Founded in 1956, the Council of Independent Colleges (CIC) is an association of nonprofit independent colleges and universities, state-based councils, and higher education affiliates that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education’s contributions to society.

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

Eligibility for CIC membership is open to 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 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 its 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

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

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.

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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
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.

John C. Knapp
President, Washington & Jefferson College (PA)

Michael Lomax
President and CEO, UNCF

Elizabeth MacLeod Walls
President, William Jewell College (MO)

Amy McCormick
President, Calvin College of St. Joseph (IN)

Mary Eileen O’Brien, OP
President, Dominican University New York

Charles W. Pollard
President, John Brown University (AR)

L. Song Richardson
President, Otterbein University (OH)

Roderick L. Smothers
President, Philander Smith College (AR)

Lori S. White
President, DePauw University (IN)

2023 New Presidents Program Advisory Committee

Mary-Beth A. Cooper
President, Springfield College (MA)

Carmen Walters
Former President, Tougaloo College (MS)

Avrid Johnson
President, The University of St. Francis (IL)

Martin Roth
President, The University of Charleston (WV)

2023 Presidential Spouses and Partners Task Force

Carol Breslin
Chair, Presidential Spouse, College of St. Benedict and St. John’s University (MN)

Bria Mikessell
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, Dickinson University (OH)

Brian Flahaven
Vice President, Strategic Partnerships, Council for Advancement and Support of Education (CASE)

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

Carolee Campbell Williams
Presidential Spouse, Mount St. Joseph University (OH)

Kathy Creed
President, Campbell University (NC)

Marvin Espy
President, Southwest College (CT)

Advisory Committees and Task Forces

2023 Presidents Institute Programs Committee

Jeff Abernathy, Chair
President, Alma College (MI)

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 the stage, we know them, know them well, and continue those relationships well beyond their graduation.

Jeff Abernathy
President, Alma College (MI)

Philip W. Christon
Vice President, Legal, UPS (CA)

Katie Conboy
President, Saint Mary’s College (IN)

Paul Dimitruk
President, George Fox University (OR)

Logan C. Hampton
President, Lane College (TN)

Trevor Haugard
Executive Director, Council of Independent Nebraska Colleges Foundation

CIC Leadership
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
- AGB Consulting
- AGB Search, LLC
- Alfred P. Sloan Foundation
- American Academic Leadership Institute (AALI)
- American Council of Learned Societies
- Angeles Investments
- Aramark Collegiate Hospitality
- Ardeo Education Solutions
- Art & Science Group, LLC
- Arthur Vining Davis Foundations
- Ascendium Education Group
- Association of College and University Educators (ACUE)
- BibbU
- Bon Appétit Management Company
- Capital Education
- Capture Higher Ed
- Casagrande Consulting, LLC
- Chessiecap
- Cialfo
- College Education
- Core Education
- Credo
- Deck & Edison, LLC
- Dynamic Campus
- EAB
- EducationDynamics
- EIIA
- Elucian
- Encoura
- ERA Group
- EY-Parthenon
- Ferilli
- FORVIS, LLP
- Gonsor Gerber LLP
- Gray Associates
- Hanover Research
- Harvest Table Culinary Group
- Hastings+Chivetta Architects
- Huron
- Hunter Global Education, LLC
- Hyatt-Fennell, Executive Search Plus
- IntellIBBoard
- Jenzabar
- Johnson, Grossnickle and Associates
- Lilly Endowment Inc.
- Mark6View Education Partners
- Metcalf & Quinlin
- Metz Culinary Management
- MyNextSeason
- National Endowment for the Humanities
- National Science Foundation
- National Management Resources Corporation
- Ocelot
- Parker Poe Adams & Bernstein
- Parkhurst Dining
- Partners Development
- Pearl Meyer
- Pioneer College Caterers
- Rankin Climate
- RH Perry & Associates
- Rize Education
- RNL
- RW Jones Agency
- SAGE Dining Services
- SAGE Scholars Inc.
- Samuel H. Kress Foundation
- Shorelight
- Sodexo
- Spelman Johnson
- Spellman & Johnson PLLC
- Stevens Strategy, LLC
- Strada Education Foundation
- The Mellon Foundation
- The Collaborative
- The Dysart Group
- The Registry
- The Virtual Care Group
- The Teagle Foundation
- The UPS Foundation, Inc.
- TIAA
- Troove
- U3 Advisors
- Waybetter Marketing
- Westfall Gold
- William and Flora Hewlett Foundation
- W. M. Keck Foundation
- Wiley University Services
- YOU at College
- Ziegler

Total Sponsorship as of June 2023 (Fiscal Year 2023)

- $1,374,500
- $1,004,250
- $280,250
- $50,000
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.

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.

The 2023 Award for Philanthropy (Individual) honors James F. Dicke II and Janet St. Clair Dicke for their visionary leadership in philanthropic and volunteer support of higher education. Throughout their lives, the Dicke 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.

The 2023 Award for Philanthropy (Organization) honors The Jaharis Family whose philanthropy has benefitted countless individuals. At numerous educational, cultural, 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 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 CIC-sponsored 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.

The 2023 Charles 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.

2023Charles L. Foreman Award
Michael C. Maxey

2023 Award for Philanthropy (Organization)
The Jaharis Family

2023 Charles L. Foreman Award
Michael C. Maxey

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

Region
The map shows the percentage of overall CIC membership in six regions across the United States. (CIC also has international members.)

Degree of Urbanization
This graph illustrates the percentage of CIC members located in four categories of urbanization.

CIC Network Participation among Member Institutions

<table>
<thead>
<tr>
<th>Network</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIC-TEP</td>
<td>422</td>
</tr>
<tr>
<td>OCSC</td>
<td>307</td>
</tr>
<tr>
<td>NetVUE</td>
<td>276</td>
</tr>
<tr>
<td>Belong</td>
<td>63</td>
</tr>
</tbody>
</table>

CIC Members with Distinctive Institutional Missions

- Religiously Affiliated: 75%
- Hispanic-Serving Institution (HSI): 18%
- Minority-Serving Institution (MSI): 11%
- Historically Black College/University (HBCU): 5%
- Single-Gender Institution: 5%
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 two-thirds of CIC member institutions participate.

<table>
<thead>
<tr>
<th>Institutions Registered</th>
<th>Institutions Importing</th>
<th>Institutions Exporting</th>
<th>Students Applying</th>
<th>Applications Submitted</th>
<th>Students Applying</th>
<th>Institutions Exporting</th>
<th>Institutions Importing</th>
<th>Students Receiving at Least One Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>422</td>
<td>402</td>
<td>278</td>
<td>2,616</td>
<td>5,950</td>
<td>1,463</td>
<td>2,616</td>
<td>2,154</td>
<td>1,463</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>CIC Institutions</th>
<th>Non-CIC Institutions</th>
<th>Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>309</td>
<td>24</td>
<td>9</td>
</tr>
</tbody>
</table>

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

- **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:** Waynesburg University (PA)
- **Vocation and the Work of Our Hands**
  - **Date:** November 16-17, 2023
  - **Location:** San Antonio, TX

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:** “Calling: 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 1,656 contacts)
  - November 16, 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)

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
- **Fiscal Year 2022**
  - Cumulative

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.

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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 two-year period to develop or extend existing initiatives.
  - **Total:** $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 vocational-related initiatives at NetVUE member institutions. Up to $15,000 is available for projects with a special focus on diversity, equity, and inclusion.
  - **Total:** $235,747 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 and applied fields. The grant involves a partial donor match that can bring the total award to $300,000 in CIC and third-party funding, or $600,000 for projects that create partnerships with businesses, nonprofits, and community organizations.
  - **Total:** $2,889,995 to 80 Institutions (Cumulative)

- **GRANTS FOR REFRAMING THE INSTITUTIONAL SAGA**
  - This program offers grants of up to $45,000 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.
  - **Total:** $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 member institutions, and to communicate the benefits of NetVUE membership to those institutions within their networks that are not yet members of NetVUE.
  - **Total:** $52,850 to 3 Organizations (Cumulative)
The first Belong microcredential cohorts have concluded with the Faculty and Staff Inaugural Webinar Registrants Members as of June 2023 for faculty and staff to support student belonging. (ACUE), Belong offers a suite of professional development resources making their campuses more welcoming and inclusive. Designed in The Belong community is a network of CIC members dedicated to 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 filing 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 445
Teaching Institutions 99
Courses Available 9,018

CIC Members Belong

Belong course participants report the course helped with their professional practice
Belong course participants report more positive beliefs about inclusive teaching

98% 82%

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 1965, 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: $140,000
Cumulative: Over $1,401,600

NAMED SPONSORSHIPS
Fiscal Year 2023: $23,500 to support five students

The Online Course Sharing Consortium (OCSC) allows participating 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 face-to-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 executive 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 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 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: $100,004 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 opportunity to apply for challenge grants, designed to leverage additional gifts for scholarships, with the CIC grant and matching money 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.

$653,045 across 75 projects (Cumulative)

$3.6 million (Cumulative) Awarded in the two-and-a-half times “Scholarship Challenge Grant amount”
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. Gole, 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-Quinlin, CEO, Future 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

Presidential Vocation and Institutional Mission

With Lilly Endowment Inc. support, CIC offers Presidential Vocation and Institutional Mission (VIM)—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 VIM cohort. The Opening Seminar took place in Essex, VT, on July 6–13, 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.


• Special Information: CIC strongly believes that giving experienced, highly capable presidents more tools to support their personal renewal will lead to more effective presidential leadership. This program directly acknowledges burnout as a serious issue among college presidents but goes beyond simple cures. 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.”

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 President’s Institute.

• Cohort and Event Details: 39 new presidents and 26 spouses and partners participated in the New Presidents Program. The program took place in San Francisco, CA, on January 3–4, 2023.

• Special Information: CIC’s New Presidents Program is the longest-running 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 the Spouses and Partners Program at the Presidents Institute in San Francisco, CA, on January 4–7, 2023.

• Special Information: The Spouses and Partners Program offers 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 Downward 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.

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. Helms, president emeritus of Linfield University (OR) and Michele D. Perkins, Chancellor of New England College (NH). The program is funded by the Arthur Wining Davis Foundations, and was held in conjunction with the annual Presidents Institute.

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 (AALI) and Academic Search. CIC offers fellowships to 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 with 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.
The 2023 seminar met in Chicago, IL, on June 18–22, 2023. Faculty Development Programs

Teaching Interfaith Understanding
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: Those 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 in 2020.
• 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 $450,000 to support activities scheduled for 2022 and 2023 from the Samuel H. Kress Foundation
• Special Information: The 2023 seminar is offered in partnership with the Memphis Brooks Museum of Art.

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 14–16, 2023.
• Special Information: The project director for this program is April Edwards, professor of cyber science at the US Naval Academy.

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. Vlueumier 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.

Workshop for Department and Division Chairs
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 member institution and $10,000 from the Henry Luce Foundation.

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Eboo Patel, founder and president of Interfaith America, and Laurie Patton, president of Middlebury College (VT), led the seminar and discussions.

Participants of the 2023 Teaching Pre-Modern European Art in Context in Memphis, TN.
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
- **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.

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:** $2,390,000 from the Mellon Foundation
- **Special Information:** The project is directed by Anna M. Valk, executive director of the 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 $725,000 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 16 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.

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, race, inclusion, histories of discrimination and inequality, and effective methods for achieving social and political change; also to promote new curricular and co-curricular 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

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 resource sufficiency, debt management, asset performance, and operating results, along with an overall score for financial strength relative to peers.

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

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.

- Funding: RNL
- 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.

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 spotlighting timely and pertinent research presidents and senior campus leaders might find helpful. CIC releases one issue with 15–16 entries per year.

- Funding Source and Amount: $90,000 from the Arthur Vining Davis Foundations
- Special Information: The Digest is edited by Matthew J. Mayhew, William Ray and Marie Adamson Flasher 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 launch.

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

- CAO Listserv
- CIO Listserv
- Chairs Listserv
- Chairs Listserv
- Chiefs of Staff Listserv
- Data Listserv
- Deans Listserv
- Enrollment Listserv
- Finance Listserv
- HR Listserv
- PR Listserv
- President 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 America. 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 held on October 3, 2022.
• "Building Diverse STEM Pipelines to Careers and the Professoriate," featuring the Alfred P. Sloan Foundation and the National Science Foundation, was offered on October 15, 2022.
• "Social Justice through the Humanities,” featuring the Teagle Foundation and the Mellon Foundation, was held on October 20, 2022.

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

New Website Information

CIC launched a new website this year that allowed us to reframe 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 2022: CIC 2022–2023 Institutes
• Spring 2023
### CIC Financial Statement

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

#### Revenues
- **Membership Dues** $4,297,484
- **Participant Registration Fees** $944,899
- **Foundation Grants and Corporate Support** $721,291
- **Endowment Assets Released (4.5% drawdown)** $178,050
- **Interest, Dividends, and Other Income from Operations** $4,239,941

**Total Revenues** $16,426,655

#### Expenses
- **Programs, Projects, and Services** $8,296,673
- **Grants/Scholarships to Colleges, Universities, and State Council Members** $4,923,570
- **Administrative and Supporting Services** $3,651,973

**Total Expenses** $16,842,216

#### Net Assets
- **Change in Net Assets without Donor Restrictions** $1,584,439

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### CIC Staff

**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
- **Suzanne Smith** Designer and Visual Media Specialist
- **Sabrina Sturgeon** Project Coordinator, Inclusive Excellence
- **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
- **Majorie 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 Traunum** Vice President for Networks and Strategic Partnerships

**Tillayo 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 Aklin** Grants Director

- **Daniel O. Alechire** 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. Meyers** Online Community Coordinator

- **Rachel F. Pickett** Webinar Coordinator

- **Ashley Postema** Communication Coordinator

- **Lynne M. Spoelhof** Director of Operations

- **Alex Stephenson** Administrative Assistant

- **Erin A. VanLaningham** Director, NetVUE Scholarly Resources Project; Co-Host, NetVUE Podcast

**CIC Senior Advisors**

- **Steven Bahlis** Senior Advisor and Director, Presidential Vocation and Institutional Mission Program

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

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

- **Jennifer Corn** Evaluator, North Carolina Community College Transfer Pathways Project

- **Stephanie Davidson** Evaluator, Ohio Consortium for Transfer Pathways to the Liberal Arts

**Council of Independent Colleges | 2022–2023 Annual Report**
Members of CIC

Members of 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

Alabama

Birmingham-Southern College

Huntingdon College

Mills College

Oakwood University

Samford University

Spring Hill College

Stillman College

Talladega College

Tufts University

University of Mobile

Alaska

Alaska Pacific University

Arizona

Prescott College

Arkansas

Hendrix College

John Brown University

Lyceum College

Philander Smith College

University of the Ozarks

California

Azusa Pacific University

Biola University

California Baptist University

California Lutheran University

Concordia University Irvine

Dominican University of California

Pace University

Golden Gate University

Holy Names University

Jessup University

La Sierra University

Loma Linda University

Mount Saint Mary’s University

Notre Dame de Namur University

Pacific Union College

Pepperdine University

Pitzer College

Point Loma Nazarene University

Saint Mary’s College of California

Scripps College

Simpson University

University of La Verne

University of Redlands

Westmont College

Whittier College

Woodbury University

Colorado

Colorado Christian University

Colorado College

Napier University

University of Denver

Connecticut

Albertus Magnus College

Connecticut College

Goodwin University

Mitchell College

Trinity College

University of Bridgeport

University of Saint Joseph

Washington, DC

Gallaudet University

Delaware

Goldy-Beacom College

University of Delaware

Florida

AdventHealth University

Ave Maria University

Boca College

Bethune-Cookman University

Eckerd College

Georgia

Agnes Scott College

Berry College

Brenau University

Clark Atlanta University

Covenant College

LaGrange College

Life University

Morehouse College

Oglethorpe University

Piedmont College

Point University

Reinhardt University

Shorter University

Spelman College

Thomas University

Wesleyan College

Young Harris College

Hawaii

Chaminade University of Honolulu

Hawaii Pacific University

Idaho

Northwest Nazarene University

The College of Idaho

Illinois

Augustana College

Aurora University

Benedictine University

Blackburn College

Bradley University

Cazenovia College

Columbia University Chicago

Concordia University Chicago

Dominican University

Elmhurst University

Eureka College

Greenville University

Illinois College

Illinois Wesleyan University

Judson University

Knox College

Lake Forest College

Lewis University

McKendree University

Methodist College

Millikin University

Monmouth College

National Louis University

North Central College

North Park University

 Olivet Nazarene University

Principia College

Quincy University

Rockford University

Saint Xavier University

Trinity Christian College

University of St. Francis

Wheaton College

Indiana

Anderson University

Bethel University

Butler University

Culomer College of St. Joseph

DePauw University

Earlham College

Franklin College

Goshen College

Grace College and Seminary

Hanover College

Holy Cross College

Huntington University

Indiana Institute of Technology

Indiana Wesleyan University

Manchester University

Marian University

Oakland City University

Saint Mary-of-the-Woods College

Saint Mary’s College

Taylor University

Trine University

University of Evansville

University of Indianapolis

University of Saint Francis

Vanderbilt University

Wabash College

Iowa

Briar Cliff University

Buena Vista University

Central College

Clarke University

Coe College

Cornell College

Dixie State College

Drake University

Drake University

Grand View University

Gunnell College

Iowa Wesleyan University

Loras College

Luther College

Morningside University

Mount Mercy University

Northwestern College

Simpson College

St. Ambrose University

University of Dubuque

Upper Iowa University

Wartburg College

William Penn University

Kansas

Baker University

Benedictine College

Bethany College

Bethel College

Friends University

Hesston College

Kansas Wesleyan University

McPherson College

MidAmerica Nazarene University

Newman University

 Ottawa University

Southwestern College

Sterling College

Tabor College

University of Saint Mary

Kentucky

Alice Lloyd College

Asbury College

Belmont University

Berea College

Brevard College

Campbellsville University

Centre College

Georgetown College

Kentucky Wesleyan College

Lindsey Wilson University

Midway University

Spalding University

Thomas More University

Transylvania University

Union College

University of Pikeville

University of the Cumberlands

Louisiana

Centenary College of Louisiana

Dillard University

Franciscan Missionaries of Our Lady University

University of Holy Cross

 Xavier University of Louisiana

Maine

Husson University

Saint Joseph’s College of Maine

Thomas College

University of New England

Maryland

Capitol Technology University

Goucher College

Hood College

 Loyola University Maryland

McDaniel College

Mount St. Mary’s University

Notre Dame of Maryland University

St. John’s College

Stevenson University

Washington Adventist University

Washington College

Massachusetts

American International College

Anna Maria College

Assumption University

Bard College at Simon’s Rock

Bay Path University

Curry College

Dean College

Eastern Nazarene College

Elms College

Emerson College

Endicott College

Fisher College

Gordon College

Hampshire College

Lasell University

Lesley University

Merrimack College

Nichols College

Rhode Island College

Simmons University

Springfield College

Georgetown College

New Western England University

Wheaton College

Michigan

 Adrian College

 Albion College

 Alma College

 Andrews University

Aquinas College

 Baker College

 Calvin University
New CIC Members in 2022–2023

International Members

- Al Ashlawy University (J)
- American College of Greece (I)
- American University of Antwerp (I)
- American University of Bulgaria (I)
- American University of Kuwait (I)
- Booth University College (I)
- Burman University (I)
- Canadian Mennonite University (I)
- GETYS University (I)
- Franklin University Switzerland (I)
- Forman Christian College (I)
- John Cabot University (I)
- Lebanese American University (I)
- Redeemer University (I)
- Saint Monica University (I)
- The American University of Paris (I)
- The King’s University (I)
- Trinity Western University (I)

New Institutional Members

- Fordham University (NY)
- Macalesster 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 Council 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 Rabbincal and Talmudic Schools (NY)
- Association of Catholic Colleges and Universities (DC)
- Association of Independent Colleges & Universities in Massachusetts
- Association of Independent Colleges and Universities of Ohio
- Association of Independent Colleges and Universities of Pennsylvania
- Associated Presbyterian Colleges and Universities (GA)
- Campus Compact (MA)
- Christian College Consortium (AL)
- Complete College America (DC)
- Concordia University System (MO)
- Conference for Mercy Higher Education (MO)
- 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)
- Council of Colleges and Universities of the Christian Church (Disciples of Christ) (IL)
- Council of Independent Colleges in Virginia

State Councils

- Alabama Association of Independent Colleges and Universities (AL)
- Arkansas’ Independent Colleges and Universities (AR)
- Associated Colleges of Illinois (IL)
- Associated Colleges of Kentucky Colleges and Universities (KY)
- Council of Independent Colleges of Illinois (IL)
- Council of Independent Colleges of Indiana (IN)
- Council of Independent Colleges of Maryland (MD)
- Council of Independent Colleges of Washington (WA)
- Independent Higher Education of Colorado Fund (CO)

Society for Classical Studies (NY)
- The Phi Beta Kappa Society (DC)
- The Great Lakes Colleges Association (MI)
- The National Humanities Alliance (DC)
- The National Association of Independent Colleges and Universities (DC)
- The Network of ELCA Colleges and Universities (IL)
- The Phi Beta Kappa Society (DC)
- The Student Clearinghouse (VA)
- The Tennessee Independent Colleges and Universities Association (TN)
- The Texas Association of Independent Colleges and Universities (TX)
- The University of Iowa (IA)
- The University of Michigan (MI)
- The University of Minnesota (MN)
- The University of Missouri (MO)
- The University of North Carolina (NC)
- The University of Ohio (OH)
- The University of Pennsylvania (PA)
- The University of South Carolina (SC)
- The University of Virginia (VA)

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- The University of Virginia (VA)
Program Participants

Presidential Vocation and Institutional Mission

JULY 2022 SEMINAR PARTICIPANTS

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Spouse,
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University of Evansville (IN)

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Mount St. Mary’s University (MD)

Lori A. Sheetz
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Mount St. Mary’s University (MD)

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Davis & Elkins College (WV)

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University of Pikeville (KY)

Lori Werth
Provost,
University of Pikeville (KY)

Program Participants

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Chavis Paulk
Stillman College (AL)

Robert Pool
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Barrington Price
Dominican University (IL)

Michael Quinn
Rockford University (IL)

Andre Richardson
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Keyana Scales
Xavier University of Louisiana (LA)

Executive Leadership Academy

2022–2023 SLA COHORT PARTICIPANTS

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John Ayabe
 Simpson University (CA)

Raouf Boules
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Daniel Byrd
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Carolyne Cireigio
Tha College of Wooster (OH)

Nakeisha Cady
Simmons University (MA)

John DeConstanza
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Jennifer Edwards
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Sarah Evring
Gannon University (PA)

Ann Marie Fallon
St. John Fisher University (NY)

Darren Glass
Gettysburg College (PA)

Gundolf Granell
Agnes Scott College (GA)

Colleen Hoover
Saint Mary’s College (IN)

Samantha Hughes
Virginia Wesleyan University (VA)

Sid Parrish
Newberry College (SC)

Alitia Martinez
Mitchell College (CT)

Keith Moore
Virginia Wesleyan University (VA)

Paula O’Laughlin
Augusta University (MN)

Lori A. Scheetz
Mount St. Mary’s University (MD)

Lori Werth
University of Pikeville (KY)

Senior Leadership Academy

2022–2023 SLA COHORT PARTICIPANTS

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Simpson University (CA)

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University of Saint Joseph (CT)

Jay Perry
Goucher College (MD)

Sandra Rouse
Newberry College (SC)

Sid Parrish
Newberry College (SC)

Melinda Frederick
Wingate University (NC)

Jeff Frederick
Wingate University (NC)

Channell Barbour
Berea College (KY)

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Cornell College (IA)

Robert Pool
Ashland University (OH)

Barrington Price
Dominican University (IL)

Michael Quinn
Rockford University (IL)

André Richardson
Jarvis Christian University (TX)

Keyana Scales
Xavier University of Louisiana (LA)
<table>
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<tr>
<th>Name</th>
<th>Institution</th>
<th>Location</th>
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<tbody>
<tr>
<td>Harold Lee Hynick</td>
<td>Missouri Valley College</td>
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<tr>
<td>Angela Haskill</td>
<td>University of Northwestern-St. Paul</td>
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<td>William Whipple III</td>
<td>Doane University (NE)</td>
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<td>Andrew Gallant</td>
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<td>Lisa M. Goering</td>
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<td>Eric Berry</td>
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<td>Melissa Grosse</td>
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<td>Michele Hargittai</td>
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<td>Samuel Hirt</td>
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<td>Jennifer John</td>
<td>Southern Virginia University</td>
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<td>Molly Lynch</td>
<td>Hollins University (VA)</td>
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<td>Megan Mason</td>
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<td>Vanessa Massaro</td>
<td>Bucknell University (PA)</td>
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<td>Azaria C. Bhughuni</td>
<td>Lane College (TN)</td>
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<td>Melissa Bednarok</td>
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<td>Michael Corcoran</td>
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<td>Demetra A. Czegan</td>
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<td>Jerrod Tracy</td>
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<td>Jeremy Burkett</td>
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<td>Anjali Sahay</td>
<td>Gardner University (PA)</td>
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<tr>
<td>Harry Schiller</td>
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<td>Robert Schultz</td>
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<td>Deborah F. DeLong</td>
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<td>Takisha S. Toler</td>
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<td>Anna Moore</td>
<td>Royal Hollow University</td>
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<td>Lisa M. Maier</td>
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<td>Amanda Scott</td>
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<td>University of Northwestern-St. Paul (MN)</td>
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<td>Victor Romano</td>
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<tr>
<td>David C. Rowell</td>
<td>Dean College (MA)</td>
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</tbody>
</table>
### Faculty Development Programs

**TEACHING INTERFAITH UNDERSTANDING**

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  - Stephen Dawson
  - Anna Marie DellPizzl
  - Steven J. Welch
  - Steven Coleman
  - Lisa Dille
  - Corinna Doughty
  - Benjamin Coleman
  - Danielle Lascano
  - Corina Maeder
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- Bennington College (VT)
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  - California Lutheran University
  - Pepperdine University (CA)
  - University of Puget Sound (WA)
  - Azusa Pacific University (CA)
  - Trinity University (TX)
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  - Northern Arizona University
  - National University (CA)
  - California State University, Long Beach
  - University of California, Berkeley
  - University of California, Los Angeles
  - University of California, Irvine
  - University of California, San Diego
  - University of California, Santa Barbara
  - University of California, Davis
  - University of California, Santa Cruz
  - University of California, Riverside
  - University of California, Santa Maria
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Gustavus Adolphus College (MN)

Laura Cannon
University of the Incarnate Word (TX)

Rachel Carr
Lindsey Wilson College (KY)

Jeffrey Carroll
Chastleton Hill College (PA)

Mark Casselle
Calumet College of St. Joseph (IN)

Ernest Cole
Hope College (MI)

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Springfield College (MA)

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Jarvis Christian University (TX)

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Albright College (PA)

Adam Goodheart
Washington College (MD)

Deonte Hollowell
Spalding University (KY)

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Warren Wilson College (NC)

Patricia Sunia
Hospital University (VA)

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