

# CIC's Annual Report

2024-25



The Council of Independent Colleges | [cic.edu](https://cic.edu)

# Contents

CIC Mission	3	CIC Institutes	26
A Message from the Board Chair	5	Leadership Development Programs	30
A Message from CIC’s President	6	Faculty Development Programs	33
Board of Directors and Committees	8	Institutional Development Programs	36
CIC Delegations and Connections	11	Research and Resources	38
CIC Networks	12	Members of CIC	42
CIC Membership Data	18	Program Participants	52
CIC Donors and Sponsors	22	CIC Staff and Senior Advisors and Other Program Consultants	64
CIC Award Recipients	24		

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

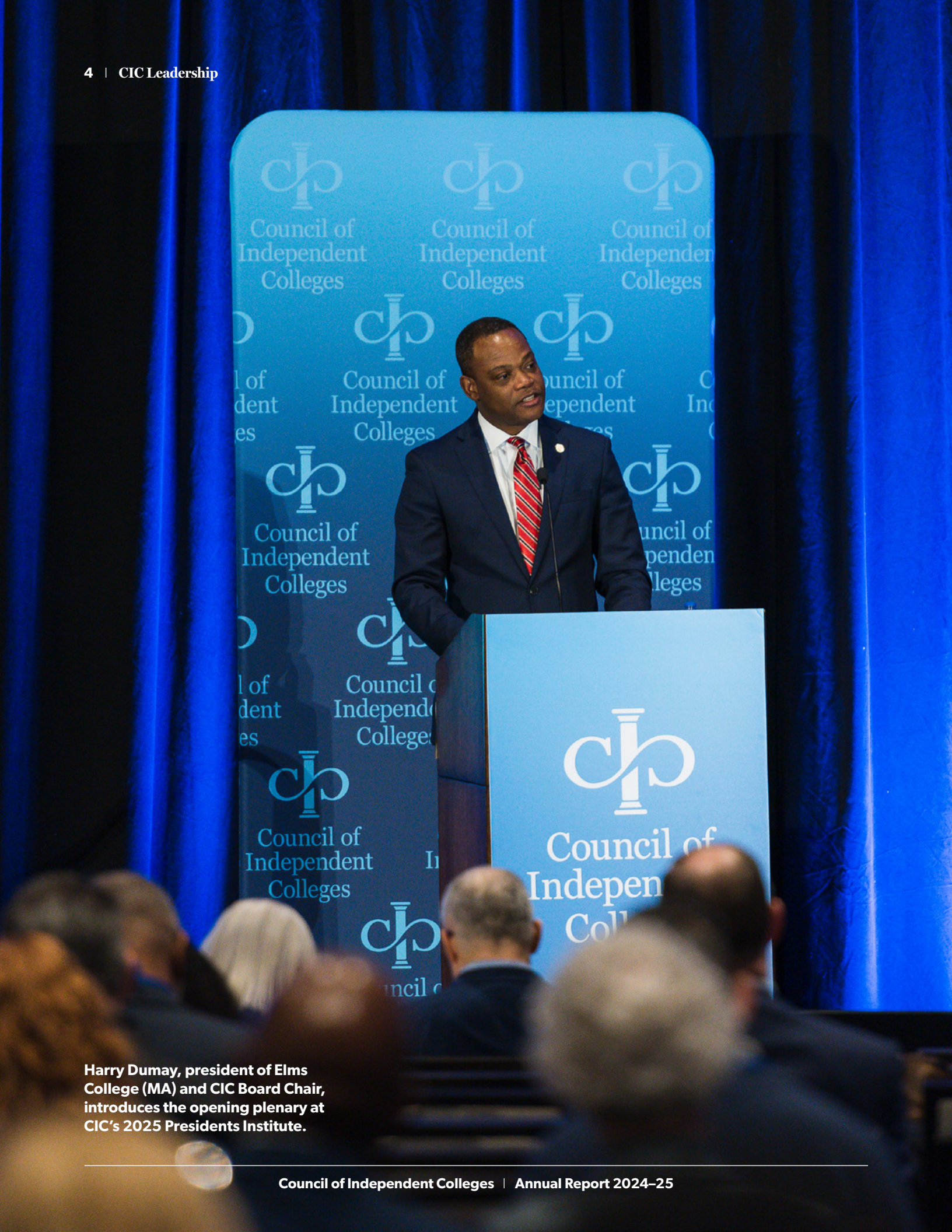
Eligibility for CIC membership is open to all private, nonprofit colleges and universities in the United States that show a commitment to the liberal arts, similar institutions located outside the United States, and two-year independent institutions. Nonprofit organizations that support the purposes of independent higher education 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.

**In support of CIC’s three-tiered mission, CIC follows four strategic priorities:**

1. Ensure our institutes, leadership development programs, workshops, and conferences are ever more relevant, engaging, inspiring, and of practical use to a diverse membership.
2. Support member financial health and innovation.
3. Increase member engagement.
4. Strengthen CIC’s role as a visible champion of independent higher education.





Harry Dumay, president of Elms College (MA) and CIC Board Chair, introduces the opening plenary at CIC's 2025 Presidents Institute.

# A Message from the Board Chair

On behalf of the Board of Directors, it is my honor to announce the release of the Council of Independent Colleges' 2024–25 Annual Report. The stories and data highlighted in this report are a powerful reminder of the transformative impact of independent higher education.

Over the past year, our collective efforts, in partnership with CIC, have yielded remarkable progress in advancing student success. Through innovative leadership development programs, networks and support services, and a steadfast commitment to inclusive excellence, CIC has helped our member colleges and universities empower students from all backgrounds to thrive and achieve their fullest potential.

CIC has successfully advanced all four of the organization's strategic priorities of ensuring the institutes, leadership development programs, workshops, and conferences are ever more relevant, engaging, inspiring, and of practical use to a diverse membership; supporting member financial health and innovation; increasing member engagement; and strengthening CIC's role as a visible champion of independent higher education.

I encourage you to celebrate these accomplishments and reflect on the shared vision that unites us. The challenges ahead are real, but so too is our collective capacity to meet them with creativity, courage, and conviction. I am honored to be chair of CIC's Board of Directors, and excited for the work that is still to come.

**Harry Dumay**  
President, College of Our Lady of the Elms (MA)  
Chair, CIC Board of Directors

“The stories and data highlighted in this report are a powerful reminder of the transformative impact of independent higher education.”



# A Message from CIC's President

I am pleased to announce the release of CIC's Annual Report for 2024–25. This comprehensive report highlights the remarkable achievements, ongoing challenges, and collective progress of our organization over the past year.

During the past fiscal year, our member institutions have demonstrated resilience, innovation, and a steadfast dedication to the values that define independent higher education. The Annual Report details CIC's efforts and initiatives to support this work, and highlights the impact of our programs on students, faculty, and the broader society.

We continue to offer a successful suite of CIC conferences, leadership development, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. We successfully completed year one of two programs of our AI Ready network, with year two launching in August 2025.

We published and shared multiple resources to support all campus roles, including:

- [\*Hiring and Supporting a Pioneering President\*](#)
- [\*Campus Free Expression Project: New Roadmaps\*](#)
- [\*Humanities Research for the Public Good: A CIC Initiative to Connect Colleges and Communities through Student Research and Public Programs\*](#)
- [\*2025 Carnegie Classifications Analysis\*](#)
- [\*Understanding the Landscape of Graduate Programs\*](#)

We continue to keep member dues and program fees affordable by diversifying our revenue streams, raising nearly \$1.5 million in sponsorships and over \$20 million in foundation grants in this past fiscal year. Best of all, we distributed \$5.1 million in scholarships, grants, and other forms of support to member institutions and State Council associations.

I invite you to review the report, celebrate our shared successes, and reflect on the opportunities ahead. On behalf of the entire CIC staff, thank you for your unwavering support and for your commitment to advance the mission of independent colleges and universities.

*Marjorie Hass*

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

“Our member institutions have demonstrated resilience, innovation, and a steadfast commitment to the values that define independent higher education.”

CIC President Marjorie Hass welcomes participants to CIC's 2025 Presidents Institute.



# Board of Directors and Committees

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



The CIC Board of Directors gathered in Washington, DC, in June 2025 for its summer meeting (some members pictured).

### CIC Board of Directors *(As of May 31, 2025)*

**Robin E. Baker**  
President, George Fox University (OR)

**Dale G. Caldwell**  
President, Centenary University (NJ)

**Scott Casey**  
Vice President and Deputy General Counsel, UPS (GA)

**La Jerne T. Cornish**  
President, Ithaca College (NY)

**Sandra J. Doran**  
President, Bay Path University (MA)

**Montserrat Fuentes**  
President, St. Edward's University (TX)

**Wesley R. Fugate**  
President, Wilson College (PA)

**Fernando León García**  
President, CETYS University (Mexico)

**Kathleen E. Harring**  
President, Muhlenberg College (PA)

**Treva Haugaard**  
Executive Director, Council of Independent Nebraska Colleges Foundation

**Robert D. Kelly**  
President, University of Portland (OR)

**Mary B. Marcy**  
President Emerita, Dominican University (CA)

**Summer J. McGee**  
President, Salem College (NC)

**Milton C. Moreland**  
President, Centre College (KY)

**Ajay Nair**  
President, Arcadia University (PA)

**Suzanne M. Rivera**  
President, Macalester College (MN)

**Susana Rivera-Mills**  
President, Aurora University (IL)

**Isabel Roche**  
Executive Director of Special Programs in Higher Education, Endeavor Foundation (NY)

**Paul R. Taylor, OSB**  
President, Saint Vincent College (PA)

**James A. Troha**  
President, Juniata College (PA)

**Suzanne E. Walsh**  
President, Bennett College (NC)

**Evans P. Whitaker**  
President, Anderson University (SC)

**Jamel S.C. Wright**  
President, Eureka College (IL)

### Standing Committees, Advisory Councils, and Task Forces

As outlined in the CIC bylaws, the Board of Directors advises the appointment of CIC's standing committees, commissions, and special task forces. The oversight responsibilities and titles of the standing committees reflect CIC's major mission-driven operational activities.

As of June 2025, CIC's standing committees include:

- Audit Committee
- Awards Committee
- Investment Committee
- Compensation Committee
- Communications Committee
- Member Cultivation and Engagement Committee
- Networks and Partnerships Committee
- Nominations Committee
- Programs and Member Services Committee

CIC also forms task forces and advisory committees and councils to address specific issues relevant to independent higher education. These groups are usually temporary and focus on a specific issue before disbanding.

### 2025 New Presidents Program Advisory Committee

**Martin Roth, Chair**  
President, University of Charleston (WV)

**Debbie Cottrell**  
President, Texas Lutheran University

**Kathy W. Humphrey**  
President, Carlow University (PA)

**Paul C. Pribbenow**  
President, Augsburg University (MN)

### 2025 Presidential Spouses and Partners Task Force

**Marvin Espy**  
Mitchell College (CT)

**Glenn McGee**  
Salem College (NC)

**Randy Richardson**  
Westminster College (PA)

### Executive Committee *(Terms ending January 2026)*

**Chair**  
**Harry E. Dumay**  
President, Elms College (MA)

**Vice Chair for Programs and Member Services**  
**Lori S. White**  
President, DePauw University (IN)

**Secretary and Vice Chair for Member Cultivation and Engagement**  
**Katie Conboy**  
President, Saint Mary's College (IN)

**Treasurer**  
**Elizabeth MacLeod Walls**  
President, Washington & Jefferson College (PA)

**Vice Chair for Networks and Partnerships**  
**Charles Pollard**  
President, John Brown University (AR)

**Vice Chair for Communications**  
**Andrea E. Chapdelaine**  
President, Connecticut College

**Vice Chair for Investment**  
**Paul Dimitruk**  
Co-Founder and Senior Partner, Partners Capital (MA)

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

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

**Network for Vocation in Undergraduate Education (NetVUE) Advisory Council**

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

**Kathleen P. Dougherty**  
President, Marietta College (OH)

**Tracy Y. Espy**  
President, Mitchell College (CT)

**Kerry D. Fulcher**  
President, Point Loma Nazarene University (CA)

**Susan S. Hasseler**  
President, Muskingum University (OH)

**Marc Hunsaker**  
Dean of Personal and Professional Development, Berry College (GA)

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

**Julie D. Massey**  
Chief of Staff and Secretary to the Board of Trustees, Retired, St. Norbert College (WI)

**Kathleen F. Weaver**  
Vice Provost for Research and Professional Development, Loyola Marymount University (CA)

**2024 Institute for Chief Academic Officers Task Force**

<b>Christon Arthur, Chair</b> President, La Sierra University (CA)	<b>Gregor Thuswaldner</b> Vice President for Academic Affairs and Dean of the Faculty, La Roche University (PA)
<b>Kim Coplin</b> Provost, Denison University (OH)	<b>Tynisha Willingham</b> Provost and Vice President for Academic Affairs, Eastern Mennonite University (VA)
<b>David Douglass</b> Provost, The College of Idaho	
<b>Catharine O’Connell</b> Provost and Dean of the College, Illinois College	

**State Councils Advisory Committee**

<b>Treva Haugaard, Ex Officio</b> Executive Director, Council of Independent Nebraska Colleges Foundation	<b>Ed Finn</b> President, Iowa College Foundation
<b>April Arnold</b> Executive Director, Associated Colleges of Illinois	<b>Eric Fulcomer</b> President, Wisconsin Association of Independent Colleges and Universities
<b>Mason Dyer</b> President, Association of Independent Kentucky Colleges and Universities	<b>Bill Spiker</b> President and CEO, Ohio Foundation of Independent Colleges

# CIC Delegations and Connections



Marjorie Hass was featured on the main stage and CIC members were featured in a variety of sessions.

**ASU+GSV AI Show and Summit**

The [2025 ASU+GSV](#) (Arizona State University + Global Silicon Valley) AI Show and Summit took place in April 2025, in San Diego, CA. This is the largest ed tech event in the world, where individuals from every sector of education come together with representatives from the tech industry and venture capital groups to advance access and education. For the second year in a row, CIC, in partnership with GSV, sponsored a delegation of member presidents and higher education leaders to attend these events. Sixty representatives from CIC received free registration and thirty also received a complimentary hotel stay. Marjorie Hass was featured on the main stage and CIC members were featured in a variety of sessions. CIC also sponsored the first annual GSV AI Show to highlight the sector to potential partners and to explore AI solutions. CIC received \$30,000 in sponsorship from four sponsors for the event.

**SXSW EDU® Conference**

For the first time, CIC hosted sessions and sent a contingent of staff, faculty members, and administrators to the [SXSW EDU® Conference](#). The 2025 Conference took place on March 3–6, in Austin, TX. SXSW EDU® is an annual event fostering innovation and learning in the education industry and brings together over 10,000 attendees from K–12 schools and higher education institutions, as well as businesses, nonprofits, and government entities focused on education. CIC’s contingent included eight CIC and NetVUE staff members, ten additional presenters, and 15 representatives from CIC colleges and universities in eight states. CIC programs and academic leaders were featured in five sessions that highlighted the innovation and expertise at independent colleges and universities.



# CIC Networks

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

## CIC Network Participation

98  
—  
Institutions

AI Ready

66  
—  
Institutions

Belong

344  
—  
Institutions

Network for Vocation in Undergraduate Education (NetVUE)

333  
—  
Institutions

Online Course Sharing Consortium (CIC-OCSC)

421  
—  
Institutions

Tuition Exchange Program (CIC-TEP)

## AI Ready

AI Ready is a 12-month network to foster learning, share resources, and increase effective adoption related to artificial intelligence (AI). The network focuses on both pedagogical and business uses for AI, bringing the current conversation about AI to key areas of campus. The network includes:

**Program 1: All Campus Essentials** (an opportunity to learn about and engage with nine pressing topics)  
Members in 2024–25 Cohort: **91**

**Program 2: Build Your Own** (a small, space-limited, pilot program for institutions ready to implement generative AI on campus)  
Members in 2024–25 Cohort: **20**

**Special Information**  
Year two of AI Ready will launch in August 2025 with Program 1: All Campus Essentials and Program 2: Building & Launching Together. As of June 2025, year two of AI Ready has received 44 applications for Program 1 and 14 applications for Program 2.

## Belong

The Belong community is a network of CIC members dedicated to making their campuses more welcoming

and inclusive. Belong’s suite of professional development resources for faculty and staff includes credentials by ACUE, all campus Cornerstone Webinars, Belong’s unique and popular “Push” resource library, and monthly community of practice meetings.

Members as of June 2025: **66**  
Credentials Issued to Belong Members: **764**  
Faculty and Staff Webinar Registrants: **8,000**  
Faculty and Staff Eligible for Belong’s Push Library: **10,000**

## 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 2025: **344**  
CIC Institutions: **306**  
Non-CIC Institutions: **25**  
Organizations: **13**

## Regional and Topical Gatherings

NetVUE campus teams gather for professional development and sharing of best practices at regional and topical gatherings throughout the year.

**NetVUE “Big Read” Launch at Loras College: Vocation and the Common Good**  
**Date:** September 12–14, 2024  
**Location:** Loras College (IA)

**Storytelling and Vocation at King University**  
**Date:** October 23–25, 2024  
**Location:** King University (TN)

**Equity-Based Initiatives to Support Vocational Discernment at Texas Lutheran University**  
**Date:** November 14–16, 2024  
**Location:** Texas Lutheran University

**Nonviolence and/as Vocation: An AAR/SBL Pre-Meeting**  
**Date:** November 21–22, 2024  
**Location:** Preceding the AAR/SBL Annual Meeting (CA)

**Vocation and the Common Good: The Call of Belonging and Community**  
**Date:** February 20–22, 2025  
**Location:** Furman University (SC)

Vocation for All: Strategies for Programming and Assessment

**Date:** April 3–5, 2025  
**Location:** Pacific Lutheran University (WA)

Integrating Vocation in the Academic Disciplines

**Date:** May 29–31, 2025  
**Location:** Hope College (MI)

Professional Development Opportunities

**Consultants**  
Current Year: **2**  
Cumulative: **37**

**Campus Visits**  
Current Year: **1**  
Cumulative: **23**

Faculty Development Seminar: Enhancing Vocational Exploration

**Date:** June 2–6, 2025  
**Location:** Indianapolis, IN  
**Participants:** 10 (listed in the appendix)

Faculty Development Seminar: Teaching Vocational Exploration

**Date:** June 2–6 2025  
**Location:** Indianapolis, IN  
**Participants:** 16 (listed in the appendix)

Faculty Fellows Seminar: Leading Vocational Exploration

**Date:** June 10–13, 2025  
**Location:** Indianapolis, IN  
**Participants:** 14

Focused Consultations

Current Year: **3**  
Cumulative: **12**

Staff Seminar: Vocation Across Campus

**Date:** June 16–20, 2025  
**Location:** Memphis, TN  
**Participants:** 19 (listed in the appendix)

Vocation Workshops

Current Year: **10**  
Cumulative: **15**

Reading Groups

Current Year: **15**  
Cumulative: **65**

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.

Podcast: “Callings: Conversations on College, Career, and a Life Well-Lived”

**Season 4 (2023–24)**  
11 episodes  
**Season 5 (2024–25)**  
9 episodes published as of June 2025

Periodic Webinars

- “Vocation and College Athletics: Supporting Student-Athletes in Connecting Sports and Life” (September 2024)
- “Improving Your On-Campus Vocation Efforts” (November 2024)

- “Using the NetVUE Conversation Cards” (February 2025)
- “The Vocation of Citizenship for the Common Good” (March 2025)

Newsletter

September 11, 2024  
October 27, 2024  
January 23, 2025  
April 1, 2025

LinkedIn

NetVUE (Network for Vocation in Undergraduate Education) (1,089 followers as of June 2025)

**Blog:** [VocationMatters.org](https://vocationmatters.org)

NetVUE Grant Programs

Program Development Grants

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

**Cumulative**  
\$11,452,339 to 261 institutions

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.

Cumulative

\$2,156,027 to 244 institutions

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 \$90,000 in CIC and third-party funding, or \$105,000 for projects that create partnerships with businesses, nonprofits, and community organizations.

**Cumulative**  
\$3,509,547 to 87 institutions

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.

**Cumulative**  
\$3,172,331 to 89 institutions

Fostering Leadership for Communities of Faith

The newest NetVUE grant program provides up to \$40,000 over a two-year period

to develop programming for students and/or professional development for faculty members and staff with the goal of connecting students to local faith communities and supporting these students as they explore and discern possible future leadership roles.

**Cumulative**  
\$1,066,653 to 41 institutions

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.

**Cumulative**  
\$10,000 to 1 organization

CIC Online Course Sharing Consortium (CIC-OCSC)

CIC-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, with which CIC signed a new five-year agreement in 2024.

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. In 2024, OCSC launched a credential marketplace for CIC members in the OCSC network.

Members as of June 2025: **333**  
Home Institutions: **314**  
Teaching Institutions: **129**  
Courses Available: **21,007**

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 students, tuition-free. As of June 2024, CIC waived the annual fee for participation in CIC-TEP, and tens of thousands of employees and their families have been able to attend college tuition-free. An online portal facilitates the student application tracking and review processes. Nearly two-thirds of CIC member institutions participated in 2024–25 and that number is expected to increase in the future.

Institutions Registered as of June 2025: **421**  
Institutions Importing: **383**



Institutions Exporting: **355**  
Students Applying: **1,893**  
Applications Submitted: **4,203**  
Awards Offered: **1,164**  
Students Receiving at Least One Award: **901**

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 three 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; and

- 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.

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 sessions dedicated to emerging trends and relevant topics providing tools for state executives colleagues to better serve their constituency of private colleges and universities.  
**Date:** April 13–15, 2025  
**Location:** Seattle, WA  
**Attendance:** 25 total

participants; 14 State Councils organizations represented  
**Sponsorship:** \$48,000 from five 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 for students demonstrating financial need. Through these scholarship programs, the CIC/UPS Educational Endowment continues to impact the advancement of the independent college sector nationwide.  
**Value:** \$52,619,299 (as of June 30, 2025)

**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. 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 assist students at independent colleges across the country demonstrating financial need.  
**Fiscal Year 2025:** \$1,505,000 to 25 State Councils, \$3,500 to 430 State Council member institutions  
**Cumulative:** Over \$66,705,000 to 23,627 students

**Dorothea M. Waterbury Scholarship**  
The 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 2025:** \$9,000

**Named Sponsorships**  
**Fiscal Year 2025:** \$23,500 to support six students

State Council Grant Programs

**Capacity-Building Grants**  
The CIC Capacity-Building Grant Program was created to provide “seed money” grants for State Councils to expand their capacity to raise money to support their programs and member colleges. The grants provide funding for fundraising programs, particularly those targeted at attracting donors and financial support and/or organizational and staff development projects that strengthen the organization’s capacity to raise gifts and grants from corporations, foundations, and individuals.  
**Fiscal Year 2025:** \$127,904 to 13 State Councils  
**Cumulative:** Approximately \$789,749 across 88 projects

**Scholarship Challenge Grants**  
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. CIC offers State Councils the opportunity to apply for challenge grants designed to leverage additional gifts for scholarships. To receive the CIC Scholarship grant, State Councils must raise the challenge grant amount from outside sources before the end of the fiscal year.  
**Fiscal Year 2025:** \$160,000 to each of eight State Councils with an anticipated reach of 169 State Councils colleges and universities  
**Cumulative:** \$3.87 million

**Meeting the Moment Grants**  
The Meeting the Moment grant was created in 2025 to support State Council organizations efforts to assist member institutions as they navigate the evolving landscape of federal regulations and policies. This one-time grant provided funding for resources, strategies, and programming to help independent colleges and universities remain informed and proactive in response to federal updates.  
**Fiscal Year 2025:** \$146,250 to 16 State Councils



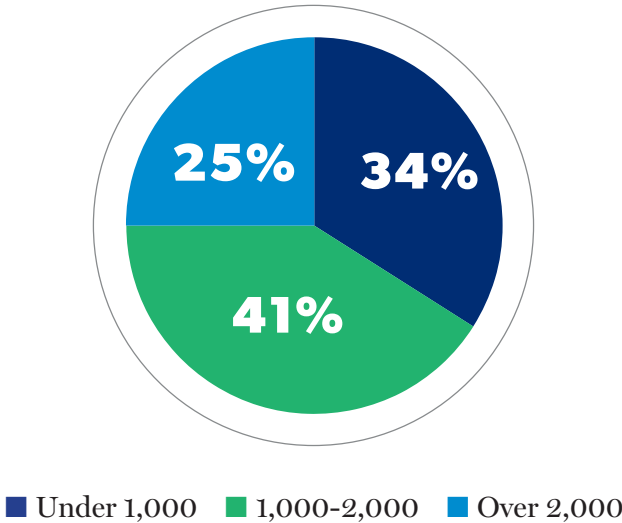
The State Councils Annual Conference offers a forum for state council executives and their staff members to network and share best practices with colleagues to better serve their constituency of private colleges and universities.



# CIC Membership Data

(as of June 30, 2025)

CIC Institutions by Enrollment Size (Undergraduate FTE)



CIC Institutions with a Distinctive Mission\*

Religiously Affiliated Institutions

429

Minority Serving Institutions

113

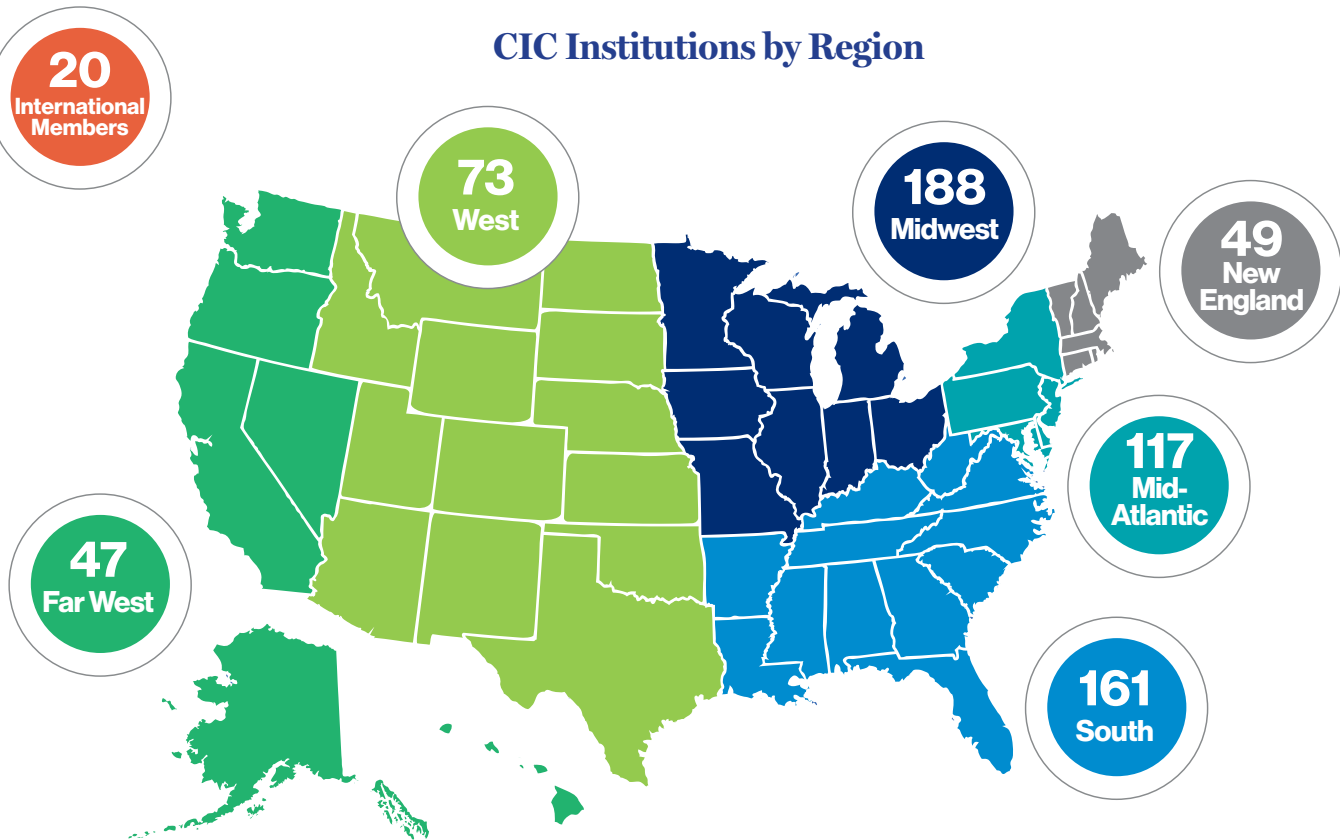
Single Gender Institutions

28

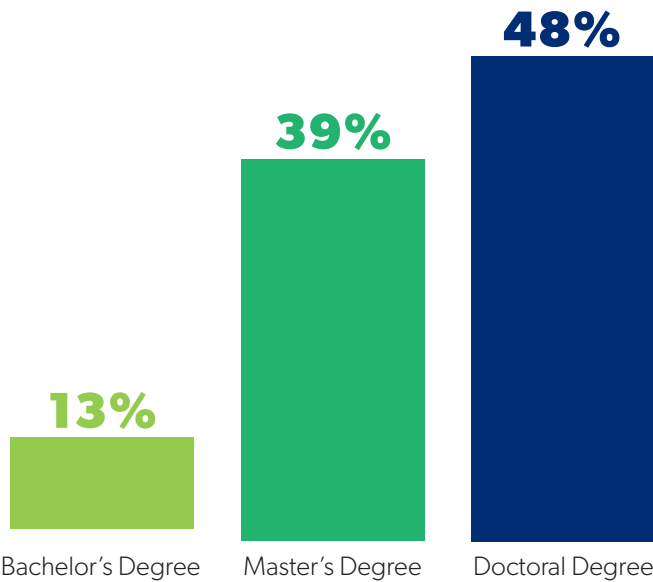
\*Includes International Members

Minority Serving Institutions include any institution that is designated as a Historically Black College or University, a Predominantly Black Institution, a Hispanic Serving Institution, an Alaska Native and Native Hawaiian Serving Institution, an Asian American and Native American Pacific Islander Serving Institution, a Native American Serving Nontribal Institution, or a tribal college.

CIC Institutions by Region



Highest Degree Offered at CIC Institutions





CIC Membership Survey

Every three years, CIC administers a survey to member presidents to better understand their needs and how CIC can best support them. In 2025, 13 percent of member institutions responded to the survey; they were representative of CIC’s overall membership. All responses indicated that CIC programs and services are valuable and responsive to current issues in independent higher education. In particular, respondents found professional development programs such as the Presidents Institute and the Institute for Chief Academic Officers, networks such as the Tuition Exchange Program and NetVUE, and research such as the KIT and FIT reports to be important.

In 2025, members noted the following issues to be top of mind:

- The financial model for higher education and financial health and sustainability
- The public perception of higher education
- Navigating federal policy and legislation
- Adapting to technological change

2025 Carnegie Student Access and Earnings “Opportunity” Classification

Student Access and Earnings Classification is evaluative and identifies the extent to which institutions provide access to students from lower socioeconomic and historically underrepresented racial/ethnic backgrounds and the degree to which their students earn competitive wages by geography. There are six classifications drawn from two levels of access and three levels of earnings.

	Low Access	High Access
High Earnings	13%	13%
Medium Earnings	27%	43%
Low Earnings	1%	3%

CIC members fall primarily into the Medium Earnings category, and 78 are “Opportunity Colleges” with high access and high earnings.

2025 Carnegie Institutional Classification of CIC Members

Thirty-one new Carnegie Institutional Classifications built on a new framework were released in Spring 2025. Institutional Classification is descriptive and consists of three dimensions: award level focus, academic program mix, and size.

Mixed: Baccalaureate	45
Mixed: Undergraduate/Graduate-Master’s Small	26
Mixed: Undergraduate/Graduate-Doctorate Small	20
Mixed: Undergraduate/Graduate-Doctorate Medium	16
Professions-Focused: Baccalaureate Small	113
Professions-Focused: Undergraduate/Graduate-Master’s Small	80
Professions-Focused: Undergraduate/Graduate-Master’s Large/Medium	24
Professions-Focused: Undergraduate/Graduate-Doctorate Small	49
Professions-Focused: Undergraduate/Graduate-Doctorate Medium	62
Special Focus: Arts and Sciences	123
Special Focus: Nursing	19
Special Focus: Other Health Professions	17
Other Institutional Classification	41

CIC members fall into many of these new categories. **The ten classifications with the most members are shown above.** The largest numbers are in the “Professions-Focused: Baccalaureate Small” and “Special Focus: Arts and Sciences” classifications.



# 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, 2024, and June 30, 2025, from the following donors and sponsors:

- Academic Search

AGB Search, LLC

Alfred P. Sloan Foundation

American Dining Creations

Angeles Investments

Aramark Collegiate Hospitality

Arcadis

Art & Science Group, LLC

Arthur Vining Davis Foundations

Ascendium Education Group

Aspen Leadership Group

Association of College and University Educators (ACUE)

BHDP Architecture

Best Practice Solutions

Bon Appétit Management Company

Capital Education

Carnegie

Casagrande Institute for Higher Education Effectiveness

Cengage

Collegis Education

CompleteU Education

Core Education

Coursedog

Credo

Derck & Edson, LLC

Doctums

Doowii, Inc.

Drivestream, Inc.

Dynamic Campus

EAB

Ecosave, Inc.

Edkey, Inc.

EducationDynamics

Element451

Ellucian

Encoura

enrollmentFUEL

Ferrilli

Forvis Mazars

Gonser Gerber LLP

Gray Decision Intelligence

Hanover Research
- Harvest Table Culinary Group

Hastings+Chivetta Architects

Hilltop Technologies

Hunter Global Education, LLC

Husch Blackwell LLP

Hyatt-Fennell, Executive Search Plus

Interfolio

IP Clear

Jenzabar

JM Partner Solutions

Johnson, Grossnickle and Associates

Kennedy & Company

Knack

Kyron Learning

Liaison

Lilly Endowment Inc.

Liviniti

MARKETview Education Partners

McAllister & Quinn

Mellon Foundation

Metz Culinary Management

MyNextSeason

National Management Resources Corporation

National Science Foundation

Parkhurst Dining

PeopleGrove

Pharos Resources, LLC

Pioneer College Caterers

Risepoint

Rize Education

Robin and Sandy Stuart Foundation

RNL

RW Jones Agency

Samuel H. Kress Foundation

Sarah Scaife Foundation

Small College Consulting

Sodexo

Spelman Johnson

Steptoe & Johnson PLLC

Stevens Strategy LLC

Strada Education Foundation

- Student Ally, Inc.

Transformational Partnerships Fund

The Achelis and Bodman Foundation

The Collaborative

The Dysart Group

The Gladys Krieble Delmas Foundation

The Registry

The Robert Wood Johnson Foundation

The Teagle Foundation

The UPS Foundation

TIAA

U3 Advisors

UQ Solutions, Inc.

W. M. Keck Foundation

Waybetter Marketing

Westfall Gold

William R. Kenan, Jr. Charitable Trust

Wittkieffer

Workday

Ziegler

## Corporate Affiliate Program

CIC’s Corporate Affiliate Program provides members with discounted services and products and, at the same time, encourages companies to invest in the independent higher education sector. CIC’s Corporate Affiliate partners receive additional promotion from CIC (webinars, messages, and special support) in exchange for a partnership fee designed as a revenue share based on success of the offering. As of June 2025, there are six partners:

**BoodleBox**  
BoodleBox is an AI platform

where faculty and students can affordably access top AI models responsibly while collaborating with AI and each other and thoughtfully integrating AI into the educational experience. This partnership includes discounted CIC member pricing or site licensing for institutions.

### Core Education

Core Education, a public benefit corporation with a mission to transform the business model for nonprofit colleges and universities, helps institutions think differently and approach challenges with confidence. Through this partnership, CIC member institutions and their boards can embark on an innovative journey of business model transformation using data and Core’s innovative use of venture philanthropy to fund institutional change.

### IPClear

IPClear offers qualified CIC

member institutions turnkey managed solutions to help modernize their network infrastructure and monetize their legacy IPv4 address blocks. In addition to enabling monetization, IPClear’s services deliver significant benefits in network security and performance, reducing the potential attack surface and enhancing the overall digital experience for students, faculty, and staff.

### Mainstay

Mainstay delivers AI-enabled student engagement that combines proactive, timely guidance for students via text message, and answers questions from students automatically 24/7. Mainstay’s unique work with leading national researchers has created messaging already written for partners and helps to increase enrollment and retention.

### Noveta Health

Noveta Health focuses on clients’ needs and aligns them with solutions to gain more control and transparency in spending on health care. Their solutions result in 25–45 percent savings in clients’ health care spending without changing current plan designs or compromising the quality of benefits. They do not sell health insurance; they offer advice on how to purchase it.

### Student Ally

Student Ally provides an integrated platform that covers compliance, student training, safety, case reporting, evidence collection, investigations, climate surveys, mental health support, and more. Student Ally was built so that even an “office of one” can seamlessly manage compliance, promote student engagement, resolve complaints, and mitigate risk.

## Sponsorships

Total Sponsorship of CIC Events as of June 2025 (Fiscal Year 2025)	\$1,696,500
2025 Presidents Institute	\$1,150,000
2024 Institute for Chief Academic Officers	\$315,000
2025 State Councils Annual Conference	\$48,000
2025 Workshops for Department and Division Chairs	\$50,000
2025 ASU+GSV Summit	\$30,000
2024 AI Ready Network	\$103,500



# CIC Award Recipients

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.

## 2025 Allen P. Splete Award for Outstanding Service

The Allen P. Splete Award for Outstanding Service was presented to Joanne Soliday (pictured left, with CIC President Marjorie Hass) at the 2025 Presidents Institute. Soliday is a higher education author, speaker, presidential advisor, and catalyst for change. With over 30 years of experience on college and university campuses, Soliday transforms each environment she touches through her strategic vision and ability to speak truth. Following over 20 years in leadership positions at Elon University (NC) and West Virginia Wesleyan College, Soliday founded Credo—a higher education consulting firm dedicated to empowering small, independent colleges and universities to thrive. In her work at Credo, Soliday has partnered with over 250 private institutions.



## 2024 Chief Academic Officer Award

The 2024 Chief Academic Officer Award was presented to Catharine O'Connell (pictured left, with CIC Vice President Titilayo Ufomata) at the 2024 Institute for Chief Academic Officers. O'Connell, who is provost and dean of the college at Illinois College, was recognized for her contributions to independent higher education and exemplary service and work. She has served as provost at Illinois College since 2016. She previously served as chief academic officer at two other institutions: Mary Baldwin College (now University) (VA) and Defiance College (OH). Prior to those roles, she held the positions of dean for academic affairs and faculty member. O'Connell has been a frequent presenter at regional and national meetings.

## 2025 Award for Philanthropy (Organization)

The 2025 Award for Philanthropy (Organization) was presented to the Richard King Mellon Foundation's Director Sam Reiman at the 2025 Presidents Institute. Founded in 1947, the Richard King Mellon Foundation is the largest foundation in Southwestern Pennsylvania, and one of the 50 largest in the world. The Foundation's trustees disbursed more than \$176 million in grants and program-related investments in 2023. The Foundation has four primary program areas: conservation, economic development, economic mobility, and health and wellbeing; and two cross-functional programs: nonprofit organizational effectiveness, and for-profit social impact investments.



## 2024 Institute for Chief Academic Officers Task Force Award

The 2024 Institute for Chief Academic Officers Task Force Award was presented to Christon Arthur (center, pictured with CIC President Marjorie Hass and CIC Senior Vice President Titilayo Ufomata). He is the president of La Sierra University (CA) and was previously provost of Andrews University (MI). He was recognized for his service on the task force from 2021 to 2024, and for serving as the chair from 2023 to 2024.



## 2025 Charles W. L. Foreman Award (State Councils)

The 2025 Charles W. L. Foreman Award was presented to Richard Bangert II (pictured fourth from left with members of his family) at the State Councils Annual Conference in Seattle, WA. Bangert II is board emeritus of the Independent Colleges of Washington, and the award honors his exceptional commitment and leadership in advancing the work of CIC State Council in Washington.



# Annual CIC Institutes

Leaders from CIC member institutions and affiliate organizations gathered in January for the 2025 Presidents Institute in San Antonio, TX, and in November for the 2024 Institute for Chief Academic Officers and Their Teams in Portland, OR. Participants engaged in timely and practical discussions on the future of higher education and the essential role it plays in a time of great change.

Both Institutes provided an opportunity for participants to think creatively in community and return to their campuses with new inspiration, innovative solutions, and deeper professional relationships.



Participants and presenters at CIC’s 2025 Presidents Institute joined sessions and panel discussions related to Engaging Communities.

# 2025 Presidents Institute

The theme of the Presidents Institute was Engaging Communities, and participants explored ways colleges and universities can effectively engage communities and acquire tools to help reframe disruption and pursue new opportunities. Plenary panels offered direction and strategic advice on mitigating conflict, preserving cultures of free expression, and effectively navigating the federal policy agenda. Concurrent sessions and workshops provided insights and interaction from peers on subjects such as financial sustainability, legal challenges, belonging, data management and technology, graduate programming, and more.

### Most Popular Sessions *(Based on Attendance)*

- 1. Plenary Session: Breaking the Spell of High Conflict
- 2. Plenary Session: Building Partnerships between Campus and Community
- 3. Plenary Session: Campus, Community, and Free Expression
- 4. Plenary Session: The Policy Agenda for Independent Higher Education
- 5. Concurrent Session: Understanding the Election Results and the Economic Implications for Higher Education
- 7. Case Study Session: Faculty and Staff High Conflict
- 8. Information Session: Student Belonging in a New Era
- 9. Women Presidents Meeting and Lunch
- 10. Case Study Session: Alumni and Donors High Conflict
- 11. Concurrent Session: AI Applications for Campus Administration
- 12. Concurrent Session: Creating a Resilient Presidency

### New Sponsorship Record



### Attendance





# 2024 Institute for Chief Academic Officers and Their Teams



Participants and presenters at CIC’s 2024 Institute for Chief Academic Officers engage with sessions and seminars related to Academic Leadership Now & Next.

The theme of the Institute for Chief Academic Officers was Academic Leadership Now & Next, and chief academic officers and their teams collaborated on ways to build alliances, create innovative academic pathways, and unlock the potential of education for more students. Interactive seminars and concurrent sessions focused on artificial intelligence, bridging academic mission and the marketplace, prison education, and executive coaching to sustain energy and passion, in addition to other relevant themes and topics.

### Most Popular Sessions *(Based on Attendance)*

1. Plenary Session: AI and Academia: Leading the Charge in an Era of Educational (R)Evolution
2. Plenary Session: Partnering for Good: Prison Education and the Potential for Transformation
3. Problem-Solving Open Forum
4. Information Session: Launch New Programs and Increase Access to In-Demand Courses and Certifications Through a Collaborative Network
5. Gathering and Discussion Group for Women Administrators
6. Interactive Seminar: Riding the AI Wave: Navigating Opportunities and Challenges in the Liberal Arts
7. Concurrent Session: Innovation on a Shoestring
8. Concurrent Session: Academic Reorganization: How Strategy Drives Structure
9. Plenary Session: Telling Our Stories: The Impact of Independent Colleges/Universities
10. Concurrent Session: Incentivizing, Acknowledging, and Rewarding Faculty Excellence
11. Concurrent Session: Academic Leadership Through Transition
12. Concurrent Session: Harnessing the Transformative Power of Artificial Intelligence Ethically and Effectively

### New Sponsorship Record

\$315,000

from 31 Sponsors

### Attendance

232

Chief Academic Officers

532

Total Participants

200

Institutions

42

States

4

Countries



# Leadership Development Programs



Participants of the 2024–25 V&M cohort (left photo), the 2025 New Presidents Program (second and third photos), and the 2025 Spouses and Partners of New Presidents Program (right photo) take advantage of the learning and supportive environment provided by these 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:** 20 senior administrators participated in the 2024–25 V&M cohort. The Opening Seminar took place in Boulder, CO, on July 14–17, 2024 and the Closing Seminar took place in Atlanta, GA, on February 23–25, 2025.

**Special Information:** The 2025–26 cohort met in July 2025 for the Opening Seminar.

## Presidential Renewal Program

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:** 11 presidents, most accompanied by spouses or partners, participated in the 2024–25 Presidential Renewal program. The Summer Seminar took place in Olympic Valley, CA on June 16–19, 2024, and the Winter Seminar was held January 3–4, 2025, directly prior to the 2025 Presidents Institute in San Antonio, TX.

## 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 and strategies, enrollment and today’s students, working with the board, and advancement among other key topics. Ample opportunities for formal and informal conversations allow participants to build community. In 2025, this program was again held in conjunction with the CIC Presidents Institute.

**Cohort and Event Details:** 40 new presidents participated in the program. Sixteen experienced presidents and other campus leaders served as presenters and informal advisors. The gathering took place in San Antonio, TX, on January 3–4, 2025.

**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 1,650 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, and will be transitioning responsibilities for 2026 to Barbara Altmann, retiring president of Franklin & Marshall College (PA).

## 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:** 99 spouses and partners participated in Spouses and

Partners Program at the Presidents Institute in San Antonio, TX, on January 4–7, 2025.

**Special Information:** The Spouses and Partners Program offered a keynote by San Antonio First Lady and H-E-B Senior Director of Customer Insights Erica Prosper Nirenberg titled “Finding Your Voice.” Other highlights included sessions on community building, presidential couples deciding what comes next, and security issues for presidential families.

CIC also offers the Spouses and Partners of New Presidents Program concurrently with CIC’s New Presidents Program.

**Cohort and Event Details:** 20 spouses and partners participated in the Spouses and Partners of New Presidents Program in San Antonio, TX, on January 3–4, 2025.

**Special Information:** The Spouses and Partners of New Presidents Program sponsored by Ellucian included a mentoring program and sessions on role expectations

and responsibilities, navigating change, and building support networks. Angela Cant, presidential spouse at Wilkes University (PA), directs the program as senior advisor.

## Executive Leadership Academy

The Executive Leadership Academy (ELA) is a yearlong 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 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:** 18 administrators participated in the 2024–25 ELA cohort. The Opening Seminar took place on June 16–17, 2024, and the Closing Seminar took place on June 13–14, 2025, in Washington, DC.

**Special Information:** CIC awarded two participants the AALI Diversity Fellowship to participate in the cohort.

Senior Leadership Academy

The Senior Leadership Academy (SLA) is a yearlong 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. The program is supported by AALI and Academic Search. With additional support from AALI, CIC offers several fellowships to enhance the gender, racial, and ethnic diversity of the leadership pipeline.

**Cohort and Event Details:** 40 people participated in the 2024–25 SLA cohort. The



Participants from the 2024–25 Executive Leadership Academy (ELA) Opening Seminar pose for a group photo.

Opening Seminar took place on October 31–November 1, 2024, in Portland, OR, and the Closing Seminar took place on June 10–11, 2025, in Washington, DC.

**Special Information:** AALI funded nine Diversity Fellowships.

Belonging and Academic Leadership Initiative

The Belonging and Academic Leadership Initiative is a four-year project to assess, revitalize, and expand CIC’s leadership development programs to prepare a diverse new generation of leaders for the challenges of today’s campuses and to place diversity, equity, and inclusion at the heart of these programs’ curricula.

**Project Goal:** To enrich CIC’s programs to foster leadership for social justice and not only to prepare aspiring leaders from a wide range of backgrounds to achieve senior leadership positions at CIC member institutions, but also to build strong foundations at member institutions for these leaders to flourish and achieve their goals

**Project Timeline:** February 2023–December 2027

**Funding Source and Amount:** \$941,375 from the Mellon Foundation

**Event:** The Convening of Pioneering Presidents took place in August 2024 in Washington, DC, with 18 “pioneering” leaders, or the first in their role, and the board chairs at their institutions. A key outcome of this meeting was to build a community of practice on supporting diverse leadership and create *Hiring and Supporting a Pioneering President*, a resource for governing boards, presidents, and presidential candidates throughout the hiring process. This resource has been completed and shared broadly with CIC members.

**Special Information:** CIC plans to launch the Faculty Leadership Academy in Fall 2025. The first cohort will convene in Summer 2026.

Faculty Development Programs

Workshops 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 2025, 186 participants from 74 colleges and universities attended workshops in three locations and virtually.

Cohort and Event Details:

- 35 participants attended the Workshop for Department and Division Chairs in Atlanta, GA, on April 8–10, 2025.
- 34 participants attended the Workshop for Department and Division Chairs in Santa Fe, NM, on April 28–30, 2025.
- 15 participants attended the online Workshop for Department and Division Chairs for International Members on May 12–13, 2025.

- 96 participants attended the Workshop for Department and Division Chairs in Philadelphia, PA, on June 9–11, 2025.

**Special Information:** Sponsorship totaled \$50,000 from one sponsor and matched 2024’s total and 2025’s goal.

Teaching Interfaith Understanding

In partnership with [Interfaith America](#) and with initial funding from the Henry Luce Foundation, continued by Lilly Endowment Inc., 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



Participants in CIC’s Workshops for Department and Division Chairs joined sessions about managing the faculty hiring and evaluation process, data strategies, and building and maintaining a department.



throughout the year. In 2025, 23 faculty members participated in this seminar.

**Project Goal:** To 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:** \$480,000 to support activities scheduled for 2024 through 2026 from Lilly Endowment Inc.

**Event:** The 2025 Seminar met in Chicago, IL, on June 15–18, 2025.

**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, American Academies of Arts & Sciences.

Teaching Pre-Modern European Art in Context

With funding by the Samuel H.

Kress Foundation, CIC offered two seminars in 2022 and 2023 for faculty members who teach art history at member institutions. The week-long seminars focused on artists, works of art, and the contexts in which pre-1830 European art was created. In 2024, CIC continued the aims of these seminars by providing grants of up to \$2,000 to support student learning through opportunities to view and interact with works of art. Sixteen Teaching Art in Context grants were awarded in Spring 2024 for projects that took place throughout the summer and fall.

**Project Goal:** To strengthen the teaching of art history at CIC member institutions through faculty development seminars and implementation grant

**Project Timeline:** May 2014–December 2024

**Funding Source and Amount:** \$240,000 to support activities between 2021 and 2024 from the Samuel H. Kress Foundation

**Special Information:** With retained funding from the original grant, CIC offered 15 grants of up to \$2,000 for faculty members to support student learning through opportunities to view and

interact with works of pre-modern European art over the summer and fall 2024 semesters.

Ancient Greece in the Modern College Classroom

In partnership with the Center for Hellenic Studies (CHS), CIC offered a multidisciplinary faculty seminar on Ancient Medicine, Science, and Magic. The seminar used examples drawn from medicine, philosophy, engineering, astronomy, and astrology. Through short presentations and guided discussions, participants explored ancient Greek science, medicine, and magic from a broad perspective that can be used to design a wide range of instructional materials. The seminar was led by Mark Schiefsky, C. Lois P. Grove Professor of the Classics at Harvard University and director of the CHS.

**Project Goal:** To broaden faculty members’ knowledge to strengthen the teaching of classics across disciplines and provide more diverse perspectives on the ancient Mediterranean

**Project Timeline:** October 2023–Summer 2024

**Funding Source and Amount:** \$15,000 from the Gladys Krieble Delmas Foundation

**Event:** The 2024 Seminar took place on July 29–August 4, 2024, in Washington, DC. The theme was Ancient Medicine, Science, and Magic.

**Special Information:** CIC partnered with CHS, which provided housing, meals, and speakers for the seminar as an in-kind contribution.

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 has partnered with CIC to prepare eligible faculty members to write competitive grant applications through a series of three virtual workshops.

**Project Goal:** To prepare teams of early-career faculty members in computer science and related disciplines and grants administrators to write 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 final Workshop took place virtually on March 11–12, 2025.

**Special Information:** The project director for this program is April Edwards, professor of cyber science at the US Naval Academy.

Improving Science Pedagogy Seminars and Activities

Funded by the W. M. Keck Foundation, CIC offered two Seminars on Science Pedagogy that were held in 2019 and 2021. The week-long seminars prepared interdisciplinary teams of faculty members in STEM fields to integrate evidence-based active learning methods into their introductory science courses and better connect academic learning with practical applications of the scientific method. In 2024, CIC expanded this work to all member institutions through two webinars on Scientific Teaching Practices in March and November 2024 and the Improving Science Pedagogy

grant program. Through this grant program, faculty members at 16 member institutions received grants of up to \$2,000 to support activities to enrich courses in STEM fields.

**Project Goal:** To improve education in STEM fields through the integration of evidence-based active learning methods developed by Nobel laureate Carl Wieman, Cheriton Family Professor and Professor of Physics and of Education, Emeritus at Stanford University, into science courses to better connect academic learning with practical applications of the scientific method

**Project Timeline:** January 2018–December 2024

**Funding Source and Amount:** \$300,000 from the W. M. Keck Foundation

**Event:** The second and final Webinar on Scientific Teaching Methods was led by Warren Code, associate director of the Science Center for Learning and Teaching at University of British Columbia, and took place virtually November 13, 2024.

**Special Information:** CIC awarded 16 Improving Science Pedagogy Grants of up to \$2,000 for STEM related projects and course improvement.

# Institutional Development Programs

## Campus Free Expression Project

In August 2024, the Campus Free Expression Project (CFEP) moved to CIC to provide support to academic leaders at independent colleges and universities. Launched in 2019 at the Bipartisan Policy Center, the CFEP has deeply engaged legislators, policymakers, presidents, and other campus stakeholders in support of this effort. The CFEP brings trusted, tested approaches to meeting leadership needs.

**Project Goal:** To promote open discourse and provide resources on college campuses to create independent thinkers and engaged citizens and advance civil discourse and free expression to contribute to a collective campus policy

**Funding Sources and Amounts:** \$180,000 from the Arthur Vining Davis Foundations, \$125,000 from the Sarah Scaife Foundation, \$50,000 from the Robin and Sandy Stuart Foundation, and \$25,000 from the Achelis and Bodman Foundation

**Special Information:** CIC released updated reports to the task force’s signature publication, *Campus Free Expression: A New Roadmap*, which examines the factors that make free expression so challenging on a wide variety of campuses, with tailored advice for presidents, trustees, faculty members, and student affairs officers. *The Roadmap* is particularly relevant to CIC’s membership of independent colleges and universities, as most members of the Academic Leaders Task Force on Campus Free Expression have led and serve at CIC member institutions, including Baylor University (TX), California Lutheran University, DePauw University (IN), Dillard University (LA), Middlebury College (VT), Rhodes College (TN), and the University of Richmond (VA).

## Work-Based Learning Consortium

The Work-Based Learning Consortium is a four-year program in partnership with Riipen, an experiential learning platform, to create a

national network of institutions that integrate work-based learning opportunities into the curriculum. CIC has also contracted with Ithaka S+R, an external research firm, to lead an intensive evaluation of the impact of this curriculum on students, faculty members, and employers.

**Project Goal:** To launch a national network that will integrate work-based learning into the curriculum of participating institutions and create more equitable internship and work-based learning opportunities for students

**Project Timeline:** May 2023–December 2026

**Funding Source and Amount:** \$1,136,150 from Strada Education Foundation and \$1,735,591 from Ascendium Education Group

**Special Information:** For a list of participating institutions, please see page 31.

## 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,

was designed to help CIC member institutions and their local communities explore the continuing impact of slavery on American life and culture. Seven CIC member institutions served as Regional Collaboration Partners, with responsibilities to organize regional activities around a specific legacy of slavery. Pulitzer Prize-winning historian David W. Blight served as director of this project. Blight is Sterling Professor of History and director of the GLC.

**Project Goal:** 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:** A final conference was held at the National Civil Rights

Museum in Memphis, TN, on September 19–21, 2024, with many sessions livestreamed and later shared as recordings on the [project website](#).

**Special Information:** A series of project summaries and reflections from the regional collaborators was posted to the [project website](#) in May 2025, which collectively serve as a final report.

## Humanities Research for the Public Good

With support from the Mellon Foundation, this program brought scholarship in the humanities into local communities through student-led public programs that drew upon institutional library or archival collections. Forty-nine institutions developed community-facing projects with support from this program. The program was directed by Anne M. Valk, executive director of the American Social History Project/Center for Media and Learning, CUNY Graduate Center.

**Project Goal:** To develop

institutional capacity to support undergraduate research in the humanities and related public programs through the collaboration of faculty members, archivists and other collections professionals, administrators, and students with community partners

**Project Timeline:** December 2017–December 2024, with two cohorts of institutions in 2019–20 and 2021–22, a round of follow-up project grants in 2023, and a round of supplemental grants for digital preservation in 2024

**Funding Source and Amount:** \$1,290,000 from the Mellon Foundation; supplemental funding from the National Endowment for the Humanities CARES initiative

**Special Information:** A multimedia report, *Humanities Research for the Public Good: A CIC Initiative to Connect Colleges and Communities through Student Research and Public Programs*, was released in March 2025 and includes best practices and examples of successful programs.



The conference at the National Civil Rights Museum in Memphis, TN, showcased the work of the Legacies of American Slavery initiative.



# 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 peers.

**Funding:** RNL (through April 2025)

**Special Information:** Reports are based on U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS) data and prepared by the Austen Group. The 2025 KIT reports were distributed in April 2025. CIC has contracted with UQ Solutions to provide interactive and enhanced reports which will be available in Fall 2025.

## 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 (through April 2025)

**Special Information:** Reports are based on IPEDS data and prepared by the Austen Group. The 2025 FIT reports were distributed in April 2025. CIC has contracted with UQ Solutions to provide interactive reports which will be available in Fall 2025. In 2026, UQ will validate and revise the FIT score and develop additional enhancements to the FIT report.

*Both KIT and FIT are provided free of charge to Institutional Member presidents. RNL provided financial support for the KIT and FIT through an in-kind donation. The Austen Group, a unit of RNL, produced the reports with CIC. Consultations and custom benchmarking reports are available.*

## Additional Benchmarking Reports

In response to member needs and requests, CIC has developed two

additional reports that are based on voluntary data submissions from members. These reports provide more timely and detailed data than is publicly available through IPEDS.

**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 program data.

**FIT Supplemental:** This report allows institutions to provide their most recent IPEDS financial data for benchmarking against other participating institutions.

## Digest of Recent Research

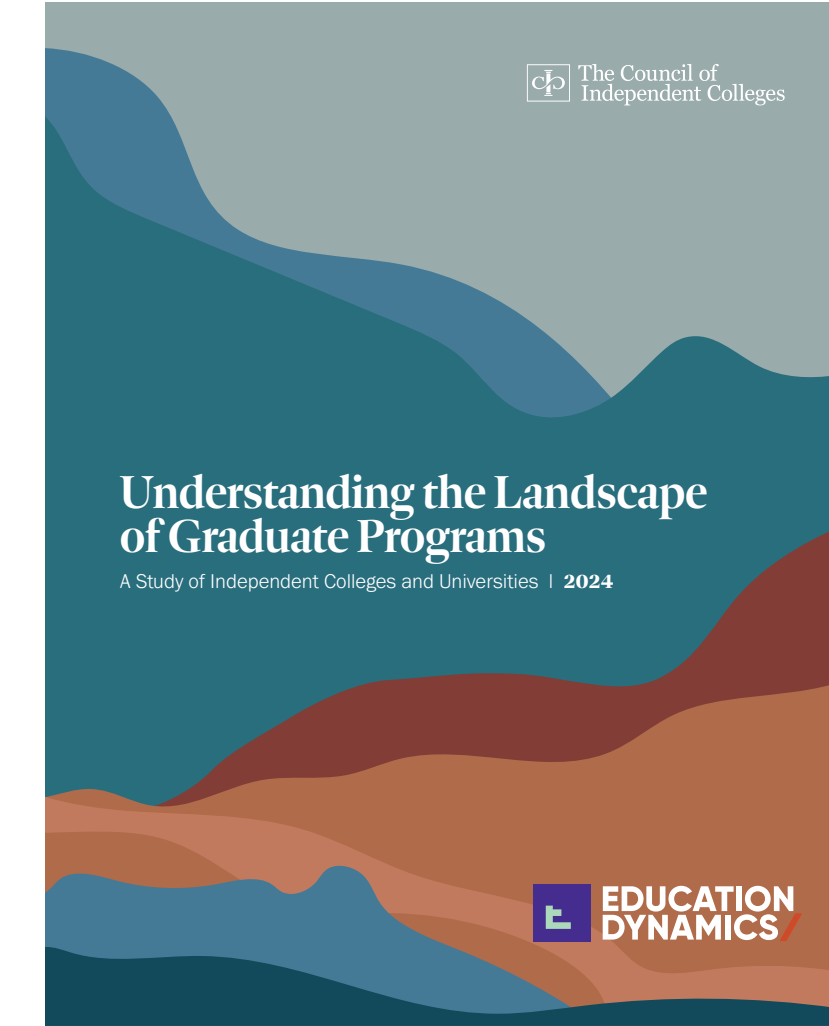
CIC publishes two online issues of the [Digest of Recent Research](#) per year that highlight timely and pertinent research presidents and senior campus leaders might find helpful, releasing two issues per year.

**Funding Source and Amount:** \$90,000 from the Arthur Vining Davis Foundations

**Special Information:** The most recent *Digest* was published in Spring 2025 and was edited by Bethany L. Miller, associate provost and chief data officer at Macalester College (MN), and Philip T. Dunwoody, social sciences division head and professor of psychology at Juniata College (PA). Under this new editorial oversight, each issue shares research and resources on a theme. The Spring 2025 theme was immigration policy, international enrollment and scholarship, and the impact on higher education. The final issue will be published in Autumn 2025 and will focus on impacts of federal policy. This is the final year of funding for the *Digest of Recent Research*.

## Solution Center

In January 2025, CIC introduced the Solution Center marketplace, a dynamic platform built for the CIC community and designed to help independent colleges and universities find tailored solutions, services, and products on one platform. Managed by CIC, the marketplace connects institutions to companies and consultants dedicated to the independent higher education sector, free of charge. In Spring 2025, the sponsors of the Association of Catholic Colleges and Universities were added as suppliers to offer their services to



CIC members. As of June 2025, there are more than 70 different categories to search and connect with more than 500 suppliers.

## Graduate Program Study

[Understanding the Landscape of Graduate Programs](#) is a report that summarizes the findings of a 2024 survey of presidents and chief academic officers at CIC member institutions to better understand how independent

colleges build, support, and sustain graduate programs and students. The report shares the context in which independent institutions are offering graduate programming and insights from their survey responses. A variety of factors has led to the growth of and demand for graduate programs. CIC intends to use the findings from this survey to assist institutions and university leaders in anticipating graduate market trends and building sustainable graduate programs that serve student



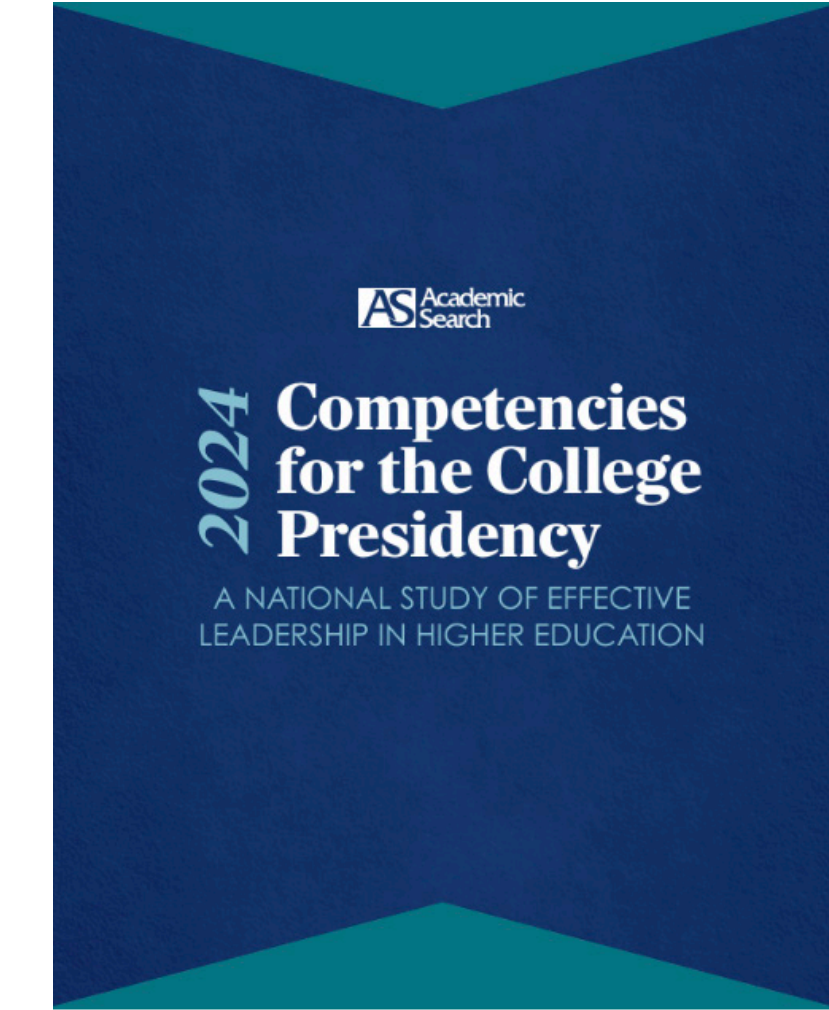
needs and deliver transformative educational outcomes. Support for making this study available for free was provided by [EducationDynamics](#).

The Resilient College: Preliminary Findings

CIC facilitated a research project by Todd Nicolet of the University of North Carolina and Michael Fern of Duke University (NC). Their research considers how small independent colleges are navigating current challenges. They interviewed 45 presidents and have issued a preliminary report, *The Resilient College*, focusing on the strategies that have potential. They listed enrollment, public perceptions, competition, and cost containment as main issues and suggested that administrative efficiencies, improved recruitment and retention efforts, rebranding, and alternative revenue generation contributed to greater institutional resiliency. The findings of their study are consistent with CIC’s findings from the triennial Membership Engagement Survey and annual president interviews.

Carnegie Classifications: Preliminary Report

In 2025, the American Council on Education (ACE) and Carnegie updated their work to produce three classifications:



a descriptive “Institutional Classification,” an evaluative “Student Access and Earnings Classification,” and a “Research Classification.” This new vision of the Carnegie Classifications deemphasizes selectivity and research productivity and focuses on accessibility for students who are underrepresented in higher education and paths to degrees that will lead to high earnings for graduates. CIC has written a [report](#) to summarize the impact of these new categories on members. Among other findings, the report found that one-quarter of CIC members fall into the

“Higher Earnings” category, while almost three-quarters of members fall into the “Medium Earnings” category. Data showing how CIC member institutions fall into these new classifications can be found on page 20–21.

Presidential Competencies Report

In September 2024, Academic Search released the 2024 [Competencies for the College Presidency: A National Study of Effective Leadership in Higher](#)

[Education](#) in conjunction with the American Association of State Colleges and Universities and CIC. This survey of more than 700 college and university presidents identifies the leadership traits necessary to succeed in today’s challenging and political higher education landscape. Seven competencies for effective presidential leadership were identified in the study: trust building, demonstrating resilience, communication savvy, crafting a cabinet and building a team, emotional intelligence, leading with courage, and data acumen and resource management. The study’s researchers shared their insights during a session (“Creating a Resilient Presidency”) at the 2025 Presidents Institute and the 2025 Annual State Councils Conference.

Webinars

In response to CIC member data and requests for more information about ongoing topics of interest to the sector, CIC hosted several timely webinars.

“**Meeting the Moment: Navigating Federal Policy Changes**” was held on February 26, 2025. This webinar was designed to show how one leadership team navigated the new policy environment resulting from numerous executive actions while staying

true to their mission. The webinar also provided the CIC community an opportunity to share resources and advice for meeting the moment. Panelists included Susan Rundell Singer, president of St. Olaf College (MN); Eduardo Pazos Palma, vice president of community and belonging of St. Olaf; and Carl Crosby Lehmann, vice president and general counsel of St. Olaf. The discussion was moderated by CIC Vice President of Membership Engagement Jeff Woods.

“**Election Aftermath: Implications for Independent Higher Education**” was held on December 10, 2024. This webinar featured robust and insightful discussions on anticipated legislative and policy changes that may impact enrollment, financial aid, and campus operations. The session featured Donna Carroll, president of the Association of Catholic Colleges and Universities; Marjorie Hass president of the Council of Independent Colleges; David Hoag, president of the Council for Christian Colleges and Universities; and Barbara Mistick, president of the National Association of Independent Colleges and Universities.

“**Inclusive Excellence as a Strategic Lens for Academic Leadership**” was held on October 17, 2024. This was a follow-up to CIC’s June 2024 webinar, “No Secret

to Being Fair.” The panelists discussed effective ways to combine strategic thinking and a commitment to inclusive excellence, with the goal of helping academic leaders maintain a focus on equity and inclusion despite resource constraints and external attacks on DEI. The webinar featured Linda Strong-Leek, provost of Haverford College (PA); LeeRay Costa, executive director of the Batten Leadership Institute at Hollins University (VA); and Bruce King, former chief diversity officer at St. Olaf College (MN) and Elmhurst University (IL).

“**Leadership Strategies for Campus Civil Discourse in an Uncivil Time**” was held on September 24, 2024. The conversation focused on leadership strategies for fostering civil discourse on campus during the fall semester—despite potential mission, legal, and reputational challenges—and was moderated by Jacqueline Pfeffer Merrill, CIC Campus Free Expression Project director. The introductory session featured the Hon. Jim Douglas, former governor of Vermont and executive-in-residence of Middlebury College (VT) and co-chair of the Academic Leaders Task Force on Campus Free Expression; and the Hon. Chris Gregoire, former governor of Washington and CEO of Challenge Seattle and co-chair of the Academic Leaders Task Force on Campus Free



Expression. The subsequent roundtable discussion featured Ronald A. Crutcher, president emeritus of the University of Richmond (VA); John A. Nunes, president of California Lutheran University; and Stephanie Herseth Sandlin, president of Augustana University (SD).

“CIC’s Virtual Gathering for New Presidents” was held on August 15, 2024. This online gathering served as an opportunity for new presidents of CIC member institutions to start building connections and discuss what is on their mind with peers. Kathy Humphrey, president of Carlow University (PA) and member of CIC’s New Presidents Program faculty, joined CIC President Marjorie Hass in facilitating this discussion.

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 twice a year. All issues are available at [cic.edu/independent](http://cic.edu/independent).

Summer 2024  
Special Edition: CIC 2024–25  
Institutes



Legacies of American Slavery Website

In 2022, CIC introduced a dedicated website and blog as part of its ongoing initiative, [Legacies of American Slavery: Reckoning with the Past](http://Legacies of American Slavery: Reckoning with the Past). The site 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 site also includes recorded sessions from the conference in September 2024.

Listservs

CIC provides 37 listservs and communities for various campus constituencies. All of the participants on the listservs are employees from CIC member institutions.

Campus Role Listservs

- Presidents Listserv
- CAO Listserv
- Advancement Listserv
- Chairs Listserv
- Chiefs of Staff Listserv
- Data Listserv
- Deans Listserv
- Enrollment Listserv
- Finance Listserv
- HR Listserv
- PR Listserv
- Presidential Assistant Listserv
- Presidential Spouse Listserv
- Student Affairs Listserv

Network Listservs

- Belong Community Listserv
- NetVUE Listserv
- State Councils Listserv
- Tuition Exchange Program Listserv

Letters to Government Officials and Amicus Briefs

Letters: 6  
Briefs: 2

Social Media Snapshot

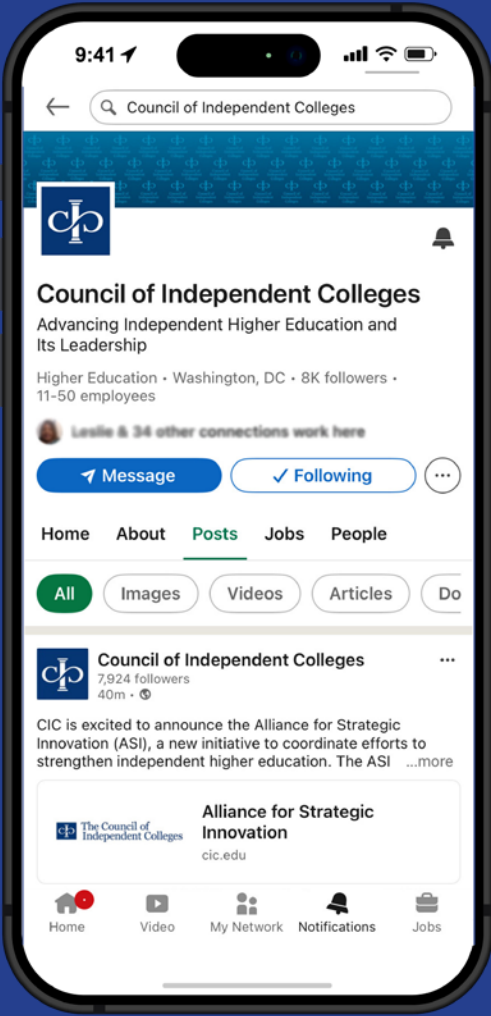
X  
@CICnotes  
(2,420 followers as of June 2025)

LinkedIn  
Council of Independent Colleges  
(7,607 followers as of June 2025)

LinkedIn Group  
“Council of Independent Colleges – Members” (78 members as of June 2025)

Threads  
cic\_independent\_colleges  
(32 followers as of June 2025)

Bluesky  
@cicnotes.bsky.social (159 followers as of June 2025)





# Members of CIC

CIC supports a strong membership. In 2024–25, the Council served 657 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 Affiliates or State Council members.

Please refer to the [Member Directory page](#) on the CIC website for information about members of the CIC networks.

## Institutional Members (by State)

### Alabama

Huntingdon College  
Miles College  
Oakwood University  
Samford University  
Spring Hill College  
Stillman College  
Tuskegee University

### Alaska

Alaska Pacific University

### Arizona

Prescott College

### Arkansas

Hendrix College  
John Brown University  
Lyon College  
Philander Smith University  
University of the Ozarks

### California

Azusa Pacific University  
Biola University  
California Baptist University  
California Lutheran University  
Concordia University Irvine

Dominican University of California  
Fresno Pacific University  
Golden Gate University  
Jessup University  
La Sierra University  
Life Pacific 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  
San Francisco Bay University  
Scripps College  
Simpson University  
Southern California University of Health Sciences  
University of La Verne  
University of Redlands  
Westmont College  
Whittier College

### Colorado

Colorado College  
Naropa University

### Connecticut

Albertus Magnus College  
Connecticut College  
Goodwin University

Mitchell College  
Trinity College  
University of Bridgeport  
University of Saint Joseph

### Delaware

Goldey-Beacom College  
Wilmington University

### Washington, DC

Gallaudet University

### Florida

Advent Health University  
Ave Maria University  
Beacon College  
Bethune-Cookman University  
Eckerd College  
Edward Waters University  
Flagler College  
Florida Memorial University  
Lynn University  
Palm Beach Atlantic University  
Rollins College  
Saint Leo University  
Southeastern University  
St. Thomas University  
Stetson University  
Warner University

### Georgia

Agnes Scott College  
Berry College

Brenau University  
Clark Atlanta University  
Covenant College  
LaGrange College  
Morehouse College  
Oglethorpe University  
Piedmont University  
Point University  
Reinhardt University  
Shorter University  
Spelman College  
Thomas University  
Wesleyan College  
Young Harris College

### Hawaii

Chaminade University of Honolulu  
Hawai’i Pacific University

### Idaho

College of Idaho  
Northwest Nazarene University

### Illinois

Augustana College  
Aurora University  
Benedictine University  
Blackburn College  
Bradley University  
Columbia College Chicago  
Concordia University Chicago  
Dominican University  
Elmhurst University  
Eureka College  
Greenville University  
Illinois College  
Illinois Wesleyan University  
Judson University  
Knox College  
Lake Forest College  
Lewis University  
McKendree University  
Methodist College

Millikin University  
Monmouth College  
National Louis University  
North Central College  
North Park University  
Olivet Nazarene University  
Principia College  
Quincy University  
Rockford University  
Saint Xavier University  
Trinity Christian College  
University of St. Francis  
Wheaton College

### Indiana

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

### Iowa

Briar Cliff University

Buena Vista University  
Central College  
Clarke University  
Coe College  
Cornell College  
Divine Word College  
Dordt University  
Drake University  
Graceland University  
Grand View University  
Grinnell College  
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  
Ottawa University  
Southwestern College  
Sterling College  
Tabor College  
University of Saint Mary

### Kentucky

Alice Lloyd College  
Asbury University  
Bellarmine University  
Berea College



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

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  
Maryland Institute College of Art  
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  
Elms College  
Emerson College  
Emmanuel College  
Endicott College  
Fisher College  
Gordon College  
Hampshire College  
Lasell University  
Lesley University  
Merrimack College  
Nichols College  
Regis College  
Springfield College  
Stonehill College  
Western New England University  
Wheaton College

Michigan

Adrian College  
Albion College  
Alma College  
Andrews University  
Aquinas College  
Baker College  
Calvin University  
Hillsdale College  
Hope College  
Kalamazoo College  
Lawrence Technological University  
Madonna University  
Rochester Christian University  
Siena Heights University  
Spring Arbor University  
University of Detroit Mercy  
University of Olivet

Minnesota

Augsburg University  
Bethany Lutheran College  
Bethel University  
College of Saint Benedict  
College of St. Scholastica  
Concordia University, St. Paul  
Concordia College  
Gustavus Adolphus College  
Hamline University  
Macalester College  
Martin Luther College  
North Central University  
Saint John’s University  
Saint Mary’s University of Minnesota  
St. Catherine University  
St. Olaf College  
University of Northwestern-St. Paul

Mississippi

Millsaps College  
Rust College  
Tougaloo College

Missouri

Avila University  
Central Methodist University  
College of the Ozarks  
Columbia College  
Cottey College  
Culver-Stockton College  
Drury University  
Kansas City Art Institute  
Lindenwood University  
Logan University  
Maryville University of Saint Louis  
Missouri Baptist University  
Missouri Valley College  
Park University  
Rockhurst University  
Southwest Baptist University

Stephens College  
University of Health Sciences and Pharmacy in St. Louis  
Webster University  
Westminster College  
William Jewell College  
William Woods University

Montana

Carroll College  
Rocky Mountain College  
University of Providence

Nebraska

Bellevue University  
Bryan College of Health Sciences  
Clarkson College  
College of Saint Mary  
Doane University  
Hastings College  
Midland University  
Nebraska Methodist College  
Nebraska Wesleyan University  
Union Adventist University

New Hampshire

Colby-Sawyer College  
Franklin Pierce University  
New England College  
Rivier University  
Saint Anselm College  
Southern New Hampshire University  
Thomas More College of Liberal Arts

New Jersey

Caldwell University  
Centenary University  
Drew University  
Fairleigh Dickinson University  
Felician University  
Georgian Court University

Monmouth University  
Saint Elizabeth University  
Saint Peter’s University

New Mexico

St. John’s College  
University of the Southwest

New York

D’Youville University  
Daemen University  
Dominican University New York  
Fordham University  
Hartwick College  
Hilbert College  
Hobart and William Smith Colleges  
Houghton University  
Ithaca College  
Keuka College  
Manhattan School of Music  
Manhattanville University  
Maria College  
Marymount Manhattan College  
Mercy University  
Molloy University  
Mount Saint Mary College  
Nazareth University  
New York Institute of Technology  
Pace University  
Paul Smith’s College  
Roberts Wesleyan University  
Russell Sage College  
Siena College  
St. Bonaventure University  
St. John Fisher University  
St. Joseph’s University, New York  
St. Lawrence University  
St. Thomas Aquinas College  
University of Mount Saint Vincent  
Utica University  
Vaughn College of Aeronautics and Technology

Villa Maria College  
Wagner College

North Carolina

Barton College  
Belmont Abbey College  
Bennett College  
Brevard College  
Cabarrus College of Health Sciences  
Campbell University  
Catawba College  
Chowan University  
Elon University  
Gardner-Webb University  
Guilford College  
High Point University  
Johnson C. Smith University  
Lees-McRae College  
Lenoir-Rhyne University  
Livingstone College  
Mars Hill University  
Meredith College  
Methodist University  
Montreat College  
North Carolina Wesleyan University  
Pfeiffer University  
Queens University of Charlotte  
Salem College  
Shaw University  
University of Mount Olive  
Warren Wilson College  
William Peace University  
Wingate University

North Dakota

University of Jamestown  
University of Mary

Ohio

Ashland University  
Baldwin Wallace University  
Bluffton University



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

Oklahoma

Oklahoma City University  
Oral Roberts University

Oregon

Bushnell University  
Corban University

George Fox University  
Lewis & Clark College  
Linfield University  
Pacific University  
Reed College  
University of Portland  
Warner Pacific University  
Willamette University

Pennsylvania

Albright College  
Allegheny College  
Alvernia University  
Arcadia University  
Bryn Athyn College  
Bryn Mawr College  
Bucknell University  
Carlow University  
Cedar Crest College  
Chatham University  
Chestnut Hill College  
Delaware Valley University  
DeSales University  
Duquesne University  
Eastern University  
Elizabethtown College  
Franklin & Marshall College  
Gannon University  
Geneva College  
Gettysburg College  
Grove City College  
Gwynedd Mercy University  
Haverford College  
Holy Family University  
Immaculata University  
Juniata College  
Keystone College  
King’s College  
La Roche University  
Lafayette College  
Lebanon Valley College  
Manor College  
Marywood University  
Mercyhurst University  
Messiah University  
Misericordia University

Moravian University  
Mount Aloysius College  
Muhlenberg College  
Neumann University  
Pennsylvania College of Art & Design  
Point Park University  
Robert Morris University  
Rosemont College  
Saint Francis University  
Saint Vincent College  
Seton Hill University  
Susquehanna University  
Swarthmore College  
Thiel College  
University of Scranton  
Ursinus College  
Washington & Jefferson College  
Waynesburg University  
Westminster College  
Widener University  
Wilkes University  
Wilson College  
York College of Pennsylvania

Rhode Island

Rhode Island School of Design  
Roger Williams University  
Salve Regina University

South Carolina

Allen University  
Anderson University  
Benedict College  
Charleston Southern University  
Claflin University  
Coker University  
Columbia College  
Converse University  
Erskine College  
Furman University  
Limestone University  
Morris College  
Newberry College  
Presbyterian College

Spartanburg Methodist College  
Voorhees University  
Wofford College

South Dakota

Augustana University  
Dakota Wesleyan University  
Mount Marty University  
University of Sioux Falls

Tennessee

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

Texas

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

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

Utah

Ensign College  
Westminster University

Vermont

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

Virginia

Averett University  
Bluefield University  
Bridgewater College  
Eastern Mennonite University  
Emory & Henry College  
Ferrum College  
Hampden-Sydney College  
Hollins University  
Mary Baldwin University  
Randolph College  
Randolph-Macon College

Regent University  
Roanoke College  
Shenandoah University  
Southern Virginia University  
Sweet Briar College  
University of Lynchburg  
University of Richmond  
Virginia Union University  
Virginia Wesleyan University  
Washington and Lee University

Washington

Gonzaga University  
Heritage University  
Pacific Lutheran University  
Saint Martin’s University  
University of Puget Sound  
Walla Walla University  
Whitman College  
Whitworth University

Wisconsin

Alverno College  
Beloit College  
Carroll University  
Carthage College  
Concordia University Wisconsin  
Edgewood College  
Lakeland University  
Lawrence University  
Marian University  
Mount Mary University  
Ripon College  
St. Norbert College  
Viterbo University  
Wisconsin Lutheran College

West Virginia

Bethany College  
Davis & Elkins College  
University of Charleston  
West Virginia Wesleyan College  
Wheeling University

International Members

Al Akhawayn University (Morocco)  
American College of Greece  
American University of Armenia  
American University in Bulgaria  
American University of Beirut (Lebanon)  
American University of Kuwait  
American University of Nigeria  
American University of Sharjah (United Arab Emirates)  
Booth University College (Canada)  
Burman University (Canada)  
Canadian Mennonite University  
CETYS University (Mexico)  
Effat University (Saudi Arabia)  
Forman Christian College (Pakistan)  
Franklin University Switzerland  
John Cabot University (Italy)  
Lebanese American University  
Redeemer University (Canada)  
The American University of Paris (France)  
The King’s University (Canada)  
Trinity Western University (Canada)

Associate Members

Cox College (MO)  
Louisburg College (NC)  
Trocaire College (NY)

Affiliate Members

Accreditation Council for Business Schools and Programs (KS)  
American Councils for International Education (VA)  
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)  
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)  
Bringing Theory to Practice (NC)  
Business-Higher Education Forum (DC)  
Center for Strategic and Inclusive Governance (CA)  
Christian College Consortium (AL)  
Complete College America (DC)  
Concordia University Syste (MO)  
Conference for Mercy Higher Education (MD)  
Congregation of Holy Cross (IN)  
Council for Advancement and Support of Education (DC)  
Council for Christian Colleges & Universities (DC)  
Council of American Overseas Research Centers (DC)  
Council of Colleges and Universities of the Christian Church (Disciples of Christ) (IN)  
Council of Independent Colleges in Virginia  
Council on Library and Information Resources (VA)  
EDUCAUSE (DC)  
Emeriti Retirement Health Solutions (FL)  
Federation of Independent Illinois Colleges & Universities (IL)  
Millennium Campus Network (MA)  
National Association of Independent Colleges and Universities (DC)  
National Association of Intercollegiate Athletics (MO)  
National Student Clearinghouse (VA)  
Nazarene Colleges Council of Education (KS)  
Network of ELCA Colleges and Universities (IL)

New CIC Members in 2024–25

New Institutional Members

Bryn Mawr College (PA)  
Corban University (OR)  
Hobart and William Smith Colleges (NY)  
Lawrence Technological University (MI)  
Maryland Institute College of Art  
North American University (TX)  
Rhode Island School of Design  
San Francisco Bay University (CA)  
Southern California University of Health Sciences

New International Members

American University of Armenia  
Effat University (Saudi Arabia)

New Affiliate Members

Business-Higher Education Forum (DC)  
Center for Strategic and Inclusive Governance (CA)  
Emeriti Retirement Health Solutions (FL)  
Oregon Alliance of Independent Colleges and Universities  
United Methodist Higher Education Foundation (TN)

New American Colleges and Universities (OH)  
New Hampshire College & University Council  
North American Coalition for Christian Admissions Professionals (IN)  
Oregon Alliance of Independent Colleges and Universities  
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)  
United Methodist Higher Education Foundation (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 College Fund of Maryland  
Independent Colleges and Universities of New Jersey  
Independent Colleges and Universities of Texas Foundation  
Independent Colleges of Indiana  
Independent Colleges of Washington  
Independent Higher Education of Colorado Fund  
Iowa College Foundation  
Louisiana Independent College Foundation  
Michigan Colleges Alliance  
Minnesota Private College Fund  
Missouri Colleges Fund Inc.  
North Carolina Independent Colleges and Universities  
North Dakota Independent College Fund  
Ohio Foundation of Independent Colleges  
Oklahoma 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

### 2024–25 Participants by Institution

- Benedictine University (IL)  
**Julie D. Dockery**  
Chief Diversity Officer

Berry College (GA)  
**David Slade**  
Provost

Bethany Lutheran College (MN)  
**Jason Lowrey**  
Vice President for Academic Affairs

Bethel College (KS)  
**Heidi Hoskinson**  
Vice President for Enrollment Management

California Baptist University  
**Chuck Sands**  
Provost and Vice President for Academic Affairs

Cedar Crest College (PA)  
**Bob Wilson**  
Provost

DePauw University (IN)  
**Andrea Young**  
Vice President for Finance and Administration

Ferrum College (VA)  
**Joseph Han**  
Vice President for Finance and Chief Operating Officer

Goucher College (MD)  
**Elaine Meyer-Lee**  
Provost and Senior Vice President for Academic Affairs



- Jarvis Christian University (TX)  
**Darrin Rankin**  
Vice President for Enrollment Management and Retention

Macalester College (MN)  
**Lisa Anderson-Levy**  
Executive Vice President and Provost

Moravian University (PA)  
**Chris Hunt**  
Vice President and Dean for Equity and Inclusion

Mount Aloysius College (PA)  
**Robin Gore**  
Vice President for Student Affairs

Ohio Wesleyan University  
**Karlyn Crowley**  
Provost

Schreiner University (TX)  
**Lucien Costley**  
Vice President for Planning and Finance

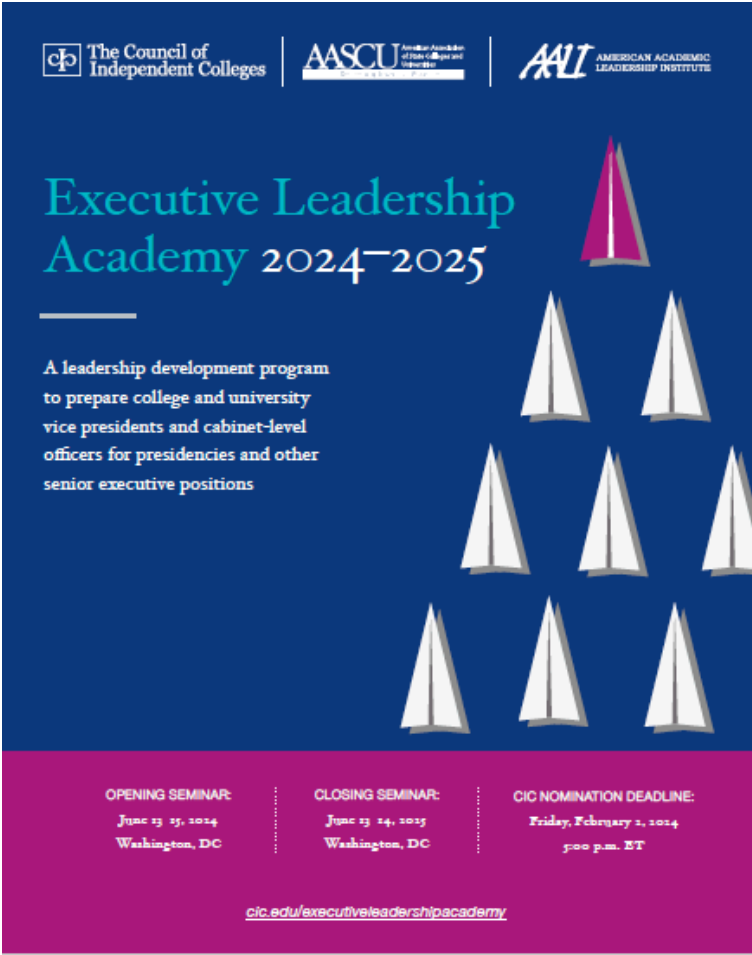
St. Joseph's University (NY)  
**Heather Barry**  
Provost and Vice President for Academic Affairs

- Warren Wilson College (NC)  
**Jay Roberts**  
Provost and Dean of the Faculty
- Washington & Jefferson College (PA)  
**Tracey Sheetz**  
Vice President of Enrollment Management
- Whitman College (WA)  
**John Johnson**  
Vice President for Diversity and Inclusion
- William Peace University (NC)  
**Lynda Szymanski**  
Vice President for Academic Affairs

## Executive Leadership Academy

### 2024–25 Participants by Institution

- Cabarrus College of Health Sciences (NC)  
**Kendricks Hooker**  
Provost
- Centre College (KY)  
**Ellen Goldey**  
Vice President for Academic Affairs and Dean of the College
- Eureka College (IL)  
**Arto Woodley**  
Vice President for Advancement
- Gannon University (PA)  
**Jennifer Lundy**  
Vice President for Finance and Campus Operations



George Fox University (OR)  
**Mary Peterson**  
Vice President of Academic Operations

Gettysburg College (PA)  
**Anne Ehrlich**  
Vice President for College Life

Hope College (MI)  
**Sonja Trent-Brown**  
Vice President for Culture and Inclusive Excellence

Juniata College (PA)  
**Matthew Damschroder**  
Vice President for Student Life and Dean of Students

Mount Mary University (WI)  
**Keri Alioto**  
Vice President for Student Affairs

Newman University (KS)  
**Alden Stout**  
Vice President of Academic Affairs

Siena Heights University (MI)  
**Cheri Betz**  
Executive Vice President

Stevenson University (MD)  
**Antionette Marbray**  
Vice President, Legal Affairs, Government Relations & Strategic Planning

Stonehill College (MA)  
**Peter Ubertaccio**  
Vice President for Academic Affairs

Texas Lutheran University  
**Gourjoine Wade**  
Vice President of Student Affairs

University of Mount Saint Vincent (NY)  
**Lynne Bongiovanni**  
Provost

Utica University (NY)  
**Anthony Baird**  
Vice President of Diversity, Equity and Inclusion and Student Transitions/Chief Diversity Officer

Wagner College (NY)  
**Tarshia Stanley**  
Provost and Vice President, Academic Affairs

Washington & Jefferson College (PA)  
**Carolyn Campbell**  
Vice President for Development and Alumni Engagement

### Senior Leadership Academy

#### 2024-25 Participants by Institution

Chestnut Hill College (PA)  
**Suzanne del Gizzo**  
Professor of English and Chair for Integrated Humanities

College of the Ozarks (MO)  
**Andrew Bolger**  
Dean of Mission Advancement and Strategic Initiatives; Associate Professor of Character and Leadership

Columbia College (MO)  
**Sandra Hamar**  
Provost and Vice President for Academic Affairs

Columbia College (SC)  
**Tywana Hemby**  
Dean, Division of Social Sciences

Doane University (NE)  
**Tim Frey**  
Dean, College of Education

Flagler College (FL)  
**Jessica Howell**  
Assistant Dean for Global Education and International Partnerships and Associate Professor of History

Franklin & Marshall College (PA)  
**Hillen Grason Jr**  
Dean of Admission

Gannon University (PA)  
**Katie Leonard**  
Associate Vice President for Finance

George Fox University (OR)  
**Daniel Kang**  
Dean, College of Allied Sciences

Goucher College (MD)  
**Isabel Moreno López**  
Associate Provost for Undergraduate Studies

Guilford College (NC)  
**Kathryn Shields**  
Associate Academic Dean

Gustavus Adolphus College (MN)  
**Pamela Conners**  
Dean of Faculty Development

Hillsdale College (MI)  
**Mark Maier**  
Associate Provost

Lane College (TN)  
**Sandra Ramawy**  
Associate Vice President for Transformation

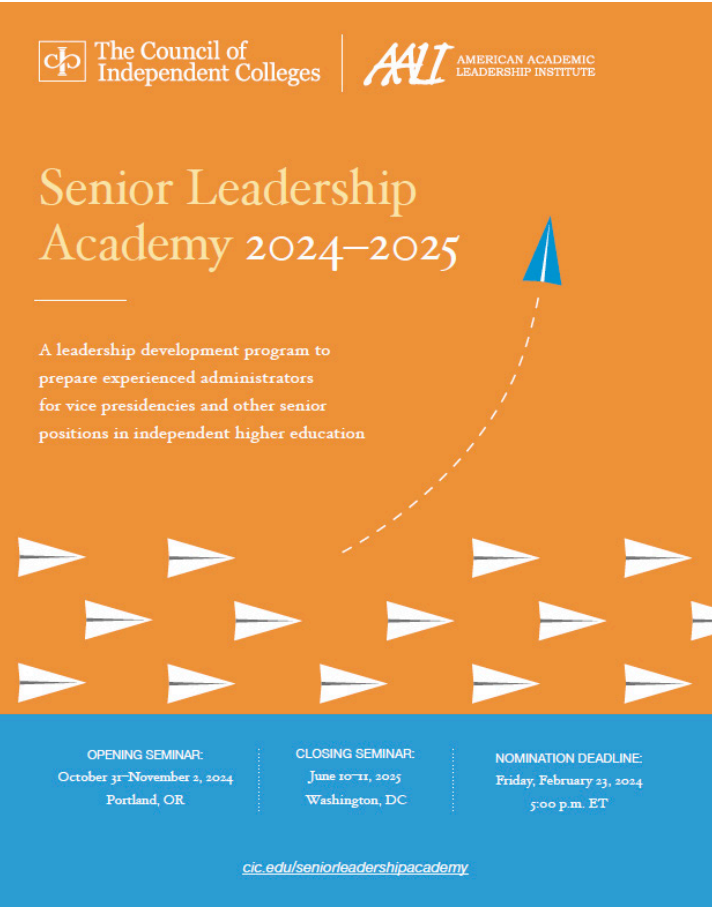
Lasell University (MA)  
**Latoya Johnson-Pride**  
Associate Dean of Student Affairs

Lesley University (MA)  
**Steve Shapiro**  
Vice Provost Liberal Arts & Business

Lindenwood University (MO)  
**Daniel Kirk**  
Dean

Loras College (IA)  
**Sara Glover**  
Associate Provost

Marist College (NY)  
**Alicia Slater**  
Dean, School of Science and Professor of Biology





Mars Hill University (NC)  
**Donna Parsons**  
Dean of Professional Studies,  
Social Sciences, and Adult and  
Graduate Studies

Mercy University (NY)  
**Dena Whipple**  
Associate Provost for Academic  
Affairs

Methodist University (NC)  
**Jeremy Hustwit**  
Professor of Philosophy and  
Religion and Dean, College of  
Arts, Humanities, and Sciences

Mount St. Mary's University (MD)  
**Rosina Bolen**  
Director of DEI Training and  
Development

Muskingum University (OH)  
**Holly Gleason**  
Assistant Vice President for  
Human Relations and Risk  
Management

Nebraska Methodist College  
**Dean Manternach**  
Dean of Arts and Sciences

Ohio Wesleyan University  
**Brad Pulcini**  
Dean of Student Services

Pacific University (OR)  
**Jaye Cee Whitehead**  
Acting Dean of College of Arts &  
Sciences

Pennsylvania College of Art &  
Design  
**Linda Brown**  
Dean of Faculty & Academic  
Affairs

Presbyterian College (SC)  
**Erin McAdams**  
Professor of Political Science

Queens University of  
Charlotte (NC)  
**Melissa McCartney**  
Associate Provost, Dean of  
Online Learning & Graduate  
Studies

Saint Mary's College (IN)  
**Karen Chambers**  
Dean of Student Academic  
Services  
**Sarah Gallagher Dvorak**  
Dean of Enrollment  
Management and Marketing

Swarthmore College (PA)  
**Catherine Norris**  
Associate Dean of the Faculty  
for Academic Programs and  
Research

Taylor University (IN)  
**Benjamin Hotmire**  
Dean, School of Business,  
Education, and Social &  
Behavioral Sciences

Texas Lutheran University  
**Pamela Ray**  
Director of Service Learning and  
Career Development

Trinity University (TX)  
**Wilson Terrell Jr.**  
Associate Vice President for  
Academic Affairs and Associate  
Professor

Widener University (PA)  
**Sarah Grady**  
Assistant Vice President,  
Financial Planning and Strategic  
Analysis

William Woods University (MO)  
**Caroline Boyer**  
Associate Provost

Whitworth University (WA)  
**Stacy Hill**  
Associate Provost  
**John Pell**  
Dean of the College of Arts and  
Sciences

Wofford College (SC)  
**Dan Mathewson**  
Associate Provost for Faculty  
Development

Workshops for  
Department and Division  
Chairs

2024–25 Participants by  
Institution

Workshop 1:  
Atlanta, GA (April 8–10)

Berry College (GA)  
**Garner Cochran**  
**Susan Conradsen**  
**Brian Meehan**

Bethel University (IN)  
**Amber Beamer-Rohde**  
**Aaron Schavey**  
**Theo Williams**

California Lutheran University  
**Mina Chun**

Champlain College (VT)  
**Van Dora Williams**

Dominican University (IL)  
**Clinton Nichols**

Georgian Court University (NJ)  
**Michael Pawlish**

Haverford College (PA)  
**Giri Parameswaran**

Hope College (MI)  
**Victoria Longfield**  
**Marla Lunderberg**

Jarvis Christian University (TX)  
**Antoinasha Hollman**

Juniata College (PA)  
**Zia Haque**

Lewis University (IL)  
**Serafima Gettys**

Lincoln Memorial University (TN)  
**Steven Cowan**

Methodist University (NC)  
**Steven Corbett**  
**Tori Hord**  
**Patrick O’Neil**

Morningside University (IA)  
**Annie Kinwa-Muzinga**

Oglethorpe University (GA)  
**Lisa Hayes**

Otterbein University (OH)  
**Eric Jones**

Point University (GA)  
**Michael Elliott**  
**Dedra Woolfolk**

St. Olaf College (MN)  
**Kiara Jorgenson**

Thomas University (GA)  
**Cristina Jones**

University of Mount Saint  
Vincent (NY)  
**Matthew Archibald**  
**Pamela K. Kerrigan**  
**LinDa Saphan**

Wesleyan College (GA)  
**Michael McGhee**  
**Deonna Tanner**



Workshops for Department and Division Chairs took place in person in Philadelphia, PA (first through fourth photos), Santa Fe, NM (fifth and sixth photos), and Atlanta, GA.

Wofford College (SC) <b>Jessica M. Scott-Felder</b>	Hollins University (VA) <b>Abubakarr Jalloh</b>
Young Harris College (GA) <b>Andrea Lynn Kwiatkowski</b> <b>Leaona Diane Vautrot</b>	Holy Cross College (IN) <b>Christopher Scheirer</b>
<b>Workshop 2:</b> <b>Santa Fe, NM (April 28–30)</b>	John Brown University (AR) <b>Kyle Agee</b> <b>Suzanna Guizar</b>
Allegheny College (PA) <b>D. Alexis Hart</b> <b>Alyssa Ribeiro</b>	Lewis-Clark State College (ID) <b>Jenny Scott</b>
Berea College (KY) <b>Rochelle Arms Almengor</b> <b>Xiangtang Hong</b> <b>Mary Parr</b> <b>Jianfen Wang</b> <b>Andrea Woodward</b> <b>Wei Wu</b>	Marian University (IN) <b>Patrick McVey</b>
Butler University (IN) <b>Su-Mei Ooi</b>	Marist College (NY) <b>Megan Dennis</b>
California Lutheran University <b>David Martin</b> <b>LaVerne Seales</b>	Morningside University (IA) <b>Brenda Wimmer</b>
Cottey College (MO) <b>Kristi Adams</b> <b>Peter Hyland</b> <b>Oindrila Roy</b> <b>Trisha Stubblefield</b>	Pitzer College (CA) <b>Ahmed Alwishah</b> <b>Sarah Gilman</b>
DePauw University (IN) <b>Jennifer L. Adams</b>	Reed College (OR) <b>Jon Rork</b>
Divine Word College (IA) <b>Cathleen M. Cleary</b>	Rush University (IL) <b>Frederick Brown</b>
Dominican University (IL) <b>Michelle VanNatta</b>	University of the Incarnate Word (TX) <b>Jeffrey Ryan Doeringer</b>
Harvey Mudd College (CA) <b>Michael Orrison</b> <b>Daniel Stoebel</b>	Whitman College (WA) <b>Ginger S. Withers</b>
	<b>Workshop 3:</b> <b>Virtual Workshop for International Members (May 12–13)</b>
	American University of Beirut (Lebanon) <b>Fida Afioni</b>

American College of Greece <b>Angelos Kissas</b> <b>Emmanuela Manganari</b> <b>Chrisanthi Nega</b> <b>Emmanuel Varouchas</b>
The American University of Paris (France) <b>Natalya Shiryaeva</b> <b>Christine Tomasek</b>
Effat University (Saudi Arabia) <b>Sajid Khalifa</b>
Lebanese American University <b>Chahid Akoury</b> <b>Haidar Harmanani</b> <b>Michel Khoury</b> <b>Hanine Mansour</b> <b>Manal Yunis</b>
Trinity Western University (Canada) <b>Dennis Venema</b> <b>Cathrie Yuen</b>
<b>Workshop 4:</b> <b>Philadelphia, PA (June 9–11)</b>
Albion College (MI) <b>Kalen Royce Oswald</b>
Arcadia University (PA) <b>Kate Bonin</b> <b>Rachel Collins</b> <b>Manny Curotto</b> <b>Juan Duque</b> <b>Matt Heitzman</b> <b>Margaret Hickman</b> <b>Josh Isard</b> <b>Raghu Kurthakoti</b> <b>Emily Marshall</b> <b>Tatjana Militec</b> <b>Karen Misher</b> <b>Reema Persad-Clem</b> <b>Suzanne Redington</b> <b>Mike Tevald</b>

<b>Maria Theodoraki</b> <b>Ron Whitaker</b> <b>Erin Wolf</b>
Berry College (GA) <b>Curt Hersey</b>
California Lutheran University <b>Kiku Huckle</b>
Chestnut Hill College (PA) <b>Joshua D. Fetterman</b> <b>Patrick James McCauley</b>
Concordia College (MN) <b>Gregory Carlson</b> <b>Jennifer Sweatman</b> <b>Leila Zakhirova</b>
Daemen University (NY) <b>Jennifer Barwell</b> <b>Caitlyn Montross</b> <b>Michael Ross</b> <b>Daniel Shanahan</b>
DeSales University (PA) <b>Julia Mayo</b> <b>Joshua Slee</b>
Divine Word College (IA) <b>Seo Hyun Park</b>
Dominican University (IL) <b>Daniel R. Anderson</b> <b>Jeanette Mokry</b>
Duquesne University (PA) <b>Ellen S. Gawalt</b> <b>Rita Mihailescu</b>
Gallaudet University (DC) <b>Scott Carollo</b> <b>Roberta Lynn Daniels</b> <b>Kara Hawthorne</b> <b>Hayley Stokar</b>

Georgian Court University (NJ) <b>Renee Space</b>
Grand Valley State University (MI) <b>Catherine Meyer-Looze</b> <b>Karyn Rabourn</b>
Hartwick College (NY) <b>Ryan Ceresola</b> <b>Cherilyn M. Lacy</b> <b>Amy Forster Rothbart</b> <b>Meghan Sheehy</b>
Haverford College (PA) <b>Ariana Huberman</b> <b>Kristen Whalen</b>
Hollins University (VA) <b>Lindsey Breitwieser</b>
Hope College (MI) <b>Brian Rider</b>
Juniata College (PA) <b>Ursula Williams</b>
Lasell University (MA) <b>Amy Maynard</b> <b>Matthew Reilly</b> <b>Kellie Wallace</b> <b>Edward Gregory Weeks</b>
Lewis University (IL) <b>Cathy Bohlin</b> <b>Karen Davis</b> <b>Ann Guernon</b> <b>EricaLynn Kwiatkowski-Egizio</b> <b>Hayley Miller</b> <b>Steven Nawara Pam Taylor</b>
Lincoln Memorial University (TN) <b>Barbara Shock</b>

Manhattanville University (NY) <b>Victoria Fantozzi</b> <b>Susan Iverson</b> <b>Christopher Pappas</b> <b>Gregory Swedberg</b> <b>Matthew Tucker</b>
Maryville College (TN) <b>Adrienne Schwarte</b>
Messiah University (PA) <b>Leah Clarke</b> <b>Sarah Myers</b> <b>Anne Reeve</b> <b>Kristen Slabaugh</b>
Moravian University (PA) <b>Belinda Waller-Peterson</b>
Muhlenberg College (PA) <b>Keri Colabroy</b>
Norwich University (VT) <b>Gregory A. Jancaitis</b>
Otterbein University (OH) <b>Lenny Leibowitz</b>
Saint Anselm College (NH) <b>Dina Frutos-Bencze</b> <b>Chani Marchiselli</b>
Siena College (NY) <b>Sarah Berke</b> <b>Jesse W. Karr</b>
St. Edward’s University (TX) <b>Daniel Glenn</b> <b>Rodrigo Nunes</b>
St. Olaf College (MN) <b>Dana Horton</b>
Texas Lutheran University <b>William G. Hager</b> <b>Ariadne de Villa</b> <b>Elizabeth A. Woods</b>



Trinity University (TX)  
**Eduardo Cabral Balreira**  
**Gary Seighman**  
**Benjamin Surpless**  
**Rita Urquijo-Ruiz**

University of Pikeville (KY)  
**Chandra Massner**

University of Saint Joseph (CT)  
**Rachel Payne**

Widener University (PA)  
**SaraKate Berkowitz**

Wilson College (PA)  
**Melinda Guinard**

**Faculty Development Programs**

**Teaching Interfaith Understanding Faculty Seminar**

**2025 Participants by Institution**

Alaska Pacific University  
**Kevin Jones**

Augsburg University (MN)  
**Shayna Sheinfeld**

Brigham Young University (UT)  
**Marin Roper**

Chaminade University of Honolulu (HI)  
**Peter Steiger**

Champlain College (VT)  
**Amy Howe**

Culver-Stockton College (MO)  
**Mohamed El-Bermawy**

DePauw University (IN)  
**Bin Qiu**

Divine Word College (IA)  
**Benjamin Wintress**

Georgian Court University (NJ)  
**Lisa Festa**

Keuka College (NY)  
**Steven Kapica**

Miles College (AL)  
**Rozina Johnson**

Morningside University (IA)  
**Elizabeth Coody**

Queens University of Charlotte (NC)  
**Shawn Bowers**  
**Patricia Koplas**

Saint Anselm College (NH)  
**Bede Bidlack**

Saint Mary-of-the-Woods College (IN)  
**Zachary Selby**

Scripps College (CA)  
**Anne Harley**

Simpson College (IA)  
**Kristyn Sessions**

Spartanburg Methodist College (SC)  
**Kris Pratt**

St. John Fisher University (NY)  
**Nancy Rourke**

Stetson University (FL)  
**Rajni Shankar-Brown**

University of Scranton (PA)  
**Christian Krokus**

University of St. Francis (IL)  
**Kimberly Gibson**

Wayland Baptist University (TX)  
**Jay Givens**

Wittenberg University (OH)  
**Travis Proctor**

**Teaching Pre-Modern European Art in Context**

**2024 Teaching Art in Context Grant Recipient Institutions**

Albertus Magnus College (CT)  
Alma College (MI)  
Cedar Crest College (PA)  
Coker University (SC)  
Franklin & Marshall College (PA)  
Kenyon College (OH)  
Lebanon Valley College (PA)  
Mary Baldwin University (VA)  
Marymount Manhattan College (NY)  
Philander Smith University (AR)  
Saint Anselm College (NH)  
Saint Mary’s College (IN)  
Southern Adventist University (TN)  
University of Saint Francis (IN)  
Viterbo University (WI)  
Whitworth University (WA)

**Ancient Greece in the Modern Classroom**

**2024 Participants by Institution**

Alma College (MI)  
**Douglas Campbell**

Augustana College (IL)  
**Kirsten Day**

Benedictine University (KS)  
**Jean-Marie Kauth**

Clarkson College (NE)  
**William Montgomery**

Georgian Court University (NJ)  
**Sachiko Komagata**

Hampden-Sydney College (VA)  
**Paul Hay**

Macalester College (MN)  
**Brian Lush**

Mars Hill University (NC)  
**Lucia Antonelli-Carter**

Millsaps College (MI)  
**David Yates**

Reed College (OR)  
**Margaret Scharle**

Rhodes College (TN)  
**Geoff Bakewell**

Rockford University (IL)  
**Yoandy Cabrera Ortega**

Saint Anselm College (NH)  
**Alexandra Locking**

Springfield College (MA)  
**Rebecca Lartigue**

Stetson University (FL)  
**Kimberly Reiter**

Stonehill College (MA)  
**Nathaniel DesRosiers**

University of Puget Sound (WA)  
**Brett Rogers**

Westminster College (MO)  
**Heather Thornton McRae**

Westminster College (PA)  
**Jamie Chapman**

Young Harris College (GA)  
**Linda Jones**

**Funding the Future: Workshop on Proposal Development for Computer Scientists and Grant Officers**

**2025 Participating Institutions**

Augsburg College (MN)  
Cedar Crest College (PA)  
Converse University (SC)  
DePauw University (IN)  
Georgian Court University (NJ)  
Gustavus Adolphus College (MN)  
Hiram College (OH)  
Linfield University (OR)  
McDaniel College (MD)  
Otterbein University (OH)  
Saint Vincent College (PA)  
Southwestern College (CA)  
St. Ambrose University (IA)  
St. Olaf College (MN)  
Taylor University (IN)  
University of Richmond (VA)  
Wofford College (SC)

**Improving Science Pedagogy**

**2024 Improving Science Pedagogy Grant Recipient Institutions**

Albright College (PA)  
Bushnell University (OR)  
Calvin University (MI)  
Dean College (MA)  
Eastern Mennonite University (VA)  
Greenville University (IL)  
Hanover College (IN)  
Loras College (IA)  
Marietta College (OH)  
Presbyterian College (SC)  
Saint Mary’s College (IN)  
Saint Vincent College (PA)  
The University of Findlay (OH)  
University of Dubuque (IA)  
University of Saint Joseph (CT)  
William Jewell College (MO)

**Institutional Development Programs**

**Work-Based Learning Consortium**

**Participating Institutions**

Albion College (MI)  
Allegheny College (PA)  
Alma College (MI)  
Brenau University (GA)  
Centenary College of Louisiana  
Coe College (IA)  
Concordia College (MN)  
Drew University (NJ)  
Elms College (MA)  
Franklin University (OH)  
Holy Cross College (IN)  
Keuka College (NY)  
Lane College (TN)

Lindenwood University (MO)  
Mercy University (NY)  
Morningside University (IA)  
Nazareth University (NY)  
Ohio Northern University (OH)  
Point University (GA)  
Roanoke College (VA)  
St. Ambrose University (IA)  
The College of Wooster (OH)  
Viterbo University (WI)

Legacies of American Slavery:  
Reckoning with the Past

Regional Collaboration  
Partners

Austin College (TX)  
Centenary College of Louisiana  
Dillard University (LA)  
Huston-Tillotson University (TX)  
Lewis University (IL)  
Meredith College (NC)  
Sewanee: The University of the  
South (TN)

Institutional Affiliates

Columbia College of  
Chicago (IL)  
Drury University (MO)  
Fisk University (TN)  
Fontbonne University (MO)  
Johnson C. Smith  
University (NC)  
Messiah University (PA)  
Roanoke College (VA)  
Shenandoah University (VA)  
Tougaloo College (MS)  
Ursuline College (OH)  
Wofford College (SC)

Humanities Research for the  
Public Good

Digital Preservation Grants  
Awarded for 2024–25

Butler University (IN)  
Connecticut College  
Defiance College (OH)  
Doane University (NE)  
Fisk University (TN)  
Fontbonne University (MO)  
Franklin College (IN)  
George Fox University (OR)  
Lewis & Clark College (OR)  
Messiah University (PA)  
Rust College (MS)  
Saint Mary’s College (IN)  
Saint Vincent College (PA)

NetVUE Programs and  
Seminars

NetVUE Faculty Development  
Seminar: Enhancing Vocational  
Exploration

2025 Participants by Institution

Carson-Newman University (TN)  
**Andrew Smith**

Gustavus Adolphus College (MN)  
**Jane K. Frandsen**

Le Moyne College (NY)  
**Nicole Weaver**

Lenoir-Rhyne University (NC)  
**Rebecca A. Alt**

Messiah University (PA)  
**Devin C. Manzullo-Thomas**

MidAmerica Nazarene University  
(KS)  
**Rick Hanson**

Salve Regina University (RI)  
**Tara Brooke Watkins**

Southwestern College (KS)  
**David S. Youland**

St. Ambrose University (IA)  
**Ella Johnson**

Wake Forest University (NC)  
**C. Douglas Johnson**

NetVUE Faculty Development  
Seminar: Teaching Vocational  
Exploration

2025 Participants by Institution

Allegheny College (PA)  
**Briana Lewis**

Anderson University (SC)  
**Thomas Kneeland**

Benedict College (SC)  
**Akilah Carter-Francique**

Georgian Court University (NJ)  
**Marci Mazzarotto**

Guilford College (NC)  
**Sarah Thuesen**

Hope College (MI)  
**Carrie Bredow**

Marietta College (OH)  
**Mitchell Krumm**

Muhlenberg College (PA)  
**Greg Collins**



Participants of the 2025 NetVUE Teaching Vocational Exploration Seminar pose for a group photo.

Ohio Wesleyan University  
**Matthew Vollrath**

Ouachita Baptist University  
(AR)  
**Angela Douglass**

Saint Mary-of-the-Woods  
College (IN)  
**Zachary Selby**

St. Lawrence University (NY)  
**Kathleen Self**

University of Dubuque (IA)  
**Anne Funke**

University of Providence (MT)  
**Jonathan Nelson**

University of Scranton (PA)  
**JoyAnna Hopper**

Washington College (MD)  
**Bin Song**

NetVUE Staff Seminar:  
Vocation Across Campus

2025 Participants by Institution

Bushnell University (OR)  
**Sarah Slater**

Centre College (KY)  
**Jason Crosby**

Concordia University Chicago (IL)  
**Liesl Cottrell**

Franciscan Missionaries of Our  
Lady University (LA)  
**Keyo Johnson**

Franklin College (IN)  
**Brittney Harvey**

George Fox University (OR)  
**Jamie R. Johnson**

Gordon College (MA)  
**Jennifer Brink**

Hendrix College (AR)  
**Sarah Donaghy**

John Brown University (AR)  
**Eve Jagger**

Lipscomb University (TN)  
**Kate Minchew**

Luther College (IA)  
**Sarah Crose**

Marian University (IN)  
**Jennifer Morris**

McDaniel College (MD)  
**Joan Liptrot**

Our Lady of the Lake  
University (TX)  
**Kelsey Penn**

St. Catherine University (MN)  
**Teresa A. Butel**

St. Lawrence University (NY)  
**Maverick Cummings**

University of Dubuque (IA)  
**Liza D. Johnson**

William Jewell College (MO)  
**Sara Round**

Young Harris College (GA)  
**Adam D. Daniels**



# CIC Staff, Senior Advisors, and Other Program Consultants

CIC Staff

---

*(As of September 2025)*

**Sherita C. Ashmon**  
Director of State Council  
Programs and Networks Support

**Allison Barkley**  
Communication Operations  
Specialist

**Mame Bineta Barry**  
Manager of Accounting and  
Finance

**Allison Blackburn**  
Vice President for Conferences

**Anthony G.C. Burton**  
Project Management Specialist

**Alonso De Los Rios**  
Conference Coordinator

**Abigail Dean**  
Projects Coordinator

**Christopher Dodds**  
Senior Director of Digital  
Communications and Strategy

**Marina Esteve-Offord**  
Executive Assistant to the Senior  
Vice President and Manager of  
Academic Programs and Human  
Resources

**Stephen Gibson**  
Director of Programs

**Marjorie Hass**  
President

**Alicia Jackson**  
Membership Services and  
Tuition Exchange Program  
Manager

**Susan Jenkins**  
Vice President for Marketing  
and Communication

**Philip M. Katz**  
Senior Director of Projects

**Christoph M. Kunkel**  
Senior Vice President and Chief  
of Staff

**Vanessa N. Long**  
Associate Director of Finance  
and Accounting

**Siena McCabe**  
Manager of Network  
Engagement

**Roberta Morehouse**  
Conference and Program  
Manager

**Emilee Jane O’Dell**  
Program Manager for  
Presidential Engagement

**C. Ellen Peters**  
Director of Strategic Research  
and Assessment

**Jacqueline Pfeffer Merrill**  
Senior Director of Civic  
Learning and Free Expression  
Projects

**Leslie A. Rogers-Brown**  
Director of Conferences

**Samantha Sabalis**  
Senior Director of Foundation  
Relations

**Kathleen Smith**  
Executive Assistant to the  
President and Staff Secretary to  
the Board of Directors

**Simone Smith**  
Director of Sponsorships

**Suzanne Smith**  
Designer and Creative Strategy  
Specialist

**Sabrina Sturgeon**  
Manager of Networks

**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**  
Manager of NetVUE Grants and  
Membership

**Jeff Woods**  
Vice President for Member  
Engagement

NetVUE Staff

---

*(As of September 2025)*

**Nicholas Adams**  
Scriptural Reasoning  
Coordinator

**W. Carter Aikin**  
Grants Director

**Daniel O. Aleshire**  
NetVUE Program Evaluator

**Rachael Baker**  
Associate Director

**John D. Barton**  
Podcast Co-Host

**Geoffrey Bateman**  
Blog Editor

**David S. Cunningham**  
Executive Director

**Krista E. Hughes**  
Director of Resource Development

**Kari Kloos**  
Grant Program Officer

**Daniel G. Meyers**  
Chaplaincy Planning Initiative  
and Online Community  
Coordinator

**Robert Pampel**  
Grants Program Officer

**Rachel F. Pickett**  
Webinar Coordinator

**Lynne M. Spoelhof**  
Director of Operations

**Alex N. Stephenson**  
Communications Coordinator

**Erin A. VanLaningham**  
Director of Project Development

**Ashley Woodbeck**  
Office Manager

CIC Senior Advisors and Other  
Program Consultants

---

*(As of June 30, 2025)*

**Jo Allen**  
Senior Advisor; President in  
Residence  
*(Through January 2025)*

**Barbara Altmann**  
Senior Advisor and Director,  
New Presidents Program  
*(Beginning January 2025)*

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

**Faith Barisas**  
Senior Advisor, CIC Tuition  
Exchange Program Transition

**Katherine Bassard**  
Co-Director, Faculty Leadership  
Academy

**Angela Cant**  
Senior Advisor, Presidential  
Spouses and Partners Program

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

**Grant Cornwell**  
President in Residence; Editor,  
Campus Book Series  
*(Beginning January 2025)*

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

**Philip Dunwoody**  
Co-Editor, *Digest of Recent  
Research*

**April Edwards**  
Director, Funding the Future  
Workshops for Computer  
Scientists and Grants Officers

**Michelle Friedman**  
Senior Advisor, Presidential  
Engagement

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

**Matt Gerien**  
Senior Advisor, Strategic  
Communications

**Reyes Gonzalez**  
Senior Advisor, Mergers and  
Partnerships

**Jonnie Guerra**  
Senior Advisor, Academic  
Programs; Ohio Consortium for  
Transfer Pathways to the Liberal  
Arts Project

**Michael Le Roy**  
Senior Advisor and Co-Director,  
Presidential Renewal Program

**Mary Marcy**  
Senior Advisor, Alliance for  
Strategic Innovation Project

**Bethany Miller**  
Evaluator, Belonging and  
Academic Leadership Initiative;  
Co-Editor, *Digest of Recent  
Research*

**Andrew Prall**  
Co-Director, Faculty Leadership  
Academy

**Adam Pryor**  
Senior Advisor, AI Strategy and  
Engagement

**Celeste Schenck**  
Senior Advisor and Co-Director,  
Presidential Renewal Program

**Mary Pat Seurkamp**  
Senior Advisor and Director,  
New Presidents Program  
*(Through January 2025)*

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

**Shatrella Washington-Hubbard**  
Community of Practice  
Facilitator, Work-Based  
Learning Consortium

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