotte T Saint Augustine's University T Salem College T, C

Shaw University 1 University of Mount Olive T Warren Wilson College of William Peace University T,O Wingate University T, N, O **North Dakota**

University of Jamestown T,O University of Mary T, N

Ohio

Antioch College Ashland University T, N, O Baldwin Wallace University T, N, O Bluffton University T, N, O Capital University T,N Cedarville University T,O Defiance College T, O **Denison University** Franciscan University of Steubenville T, N Franklin University T,0 Heidelberg University T,O Hiram College N, O John Carroll University T, N Kenyon College Kettering College o Lake Erie College 1 Lourdes University T, O, B Malone University T, N, O, B Marietta College T, N, O Mercy College of Ohio Mount St. Joseph University T, N, O Mount Vernon Nazarene University T, N, O Muskingum University T, N, O, E Notre Dame College T, N, O Oberlin College Ohio Dominican University T, N, O Ohio Northern University o

The University of Findlay T,N Tiffin University T,O University of Mount Union T, N, O University of Rio Grande T,O Ursuline College T, N, O Walsh University T, N, O Wilberforce University T, O Wilmington College Wittenberg University T, N, O

Ohio Wesleyan University N,O

Otterbein University N, O, B

The College of Wooster N

Oklahoma

Oklahoma City University T, O Oral Roberts University

Bushnell University T,N

George Fox University Lewis & Clark College Linfield University N,O Pacific University Reed College Warner Pacific University T, O Willamette University

Pennsylvania

Albright College Allegheny College T, N, O Alvernia University T,N Arcadia University T Bryn Athyn College T, N, O **Bucknell University**

Cabrini University T Carlow University T, N Cedar Crest College T, O Chatham University T,B Chestnut Hill College T, N, O Delaware Valley University DeSales University T, N, O Duquesne University T Eastern University T Elizabethtown College Franklin & Marshall College Gannon University Geneva College T, N, O Gettysburg College Grove City College N,O Gwynedd Mercy University T, N, O Haverford College Holy Family University 1 Immaculata University T Juniata College O,B Keystone College 1 King's College T, N La Roche University Lafayette College Lebanon Valley College N Manor College T, O Marywood University T, N Mercyhurst University Messiah University N, C Misericordia University Moravian University N,O

Puerto Rico

Universidad del Sagrado Corazón

York College of Pennsylvania T, O

Washington & Jefferson College T, N, B

Rhode Island

Roger Williams University T,O Salve Regina University N

Mount Aloysius College

Muhlenberg College N, E

Neumann University T, O

Point Park University

Rosemont College

Robert Morris University T, O

Saint Francis University T,O

Saint Vincent College T,N

Susquehanna University N

University of Scranton T,N

Waynesburg University T,N

Westminster College T, N

Widener University T,B

Wilkes University T,B

Wilson College T, O, B

Seton Hill University T,N

Swarthmore College

Thiel College T, N, O, E

Ursinus College N,B

Pennsylvania College of Art & Design T, O

South Carolina

Allen University o Anderson University T,O Benedict College N, C Charleston Southern University o Claflin University T Coker University T, O Columbia College T,O Converse University T, O, B Erskine College Furman University N Limestone University T Morris College Newberry College T, N, O Presbyterian College T, N Spartanburg Methodist College 1 Voorhees University o Wofford College

South Dakota

Augustana University N Dakota Wesleyan University T, N, O Mount Marty University T University of Sioux Falls 1

Tennessee

Bethel University 1 Carson-Newman University T,O Christian Brothers University T, O Fisk University Freed-Hardeman University o King University T, N, O Lane College T, N, O Lee University T, N, O LeMoyne-Owen College Lincoln Memorial University T Lipscomb University N Maryville College T, N, O, B Milligan University Rhodes College Sewanee: The University of the South N Southern Adventist University N, O Tennessee Wesleyan University^T Trevecca Nazarene University T,O Tusculum University T

Abilene Christian University N, O Austin College T, N, O Baylor University N Concordia University Texas T,N Criswell College **Dallas Baptist University** East Texas Baptist University Hardin-Simmons University o Huston-Tillotson University T Jarvis Christian University T, N, O LeTourneau University N McMurry University T, o Our Lady of the Lake University T,N Parker University

Schreiner University N,O Southwestern Adventist University N,O Southwestern University T, N St. Edward's University T, N, O St. Mary's University T, N, O Texas Christian University Texas College Texas Lutheran University T, N, O Texas Wesleyan University T, O Trinity University N University of Dallas T, N University of St. Thomas University of the Incarnate Word T, N, O, B Wayland Baptist University Wiley College T, O

Westminster University o

Vermont

Bennington College Champlain College Landmark College Middlebury College Norwich University T, N, O Saint Michael's College o

Virginia

Averett University T,B Bluefield University T, N, O Bridgewater College T,N Eastern Mennonite University N, O Emory & Henry College T,0 Ferrum College T, N, O Hampden-Sydney College N Hollins University T, N, B Mary Baldwin University Marymount University Randolph College T,O Randolph-Macon College T,N Regent University Roanoke College T, N, B Shenandoah University T, O Southern Virginia University T Sweet Briar College T, O University of Lynchburg T,0 University of Richmond Virginia Union University T,N Virginia Wesleyan University T,0 Washington and Lee University

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

West Virginia

Alderson Broaddus University T, O Bethany College 1 Davis & Elkins College T, N University of Charleston T West Virginia Wesleyan College T Wheeling University

Wisconsin

Alverno College Beloit College 9 Carroll University T,N Carthage College N Concordia University Wisconsin T, N Edgewood College T, C Lakeland University T Lawrence University N Marian University T, O Mount Mary University T,N Northland College 1 Ripon College 1 St. Norbert College T, N Viterbo University T,N Wisconsin Lutheran College N,O

International Members

Al Akhawayn University T,O American College of Greece T American University of Beirut American University in Bulgaria American University of Kuwait American University of Sharjah T **Booth University College Burman University** Canadian Mennonite University N CETYS University o Franklin University Switzerland Forman Christian College John Cabot University Lebanese American University Redeemer University Saint Monica University The American University of Paris The King's University ^N Trinity Western University

Associate Members

Cox College (MO) Jacksonville College (TX) Louisburg College (NC) Trocaire College (NY) T, N, O

New CIC Members in 2022-2023

New Institutional Members

Fordham University (NY) Macalester College (MN) University of Detroit Mercy (MI)

New Affiliate Members

Campus Compact (MA) Complete College America (DC) Congregation of Holy Cross (IN) Tennessee Independent Colleges and Universities Association

Affiliate Members

Accreditation Council for Business Schools and Programs (KS)

Admissions Professionals (IN)

American Councils for International Education (DC)

American Council of Learned Societies (NY)

Appalachian College Association (KY)

Associated Colleges of the Midwest (IL)

Associated Colleges of the South (GA)

Association of Advanced Rabbinical and Talmudic Schools (NY)

Association of Catholic Colleges and Universities (DC) N

Association of Independent Colleges & Universities in Massachusetts

Association of Independent Colleges and Universities of Ohio Association of Independent Colleges and Universities of Pennsylvania

Association of Presbyterian Colleges and Universities (GA) N

Campus Compact (MA)

Christian College Consortium (AL)

Complete College America (DC)

Concordia University System (MO)

Conference for Mercy Higher Education (MD) N

Congregation of Holy Cross (IN)

Council for Advancement and Support of Education (DC)

Council of American Overseas Research Centers (DC)

Council for Christian Colleges & Universities (DC) No. Council of Colleges and Universities of the Christian Church

(Disciples of Christ) (IL)

Council of Independent Colleges in Virginia

Council on Library and Information Resources (VA)

Federation of Independent Illinois Colleges & Universities

Gilder Lehrman Institute of American History (NY)

Lutheran Educational Conference of North America (SD)

Millennium Campus Network (MA)

National Association of Independent Colleges and Universities (DC)

National Association of Intercollegiate Athletics (MO)

National Humanities Alliance (DC)

National Student Clearinghouse (VA)

Nazarene Colleges Council of Education (KS)

Network of ELCA Colleges and Universities (IL) N

New American Colleges and Universities (OH)

New Hampshire College & University Council

North American Coalition for Christian

Project Pericles (NY)

Society for Classical Studies (NY)

Tennessee Independent Colleges and Universities Association

The Great Lakes Colleges Association (MI)

The Phi Beta Kappa Society (DC)

Tuition Plan Consortium/Private College 529 Plan (MO)

United Methodist Church General Board of Higher Education and

Ministry (TN)

Women's College Coalition (GA) Yes We Must Coalition (MA)

State Councils

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 Colleges and Universities of New Jersey

Independent Colleges and Universities of Texas Foundation

Independent College Fund of Maryland

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 Inc.

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

Program Participants

Presidential Vocation and Institutional Mission

JULY 2022 SEMINAR PARTICIPANTS

Jody Aschendorf

Spouse, Bellarmine University (KY)

Karen D. Austin

Spouse, University of Evansville (IN)

Michael Austin

Executive Vice President and Provost,
University of Evansville (IN)

Donna M. Carroll

President Emerita, Dominican University (IL)

Alan Cottrell

Presidential Spouse, Texas Lutheran University

Debbie Cottrell

President, Texas Lutheran University

Brian Scott Dahlberg

Spouse, Texas Christian University

Teresa Abi-Nader Dahlberg

Provost and Vice Chancellor for Academic Affairs, Texas Christian University

Harry E. Dumay

President, Elms College (MA)

Margaret Dumay

Presidential Spouse, Elms College (MA) **Ken Ellingwood**

Spouse, Champlain College (VT)

Jeff Frederick

Provost, Wingate University (NC)

Melinda Frederick

Spouse, Wingate University (NC)

Paul Gore

Vice President for Academic Affairs and Provost, Bellarmine University (KY)

Davida L. Haywood

Vice President for Student Affairs, Johnson C. Smith University (NC)

Elissa Heil

Vice President for Academic Affairs and Dean of Faculty, Wilson College (PA)

Jim Higgins

Spouse, Wilson College (PA)

Darryl B. Holloman

Vice President for Student Affairs, Spelman College (GA)

Kazi Joshua

Vice President for Student Affairs and Dean of Students, Whitman College (WA)

Brenda Kelly

Provost and Dean of the College, Gustavus Adolphus College (MN)

Jess Kelly

Spouse, Gustavus Adolphus College (MN)

Nichole Long

Spouse, Mars Hill University (NC) Joseph M. McDonald

Vice President for Enrollment and Finance, Maria College (NY)

Judy McDonald

Spouse, Maria College (NY)

Paul Mylott

Spouse, University of La Verne (CA)

Sherri G. Mylott

Vice President for University Advancement, University of La Verne (CA)

Elise O'Connell

Spouse, Whitman College (WA)

Frederik Ohles

President Emerita, Nebraska Wesleyan University

Rosemary Ohles

Retired Presidential Spouse, Nebraska Wesleyan University

David D. Page

Spouse, Dillard University (LA)

Yolanda W. Page

Vice President for Academic Affairs, Dillard University (LA)

Tracy S. Parkinson

Executive Vice President and Provost,
Mars Hill University (NC)

Jay Perry

Spouse, Manchester University (IN)

Sandra Rouse

Dean of Students, Newberry College (SC) Kraig E. Sheetz

Executive Vice President, Mount St. Mary's University (MD)

Lori A. Sheetz

Spouse, Mount St. Marv's University (MD)

Monique M. Taylor

Provost and Chief Academic Officer, Champlain College (VT)

Rosemary M. Thomas

Executive Vice President, Davis & Elkins College (WV)

Abagail L. Van Vlerah

Vice President for Student Life, Manchester University (IN)

Eric Paul Werth

Spouse,

University of Pikeville (KY)

Lori Werth

Provost, University of Pikeville (KY)

Presidents Governance Academy

2023 PRESIDENTS GOVERNANCE ACADEMY PARTICIPANTS

John Cech

Carroll College (MT)

Joseph Chillo

Thomas More College (KY)

Zachary Faison

Edward Waters University (FL)

Paula Langteau

Presentation College (SD)

Charlotte Morris
Tuskegee University (AL)

David Russell

Columbia College (MO)

Michael Sosulski

Stephen Standifird

Washington College (MD)

Bradley University (IL)

Executive Leadership Academy

2022-2023 ELA COHORT PARTICIPANTS

Toby Arguette

Aurora University (IL)

Channell Barbour Berea College (KY)

Mark Blegen

Carroll University (WI)

Christina Clark

Marywood University (PA)

Ilene Crawford

Cornell College (IA)

Debora D'AnnaBrevard College (NC)

David Hutchison Lyon College (AR)

Ernest Jeffries

Mary Baldwin University (VA)

Debora Johnson-Ross Wartburg College (IA)

Christopher Jones
Bradley University (IL)

Suzanne Malley
Methodist University (NC)

Alicia Martinez
Mitchell College (CT)

Keith Moore Virginia Wesleyan University

Paula O'Loughlin Augsburg University (MN)

Sid Parrish

Newberry College (SC)

Chavis Paulk Stillman College (AL)

Robert Pool
Ashland University (OH)

Barrington Price

Dominican University (IL)

Michael Quinn
Rockford University (IL)

Andre RichardsonJarvis Christian University (TX)

Keyana Scales Xavier University of Louisiana

Christopher Spicer Morningside University (IA)

Senior Leadership Academy

2022-2023 SLA COHORT PARTICIPANTS

Ashley Allen

Augustana College (IL)

John Ayabe Simpson University (CA)

Raouf Boules
University of Saint Joseph (CT)

Daniel ByrdWhittier College (CA)

Carolyn Ciriegio
The College of Wooster (OH)

Nakeisha Cody
Simmons University (MA)
John DeConstanza

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Southern Adventist University (TN)

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Butler University (IN)

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University of Puget Sound (WA)

Christian Willenborg

University of Saskatchewan (SK)

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Azusa Pacific University (CA)

Jennifer Young

Azusa Pacific University (CA)

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TEACHING INTERFAITH **UNDERSTANDING**

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Shannon Dunn Gonzaga University (WA)

Rachel Finnell Bethany College (KS)

Meredith Hope

John Houston

Amanda Irions

Girim Jung

The College of Wooster (OH)

Stetson University (FL)

Doane University (NE)

Wesleyan College (GA) **Katherine Low**

Mary Baldwin University (VA)

Alyia Marcena

Shaw University (NC)

Karen Michalka University of Mary (ND)

Stephen Miller Sewanee: The University of the South (TN)

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Julene Tegerstrand Eastern Nazarene College (NY)

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Malia Wong Chaminade University of Honolulu (HI)

Mark Woolfington Aurora University (IL)

Catherine Wright Wingate University (NC)

ART HISTORY

Power and Absence: Connecting Renaissance Art to Diverse Audiences

2023 Faculty Seminar **Participants**

Ariane Balizet

Bailey Barnard Nebraska Wesleyan University

Texas Christian University

Sara Berkowitz

Carol Brash College of Saint Benedict (MN)

Widener University (PA)

Martin Brick

Ohio Dominican University **Sonia Brown** Philander Smith College (AR)

Katherine Calvin Kenyon College (OH)

Shavne Confer Union College (KY)

Lisa DeBoer

Kylie Fisher

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Furman University (SC) Margaret Gower Saint Mary's College (IN)

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Elizabeth Kuebler-Wolf University of Saint Francis (IN)

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Kelsev Malone

Mary Baldwin University (VA)

Laura Shea Saint Anselm College (NH)

Erin Szavulv Lourdes University (OH)

Anne Throckmorton Randolph-Macon College (VA)

Douglas Zullo Hartwick College (NY)

NEW CURRENTS IN TEACHING **PHILOSOPHY**

July 2022 Institute Participants

Daniel Bramer Holy Family University (PA)

Eva Maria Cadavid Centre College (KY)

Brian J. Collins California Lutheran University

Joseph Cunningham

Eckerd College (FL)

Eureka College (IL) **Louise Daoust**

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Gerald Erion

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Katherine Finley Hope College (MI)

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St. Joseph's University (NY)

St. John Fisher University (NY) **Jason Miller** Warren Wilson College (NC)

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Christopher Penfield Sweet Briar College (VA)

Traci Phillipson Loras College (IA)

Margaret Scharle Reed College (OR)

Elizabeth Sperry

William Jewell College (MO) **Joseph Steineger**

Lindenwood University (MO) **Barbara Stock**

Gallaudet University (DC) Rebecca Tuvel Rhodes College (TN)

Elizabeth Tyler McDaniel College (MD)

Paul Voice Bennington College (VT)

Al-Yasha Williams

Berea College (KY)

Spelman College (GA) **FUNDING THE FUTURE: Workshop on Proposal Development for Computer**

Scientists and Grant Officers 2023 Participating Institutions

Bucknell University (PA) California Lutheran University Colorado College Gannon University (PA) Grinnell College (IA) Gwynedd Mercy University (PA) Hood College (MD) Lewis & Clark College (OR) McMurry University (TX) Mercy College (NY) Mount St. Joseph University (OH) Muhlenberg College (PA) Nebraska Wesleyan University Philander Smith College (AR) Reed College (OR) Regent University (VA) Spelman College (GA) Trinity College (CT) University of Pikeville (KY) University of the Incarnate Word (TX) University of the Pacific (CA) Virginia Wesleyan University Whitman College (WA)

Willamette University (OR)

NETVUE PROGRAMS AND SEMINARS

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Christine Jeske Wheaton College (IL)

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Meghan M. Slining Furman University (SC)

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Jennifer West Samford University (AL)

Institutional Development Programs

LEGACIES OF AMERICAN SLAVERY: RECKONING WITH THE PAST

June 2023 Faculty Seminar Participants

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Calumet College of St. Joseph (IN)

Ernest Cole

Hope College (MI)

Robert Dewey

DePauw University (IN)

Zachary Dowdle

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Washington College (MD)

Deonte Hollowell

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Susan Ortiz

Warren Wilson College (NC)

Jordan Smith

Widener University (PA)

Patricia Sunia Hollins University (VA)

Amy Tillerson-Brown Mary Baldwin University (VA)

PV Viswanath Pace University (NY)

Van Dora Williams, Champlain College (VT)

Claire Wolnisty Austin College (TX)

HUMANITIES RESEARCH FOR THE PUBLIC GOOD

Sustaining Grants Awarded for 2022–2023

Augustana University (SD) Bethany College (KS) Carlow University (PA) Champlain College (VT) Columbia College Chicago (IL) Fontbonne University (MO) Franklin College (IN) Messiah University (PA)

Saint Mary's College (IN) Saint Vincent College (PA)

Stevenson University (MD) Trinity College (CT) Tusculum University (TN)

CRAFTING DEMOCRATIC FUTURES

Participating CIC Member Institutions

Concordia College (MN) Connecticut College Weslevan College (GA) Wofford College (SC)

INDEPENDENT PATHWAYS: COMMUNITY COLLEGE TRANSFER IN THE LIBERAL ARTS (NORTH CAROLINA)

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 Mars Hill University Meredith College Pfeiffer University Salem College Shaw University

William Peace University Wingate University

North Carolina Independent Colleges and Universities (NCICU) 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 CommunityCollege 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

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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**

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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

DIVERSITY, CIVILITY, AND THE LIBERAL ARTS

DEI Initiative Grants Awarded in December 2022

Andrews University (MI) Berea College (KY) Buena Vista University (IA) Butler University (IN) California Lutheran University Goucher College (MD) Ithaca College (NY) Luther College (IA) Muskingum University (OH) North Park University (IL)

Ripon College (WI) St. John Fisher University (NY)

St. Lawrence University (NY) Texas Lutheran University University of Lynchburg (VA) Wheaton College (MA)

