



The Council of
Independent Colleges

Annual 2025-26 Report



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CIC Mission

Founded in 1956, 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.

Welcome Graduate Members

The CIC members in attendance at the Annual Business Meeting in January 2026 voted to add a sixth [CIC membership category](#) for Graduate Members. This new category is open to nonprofit, independent, graduate-only liberal arts colleges and universities. The change to CIC's bylaws supports the "promotion and advancement of independent colleges and universities of liberal arts and sciences" while providing a home to institutions looking for peer interaction and support.

New graduate members offer enrichment of the current member experience to CIC, especially in contributing to networks (including the new [Graduate Program Network](#)) and leadership training.

Strategic Priorities

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

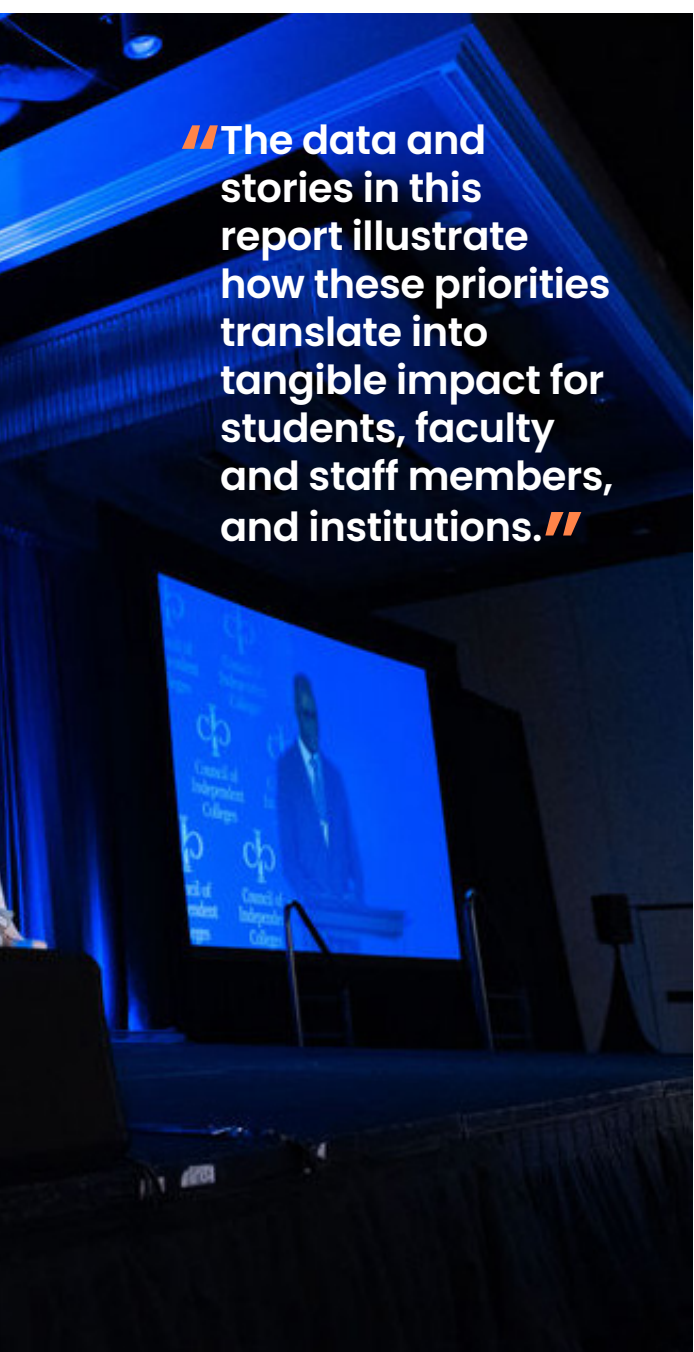
The organization is poised for evolution—ready to embrace new approaches.

A Message from the Board Chair



It is my privilege, on behalf of the Board of Directors, to present the 2025–26 Annual Report of the Council of Independent Colleges. The achievements in this report reflect CIC’s defining strength: the ability to anticipate or respond to what member institutions need and deliver it with remarkable speed and precision.

▲ **Harry E. Dumay, president of Elms College (MA) and CIC board chair, introduces the opening plenary at CIC’s 2026 Presidents Institute.**



//The data and stories in this report illustrate how these priorities translate into tangible impact for students, faculty and staff members, and institutions.//

CIC's responsiveness has taken many forms. The organization opened membership to graduate-only institutions and launched a new network for graduate school administrators. CIC created coaching opportunities to support deans and new presidents

facing leadership challenges. CIC convened timely conversations on everything from partnerships and mergers to three-year degree models to a national career center for liberal arts institutions. Through each initiative, CIC has demonstrated what sets it apart: a deep understanding of the independent higher education combined with the nimbleness to act decisively.

These accomplishments advance all four of CIC's strategic priorities—ensuring programs remain relevant and practical for the diverse membership, supporting institutional financial health and innovation, deepening member engagement, and amplifying CIC's voice as the champion of independent higher education. The data and stories in this report illustrate how these priorities translate into tangible impact for students, faculty and staff members, and institutions.

As you review this year's achievements, I invite you to take pride in what we have accomplished together. The road ahead will continue to test us, but our collective capacity for innovation and our commitment to student success remain strong. I remain honored to chair CIC's Board of Directors, and I am energized by the important work we will continue doing to advance independent higher education.



Harry E. Dumay

President

College of Our Lady of the Elms (MA)
Chair, CIC Board of Directors

MEET THE BOARD

The Board of Directors

includes college presidents from CIC institutions and other leaders in higher education.

A Message from CIC's President



The pages that follow tell a story of partnership in action.

This annual report captures a year in which CIC continued to listen to members and act quickly upon what we heard. The 2025–26 year was challenging for higher education. Changes in government and society ripple outward to affect everything from institutional policies to curriculum, funding, and student support. Yet CIC members are meeting these challenges head-on as they adapt and evolve to support students.

CIC has been there every step of the way. Over 700 participants gathered to explore *A Deeper Purpose* at the 2026 Presidents Institute to find peer wisdom and practical strategies for fulfilling institutional missions amid unprecedented pressures. Nearly 500 participants at the Institute for Chief Academic Officers convened to tackle the most pressing challenges facing their campuses, from academic freedom to AI integration. We welcomed nearly 900 participants at the eighth biennial NetVUE Conference to discuss vocation as “an itinerary of hope for higher education.”

We launched the first-ever Faculty Leadership Academy, creating inclusive

pathways for the next generation of academic leaders. And we brought together teams from more than two dozen institutions to begin building a framework for a national career center—an ambitious initiative that exemplifies how CIC turns member needs into collective action.

CIC is fortunate to receive financial support through a variety of sources—including foundation grants and sponsorships—and we are proud to invest directly in the independent institutions we serve. In fiscal year 2026, CIC provided \$7.67 million to institutions—advancing their missions and extending the impact of CIC’s work across the higher education community.

The new CIC Insights Tool, along with hosting an Economic Impact Report workshop, equips members with compelling data to demonstrate institutional value, inform strategic planning, and communicate impact to stakeholders. These new tools demonstrate how CIC evolves to offer support as the needs of our members change.

Most importantly, we upheld trusted spaces ranging from our listservs to in-person conferences where campus

FOR MORE INSIGHT

CIC
President
Marjorie Hass
shares her
thoughts,
insights, and
news in her
[newsletter](#).



“This is the work we have accomplished together, and it prepares us to continue supporting the vital mission of independent colleges and universities far into the future.”

▲ CIC President Marjorie Hass welcomes participants to CIC’s 2026 Presidents Institute.

leaders at all levels could be candid about challenges, share knowledge, and find the support that sustains them. These connections are what make independent institutions stronger together.

As you review this report, I invite you to see your own institution’s story reflected in these achievements. This is the work we have accomplished together, and it

prepares us to continue supporting the vital mission of independent colleges and universities far into the future. On behalf of the entire CIC staff, thank you for your partnership.

Marjorie Hass

Marjorie Hass

President

Council of Independent Colleges



Board of Directors and Committees

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



▲ Marjorie Hass, CIC president, and Harry E. Dumay, CIC board chair, lead a conversation during the January 2026 Board Meeting.

CIC Board of Directors

(As of June 30, 2026)

Scott Casey

Vice President and Deputy General Counsel, UPS (GA)

Sandra J. Doran

President, Bay Path University (MA)

Mason Dyer

President, Association of Independent Kentucky Colleges and Universities

Dámian J. Fernández

President, Warren Wilson College (NC)

Montserrat Fuentes

President, St. Edward's University (TX)

Wesley R. Fugate

President, Wilson College (PA)

Fernando León García

President, CETYS University (Mexico)

Michael D. Hammond

President, Gordon College (MA)

Robert D. Kelly

President, University of Portland (OR)

Hilary L. Link

President, Drew University (NJ)

Richanne C. Mankey

President, Defiance College (OH)

Mary B. Marcy

President Emerita, Dominican University (CA)

Milton C. Moreland

President, Centre College (KY)

Ajay Nair

President, Arcadia University (PA)



▲ A group of CIC board members and CIC's president convene for the June 2026 summer meeting.

Susana Rivera-Mills

President, Aurora University (IL)

Suzanne M. Rivera

President, Macalester College (MN)

Isabel Roche

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

Said Sewell

President, Morris College (SC)

James A. Troha

President, Juniata College (PA)

Matthew P. vandenBerg

President, Ohio Wesleyan University

Suzanne E. Walsh

President, City University of Seattle (WA)

Evans P. Whitaker

President, Anderson University (SC)

Jamel S.C. Wright

President, Eureka College (IL)

Executive Committee

(Terms ending January 2027)

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

Kathleen E. Harring

President, Muhlenberg College (PA)

Treasurer

Father Paul R. Taylor, OSB

President, Saint Vincent College (PA)

Vice Chair for Networks and Partnerships

La Jerne T. Cornish

President, Ithaca College (NY)

Vice Chair for Communications

Summer J. McGee

President, Lenoir-Rhyne University (NC)

Vice Chair for Investment

Paul Dimitruk

Co-Founder and Senior Partner, Partners Capital (MA)

Past Chair; Special Advisor to the Board

Barbara A. Farley

President, Illinois College

Ex Officio

Marjorie Hass

President, Council of Independent Colleges

Standing Committees

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 2026, CIC's standing committees consisted of:

- 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 Institute for Chief Academic Officers Task Force

Kim Coplin

Provost, Denison University (OH)

Tricia Fechter Gates

Deputy Executive Director, ACPA College Student Educators

Gerald Griffin

Provost, Hope College (MI)

Karen An-hwei Lee

Provost, Wheaton College (IL)

Catharine O'Connell

Provost and Dean of the College, Illinois College

Tracy Parkinson

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

Tamara Stevenson

Vice President, Diversity, Equity, and Inclusion and Chief Diversity Officer, Westminster University (UT)

Monique Taylor

Provost and Chief Academic Officer, Champlain College (VT)

Abby Vollmer

Assistant Vice President, Strategy and Impact, NASPA

Marianne Ward Peradoza

Provost, St. Edward's University (TX)

Tynisha Willingham

Provost and Vice President for Academic Affairs, Eastern Mennonite University (VA)

2025–26 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
Executive Vice President and
Provost, Loyola Marymount
University (CA)

2026 New Presidents Program Advisory Committee

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

Debbie Cottrell
President, Texas Lutheran
University

2026 Presidential Spouses and Partners Task Force

Trey Beasley
Trinity University (TX)

Kelly Shushok
Roanoke College (VA)

Paula Corey
Biola University (CA)

Travis Tamerius
Meredith College (NC)

Mary Domes
Neumann University (PA)

Myra Williams
Hampton University (VA)

Maria Einolf
Indiana Tech

Robert Williams
Hollins University (VA)

Michael Householder
Macalester College (MN)

State Councils Advisory Committee

Mason Dyer, Ex Officio
President, Association of
Independent Kentucky
Colleges and Universities

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

April A. Arnold
President, Associated Colleges
of Illinois

Locke Ogens
President, Virginia Foundation
for Independent Colleges

Eric W. Fulcomer
President and CEO, Wisconsin
Association of Independent
Colleges and Universities

Eliabeth Puthoff
President, Independent
Colleges of Universities of
Texas Foundation

CIC Foundation Support

CIC solicits grants from private foundations and federal agencies each year to support programs and projects that help strengthen faculty members, administrators, and institutions. Between July 1, 2025 and June 30, 2026, CIC hosted activities supported by the funders below. During this year, CIC received \$4.54 million in new grant awards for 10 projects from nine funders; three of these funders have not previously given grants to CIC.

Alfred P. Sloan Foundation

Robin and Sandy Stuart Foundation

Arthur Vining Davis Foundations

Sarah Scaife Foundation

Ascendium Education Group

Strada Education Foundation

Greater Texas Foundation

The Achelis and Bodman Foundation

Jessie Ball duPont Fund

The Teagle Foundation

Lilly Endowment Inc.

The UPS Foundation

Lumina Foundation for Education

Transformational Partnerships Fund

Mellon Foundation

Trellis Foundation

National Science Foundation

William R. Kenan, Jr. Charitable Trust

CIC Foundation Grants by the Numbers



CIC Sponsors

3 Enrollment Marketing
Academic Search
AGB Search, LLC
American Dining Creations
Angeles Investments
Apple
Aramark Collegiate Hospitality
Art & Science Group, LLC
BHDP Architecture
Best Practice Solutions
Boldyn Networks
Bon Appétit Management Company
BoodleBox
Bryant Group
Capital Education
Carnegie (and Credo: Powered by Carnegie)
Casagrande Institute for Higher Education Effectiveness
Cengage
Clark Higher Ed (CHE)
Collegis Education
Constructive Dialogue Institute (CDI)
Core Education
Coursedog
Creative Dining Services
Dean Dorton
DegreeSight LLC
Derck & Edson, LLC
Dynamic Campus

EAB
EducationDynamics
Edulorics Inc.
Element451
Ellucian
Encoura + RNL
Ferrilli
Forvis Mazars
Fresh Idea Food Service Management
Gonser Gerber LLP
Grace Design Studios (formerly Hastings+Chivetta Architects)
Gray Decision Intelligence
Higher Ed Consolidation Solutions
Human Capital Education
Hunter Global Education, LLC
Husch Blackwell LLP
Hyatt-Fennell, Executive Search Plus
Inceptia
Interfolio
IP Clear
Jenzabar
Johnson, Grossnickle and Associates
Knack
Liaison
Loeb & Loeb, LLP
MARKETview Education Partners

McAllister & Quinn
McGraw Hill
Mesirow
Metz Culinary Management
Minerva Project
MyCollegeCosts, LLC
National Management Resources Corporation
Nuventive LLC
OculusIT
Parkhurst Dining
Pharos Resources, LLC
Pioneer College Caterers
RH Perry & Associates
Riipen
Risepoint
Rize Education
Scott Healy & Associates
Six Red Marbles
Sodexo
Spelman Johnson
Steptoe & Johnson PLLC
Stevens Strategy, LLC
Student Ally, Inc.
TIAA
The Collaborative
The Dysart Group
The Registry
UQ Solutions, Inc.
Waybetter Marketing
Westfall Gold
Workday

Corporate Affiliate

BoodleBox

Total Sponsorship at CIC Events

Total Sponsorship of CIC Events as of June 2026 (Fiscal Year 2026)	\$1,739,990
2025–26 AI Ready Network	\$155,000
2025 Institute for Chief Academic Officers	\$293,990
2026 State Councils Annual Conference	\$23,000
2026 ASU+GSV Annual Conference	\$34,000
2026 Graduate Program Network	\$60,000
2026 Presidents Institute	\$1,144,000
2026 Workshops for Department and Division Chairs	\$30,000



CIC Award Recipients

CIC's annual awards honor individuals and organizations that support independent higher education through professional expertise, philanthropic giving, or both.

2025 Institute for Chief Academic Officers Task Force Award

Tynisha Willingham (pictured above with CIC Senior Vice President for Academic Programs Titilayo Ufomata), provost and vice president of academic affairs at Eastern Mennonite University (VA), received the 2025 Institute for Chief Academic Officers Task Force Award for her 20+ years of academic leadership and her data-driven work to advance student success. She served on CIC's Chief Academic Officers Task Force from 2022 to 2025, and as the chair from 2024 to 2025, and she co-coordinated the Women's Administrators Luncheon at multiple Institutes for Chief Academic Officers.

2025 Chief Academic Officer Award

The 2025 Chief Academic Officer Award was presented to Jeffrey Frick (pictured top right with CIC Senior Vice President for Academic Programs Titilayo Ufomata), vice president for academic affairs and dean at Washington & Jefferson College (PA) since 2019. He was recognized for his leadership in independent higher education, with prior roles at St. Norbert College (WI) and Illinois Wesleyan University, and notable contributions as an author, peer reviewer, and a past member of CIC's Chief Academic Officers Task Force.



2026 Allen P. Splete Award for Outstanding Service

Sarah A. Flanagan (pictured right with CIC President Marjorie Hass), who served as the National Association of Independent Colleges and Universities (NAICU)'s vice president for government relations and policy development from 1994 to 2025, was the recipient of the 2026 Allen P. Splete Award for Outstanding Service. She was recognized for leading efforts to advance bipartisan support for federal student aid, college tax incentives, and regulatory policy.



2026 Award for Philanthropy (Organization)

The 2026 Award for Philanthropy (Organization) was presented to the J.E. and L.E. Mabee Foundation, represented by Mike Goeke, Mabee Foundation executive director (pictured right with Marjorie Hass, CIC president).

Founded in 1948 by John and Lottie Mabee, the Mabee Foundation has awarded over \$1.6 billion to support higher education, healthcare, and social services through a "challenge grant" model that requires grantees to secure significant private funding and meet strict fundraising milestones before receiving foundation support.



2026 Charles W. L. Foreman Award (State Councils)

The 2026 Charles W. L. Foreman Award was presented to Lyn Bulman (pictured right with April Arnold, president of Associated Colleges of Illinois), board chair of Associated Colleges of Illinois, at the State Councils Annual Conference to honor her exceptional commitment and leadership in advancing the work of the CIC State Council in Illinois.



CIC Network Participation



AI Ready



Belong



Graduate
Program Network



Network for
Vocation in
Undergraduate
Education
(NetVUE)



Online Course
Sharing
Consortium
(OCSC)



Tuition
Exchange
Program
(CIC-TEP)

CIC Networks

CIC builds durable networks, connecting people and institutions, to facilitate the exchange of ideas and resources among peers in independent higher education. CIC strives to create an inviting space to gather while protecting confidentiality to strengthen leaders through shared learning and collaboration. Members have many opportunities to join networks on specific interests that help advance an institution's goals, mission, and priorities.

AI Ready

CIC's **AI Ready** network provides institutions with structured, expert-led professional development across all campus roles—from faculty and staff to senior leadership—helping everyone understand and effectively implement AI in their specific contexts. The 12-month network offers practical, action-oriented programming designed to help institutions move from AI conversation to actual adoption. The 2025–26 network included:

Program 1:

All Campus Essentials (an opportunity to learn about and engage with nine pressing topics)
Members in 2025–26 Cohort: **160**

Program 2:

Building and Launching Together (a small, space-limited, pilot program for institutions ready to implement generative AI on campus)
Members in 2025–26 Cohort: **39**

Looking Ahead:

Year three of AI Ready will launch in September 2026, this year in partnership with **Google for Education**, with three programs:

- **All Campus Essentials** (an opportunity to learn about and engage with nine of the most pressing AI topics over 12 months, structured so all areas of campus benefit and participate consistently)

- **Leading the AI Charge** (a monthly working community for campus leaders driving AI adoption, where the conversation moves from what AI is to what your institution does next)
- **Bot Building Cohort Sprints** (3-week sprints for the super users on your campus to apply and advance their skills using AI tools)

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 microcredentials by CIC, all campus Cornerstone Webinars, Belong's unique and popular "Push" resource library, and monthly community of practice meetings.

"This work is not easy. You already know that. You carry it in the questions you ask yourself at the end of a long week, in the conversations you navigate carefully, in the quiet exhaustion that comes from doing meaningful work in a landscape that keeps shifting beneath your feet. We see that. And we want to say it plainly before we say anything else: the fact that you are still here, still showing up, still caring about whether people belong. That matters."

—Anita Thompson, Belong Network Contributor

Members: **46**

Credentials Issued to Belong Members: **983**

Faculty and Staff Webinar Registrants: **1,572**

Graduate Program Network

In March 2026, CIC launched the **Graduate Program Network** for those who develop and manage graduate degree programs on our member campuses. More than three-quarters of CIC member institutions now offer graduate programs, which are often critical to their survival. The new network offers an exclusive community where senior administrators can tackle shared challenges, co-create practical solutions, and shape the future of graduate education at independent institutions. The network provides a space for them to connect with peers and share best practices. The goal is to help independent colleges launch and sustain graduate programs that are efficient, effective, and excellent. The network's opening programming, which will run through the 2026–27 academic year, focused on graduate education's current landscape and the shifting marketplace of new graduate programs.

Members: **53**

Network for Vocation in Undergraduate Education (NetVUE)

NetVUE is a nationwide network of nearly 350 colleges and universities formed to support and enrich vocational exploration and discernment among undergraduate students.

Activities include a biennial national conference, regional gatherings, faculty seminars, campus visits and consulting services, online resources and networking, and the development of scholarly resources. NetVUE also offers grants to member institutions to support professional development and vocation-related programming.

NetVUE Institutional Members: **342**
NetVUE Organizational Members: **14**

Regional and Topical Gatherings

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

"The Purposeful University"

Date: October 2–4, 2025

Location: Bushnell University (OR)

"Scriptural Reasoning and/as Vocational Discernment: An AAR/SBL Pre-Meeting"

Date: November 20–21, 2025

Location: Boston, MA

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.

LinkedIn

NetVUE (Network for Vocation in Undergraduate Education): 1760 followers

Blog

[VocationMatters.org](https://www.vocationmatters.org)

Podcast

"Callings: Conversations on College, Career, and a Life Well-Lived"

Season 5 (2024–25)

11 episodes

Season 6 (2025–26)

10 episodes as of June 30, 2026

Periodic Webinars

- "NetVUE Big Read Webinar: Exploring Our Callings to Higher Education" (September 2025)
- "Scriptural Reasoning for Vocational Reflection" (October 2025)
- "Using Follow Your Bliss and Other Lies About Calling in the Classroom" (November 2025)
- "The Big Read: Exploring

Diverse Perspectives & Vocational Reflection" (January 2026)

- "Vocation and Character" (February 2026)
- "(Re)Experiencing the NetVUE 2026 National Conference" (April 2026)

Newsletter

NetVUE Connections

- September 4, 2025
- October 16, 2025
- January 21, 2026
- April 9, 2026

NetVUE Grant Programs

Program Development Grants

CIC awards grants to strengthen existing vocational exploration programs that are already supported by campus budgets. Member institutions may request up to \$100,000 for use over a two-year period to further develop or extend existing initiatives.

2026: \$1,375,596 to 30 institutions

Cumulative: \$13,330,858 to 290 institutions

Professional Development Awards

CIC awards grants of up to \$20,000 to enhance the knowledge, skills, and expertise of faculty and staff members who support undergraduate vocation-related initiatives at NetVUE member institutions. Up to \$25,000 is available for projects with a special focus on diversity, equity, and inclusion.

2025: \$829,018 to 43 institutions

\$1.38M

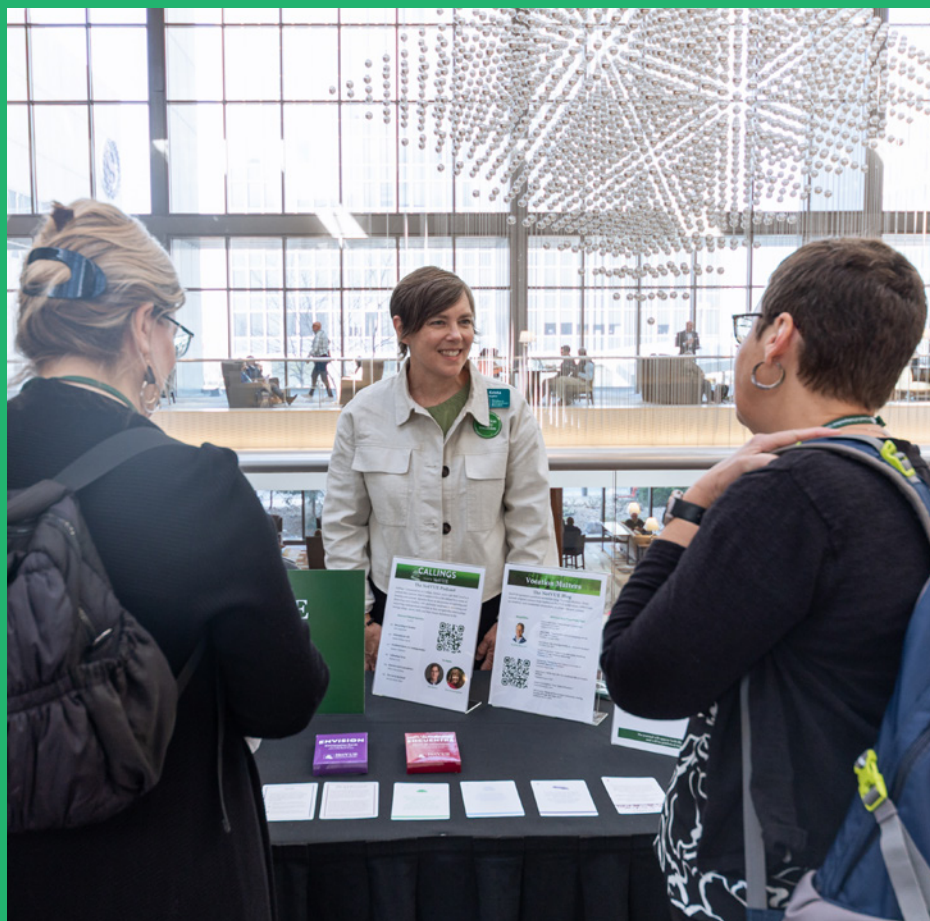
from CIC to 30
NetVUE institutions
for student-facing
vocation exploration
programs

\$829,018

awarded by CIC to
43 NetVUE institutions
for professional
development

\$543,422

awarded by CIC to
38 individuals to
support vocation-
related research



▲ Krista E. Hughes, the academic journal's managing editor, speaks with 2026 NetVUE National Conference participants.

Studies in Vocation and Calling

This new academic journal, available in both print and digital editions, debuted during the NetVUE National Conference. The journal publishes peer-reviewed scholarly articles, editorially-reviewed reflections, and reviews of books and other resources. In addition to scholarly articles (which are double-blind peer reviewed), the editorial board invites the submission of less formal reflective pieces that engage in themes of calling and vocation. Reflections are reviewed by the editors for possible inclusion and can be in the form of an essay, fiction, poetry, or other genres as appropriate for their content.

To learn more, or submit your content for consideration, visit:
cic.edu/netvue-journal.

Professional Development Opportunities

Consultants

Current Year: **7**

Cumulative: **44**

Faculty Development Seminar: Enhancing Vocational Exploration

Date: June 1–5, 2026

Location: Indianapolis, IN

Participants: 10 (listed in the appendix)

Faculty Development Seminar: Teaching Vocational Exploration

Date: June 1–5, 2026

Location: Indianapolis, IN

Participants: 15 (listed in the appendix)

Focused Consultations

Current Year: **5**

Cumulative: **17**

Institutional Leadership for Vocation Seminar

Date: June 15–19, 2026

Location: Louisville, KY

Participants: 16 (listed in the appendix)

Staff Seminar: Vocation Across Campus

Date: June 22–26, 2026

Location: Memphis, TN

Participants: 19 (listed in the appendix)

Vocation Workshops

Current Year: **20**

Cumulative: **35**

Reading Groups

Current Year: **36**

Cumulative: **101**

Cumulative: \$3,398,049 to 287 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 \$195,000 in CIC and third-party funding, or \$225,000 for projects that create partnerships with businesses, nonprofits, and community organizations.

2025: \$354,913 to 5 institutions

Cumulative: \$3,985,918 to 91 institutions

Grants for Reframing the Institutional Saga

This program offers grants of up to \$60,000 over three 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.

2026: \$327,205 to 11 institutions

Cumulative: \$3,697,657 to 100 institutions

Fostering Leadership for Communities of Faith

This program provides up to \$60,000 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 future leadership roles.

2026: \$647,430 to 23 institutions

Cumulative: \$1,969,352 to 64 institutions

Grants to Individuals for Vocational Exploration

The newest NetVUE grant program offers between \$5,000 and \$25,000 and is intended to support innovative projects by faculty members and staff members in the scholarship, teaching, and/or practice of vocation in undergraduate education.

2026: \$543,422 to 38 individuals

Campuswide Innovation in Vocation Awards

This program is intended to support the discernment, design, and implementation of innovative campus-wide programs focused on vocation and calling. The grant begins with a one-year planning grant of up to \$25,000 to understand the capacities of the community and the vocation-specific needs of students. Upon approval, institutions

(continued)



890
participants in the
8th biennial NetVUE
Conference

▲ Participants discuss how hope and higher education intersect at the NetVUE National Conference.

NetVUE National Conference

The NetVUE National Conference is a biennial event that brings together three- to five-person teams from most NetVUE institutions. The event includes plenary sessions led by nationally known speakers, a range of workshops (including shorter concurrent workshops and longer pre- and post-conference options), and campus-based sessions that showcase the work of member institutions—as well as plenty of time for networking and informal exchanges. Participation is heavily subsidized by member dues, such that the first three team members pay only \$200 each for the entire event, including accommodations and meals.

Theme: “Vocation: An Itinerary of Hope for Higher Education”

Date: March 19–21, 2026
Location: Kansas City, MO

Attendance: 890 participants

receive an implementation grant of up to \$200,000 across two to three years to implement new programs based on the learnings of the planning grant period.

2026: \$147,260 in planning grants to 6 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.

2026: \$59,800 to 3 organizations

Online Course Sharing Consortium

CIC's [Online Course Sharing Consortium](#) (OCSC) enables member institutions to collaboratively expand their academic offerings and reach new student populations through a shared online course network. The 338 participating colleges and universities share courses, transfer credits and financial aid, and arrange for tuition payments through an online

platform maintained by CIC's partner, Acadeum. This partnership allows colleges and universities to quickly launch innovative programs, deliver workforce-aligned credentials, and increase enrollment without the significant investment required to develop every course in-house. In 2026, OCSC launched a direct credential marketplace for CIC members in the OCSC network, which serves as a lower cost solution to deliver professional, industry-recognized certificates to students. For CIC members, this service provides a strategic solution to enhance student success, generate new revenue streams, and remain competitive in today's evolving higher education landscape.

CIC's Tuition Exchange Program

One of the most popular networks, included free with membership, is [CIC's Tuition Exchange Program](#) (CIC-TEP). This remarkable employee benefit provides full tuition coverage at hundreds of member institutions nationwide for employees, spouses, and dependents. This 40-year-old program offers an exceptional opportunity to study at independent colleges and universities with no additional fees or complicated restrictions.

In November 2025, CIC and the [Tuition Exchange](#) announced a new partnership that will simplify the scholarship application process for employees and their families at participating institutions. Under the new partnership, students will submit a single application for award consideration in both exchange networks. CIC institutions are encouraged to award exchanges through the CIC-TEP program first, and then through other tuition exchanges as there are no program fees. Administrators on member campuses will track candidates and recipients through one system.

"We're excited about this new partnership with the Tuition Exchange to streamline the application process for our members," said President Marjorie Hass. "I am so proud to offer this free benefit to member institutions. Over the years, the CIC-TEP network has helped 65,000 employees and their families attend college tuition-free."

The CIC-TEP is a network of member institutions from 48 states and five countries.

CIC Institutions Registered: **412**
Institutions Importing: **394**
Institutions Exporting: **371**
Students Applying: **2,377**
Applications Submitted: **4,898**
Awards Offered: **1,718**
Students Receiving at Least One Award: **1,376**

State Councils

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
- 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



▲ The State Councils Annual Conference provides networking and knowledge-building opportunities for participants.



▲ State Councils Annual Conference participants gather in front of the Chicago skyline.

State Councils 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: \$57,196,471

CIC/UPS Scholarships Program

Each year, State Councils receive grants from CIC to provide CIC/UPS Scholarships for use at every four-year private college and university in the State Councils network. The scholarships are given in the name of UPS, whose financial support was the basis for the CIC/UPS Educational Endowment. Since 1985, over \$69 million has been awarded in scholarship grants to assist students at independent colleges across the country

demonstrating financial need.

Fiscal Year 2026: \$1,400,000 to 23 State Councils, \$3,500 to 400 State Council member institutions

Cumulative: Over \$69,573,035 million to 24,762 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

State Councils Annual Conference

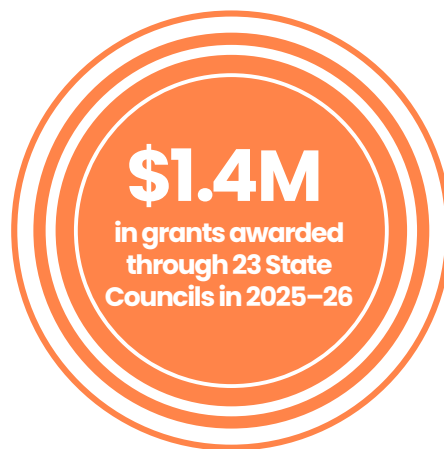
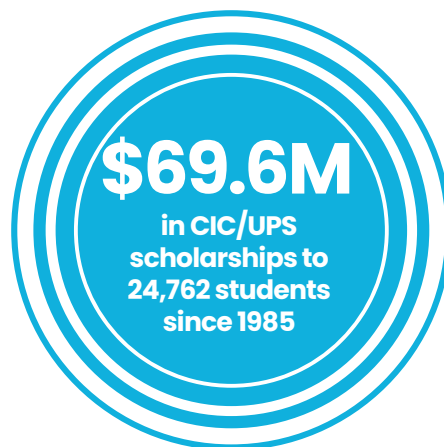
The State Councils Annual Conference is a convening of state council executives and their staff that offers a forum for face-to-face networking and an opportunity to share best practices with colleagues. Programming at the Annual Conference includes sessions dedicated to emerging trends and relevant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

Date: April 28–30, 2026

Location: Chicago, IL

Attendance: 36 total participants; 14 State Councils organizations represented

Sponsorship: \$23,000 from three sponsors



colleges and universities.

Fiscal Year 2026: \$9,000

Named Sponsorships

Fiscal Year 2026: \$23,500 to support six students

State Councils Grant Programs

Capacity-Building Grants

The CIC Capacity-Building Grant Program was created to provide “seed money” grants for State Councils to enhance or expand their capacity to raise money to support their programs and

member colleges. The grants are intended to provide 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 2026: \$110,000 to 11 State Councils

Cumulative: Approximately \$899,749 across 99 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 2026: \$145,000 to each of seven State Councils with an anticipated reach of 176 State Councils colleges and universities

Cumulative: \$3.94 million



▲ Participants and speakers convene at the Presidents Institute in January 2026 in Orlando, FL.

Annual CIC Institutes

CIC's signature events serve as premier annual convenings that strengthen leadership across independent higher education. The Presidents Institute is one of the largest annual meetings of college and university presidents, while the Institute for Chief Academic Officers represents one of the nation's largest gatherings of provosts and academic affairs leaders. Leaders from CIC member institutions and affiliate organizations gathered in January for the 2026 Presidents Institute in Orlando, FL, and in November for the 2025 Institute for Chief Academic Officers in Indianapolis, IN. Both Institutes provided participants an opportunity to think creatively in a community and return to their campuses with new inspiration, innovative solutions, and deeper professional relationships.

2026 Presidents Institute

This year's theme was [A Deeper Purpose](#), and participants explored strategies that empower campuses to fulfill their missions and remain resolute in serving the common good. Plenary panels explored the future of the academic social contract, campus cultures of resilience, identity and pluralism in the current landscape of higher education, and the federal policy agenda. Concurrent, discussion, and interactive sessions—whose content is overwhelmingly derived from presidential proposals and feedback—provided peer wisdom on board relations, finances, partnerships and mergers, accreditation, artificial intelligence, legal and political issues, and media relations.

Highly Engaged Sessions

1. Building a Resilient Campus Culture
2. Identity, Pluralism, and the Current Landscape of Higher Education
3. The Academic Social Contract
4. The Policy Agenda for Independent Higher Education
5. The Shifting Landscape: A CIC Partnership and Mergers Project Conversation
6. Using AI to Maximize Your Efficiency as President
7. Open Conversations on Presidential Challenges and Concerns
8. What Does an AI Ready Campus Look Like?
9. Is Your Facemask On? Building a Resilient Leadership Team
10. Legal Issues that Keep Presidents Up at Night

2026 Institute Fast Facts



Attendance



2025 Institute for Chief Academic Officers and Their Teams



▲ Participants engage with their community at the Institute for Chief Academic Officers in Indianapolis, IN, in November 2025.

This year's theme was **Building Places of Promise: Unlocking Student Success**, and programming focused on uniting around foundational values—mission, passion, and purpose—to create student-centered environments where students can thrive through resilience and belonging. This year, the invited roles included chief academic officers; chief student affairs officers; chief student success officers; chief diversity officers; belonging, inclusion, and culture officers; teaching and learning center professionals; career services professionals; and academic affairs team members. Topics for interactive seminars and concurrent sessions included navigating academic freedom, managing campus conflict, preparing students for meaningful careers, integrating AI on campus, campus free expression, civil discourse, student success, legal issues surrounding higher education, and sustaining wellness.

Highly Engaged Sessions

1. Moral Courage: A Skill Set for Campus Unity—Without Uniformity
2. Four Keys to Delivering a Holistic and Transformational Student Experience
3. The Power of We: Collaboration for Student Success
4. Moral Courage Immersive
5. Retention Revolution: No More Silos!
6. AI in Action: Practical Implementation for Institutional Leadership
7. Humane Leadership in Hard Times: Faculty Governance and Academic Change
8. The Art/Arc of Being Provost
9. Leading with Joy in Uncertain Times: Wellness, Boundaries, and Bold Leadership
10. Introducing the New KIT and FIT—Interactive Benchmarking for Institutional Analysis and Strategy

2025 Institute Fast Facts



Attendance



Leadership Development Programs

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 with diversity, equity, and inclusion at the heart of these programs' curricula.

Project Goal: To enrich CIC's programs to foster leadership for social justice. It seeks 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 to December 2027

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

New Program: The first cohort of the new Faculty Leadership Academy was selected in March 2026 and will meet in Baltimore, MD, on July 27–29, 2026.

Executive Leadership Academy

The Executive Leadership Academy is a yearlong program that prepares 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 in-person seminars, ongoing webinars and reading exercises, as well as activities focused on specific areas of presidential responsibility, career coaching, and mentoring. Topics explored include working with your board, legal issues and resume support, amongst many others. The program

is supported by Academic Search.

Cohort and Event Details:

Eighteen administrators participated in the 2025–26 cohort. The Opening Seminar took place on June 13–14, 2025, and the Closing Seminar took place on June 12–13, 2026, in Washington, DC.

Special Information: Two participants were awarded an AALI Diversity Fellowship, and the Mellon Foundation offered an additional five fellowships.

Faculty Leadership Academy

The Faculty Leadership Academy supports faculty members at CIC member colleges and universities who aspire to assume leadership roles in higher education. The program is part of the Belonging and Academic Leadership Initiative funded by the Mellon Foundation. This is part of CIC's commitment to promoting inclusive pathways to academic leadership and



building the next generation of higher education leaders. The program invites participants to consider their unique leadership pathways while offering practical advice about navigating change, leading inclusively, and honing individual strengths. The leadership academy is led by a trio of experienced academic leaders: J. Andrew Prall of Aurora University (IL), Katherine Clay Bassard of Rhodes College (TN), and Justin Rose of University of Redlands (CA).

Cohort and Event Details:

In March 2026, 30 participants were selected from a large pool of nominations for the inaugural cohort of this program. The participants gathered for a series of five virtual meetings and one in-person convening.

Special Information: The Faculty Leadership Academy will be offered again in 2027.

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 is held in conjunction with the CIC Presidents Institute and 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; advancement; and other key topics. Ample opportunities for formal and informal conversations allowed participants to build community. CIC also maintains and updates [resources for new presidents](#) on the website.

Cohort and Event Details: Fifty new presidents participated in the program. Eighteen experienced presidents and other campus leaders served as presenters and informal advisors. The gathering took place in Orlando, FL, on January 3–4, 2026.

Special Information: CIC's New Presidents Program is the longest-running and highest attended annual offering of



▲ Participants of the New Presidents Program gather in Orlando, FL, in January 2026.

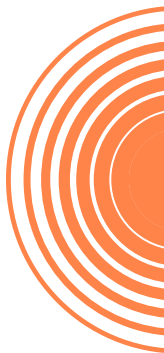
of its kind in the nation. Since its inception in 1989, over 1,700 new presidents have improved their skill set and broadened their network of like-minded and trusted colleagues. CIC senior advisor Barbara Altmann, president emerita of Franklin & Marshall College (PA), took over as director of the program in 2026.

President-Board Convening on Inclusive Leadership

In partnership with the Jessie Ball duPont Fund, CIC hosted a convening for presidents and their board chairs to explore topics of inclusive leadership during these particularly complicated times. Participants included presidents and board chairs from 12 colleges and universities that are both Jessie Ball duPont Fund grantees and CIC members. During the convening, the institutional teams heard from peers at similar institutions about leading their campuses and supporting stakeholders, and board members learned about the current higher education environment and its pressures on leadership. Modeled on CIC's successful 2024 meeting for [presidents and board members](#), the convening included time for reflection and discussion among presidents, among board leaders, and between presidents and their own board chairs.

Project Goal: To provide an opportunity for presidents and board leaders to explore the distinctive needs and challenges for their institutions in the current landscape with time for personal reflection and renewal.

Challenges include: fostering a pluralistic and inclusive campus in an increasingly polarized climate; fulfilling institutional missions to serve all students amid difficult histories and current pressures;



Presidential Renewal

“We left the first [Renewal] retreat with new skills and with a renewed sense of optimism about our ability as a couple to serve another term, but—this time—in a more sustainable way.”

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

and navigating stakeholders' needs in the present moment (students, faculty members, administrators, board members, alumni, and local community members).

Project Timeline: July 2025 to March 2026

Funding Source and Amount: \$173,440 from the Jessie Ball duPont Fund

Event: The convening was held in Atlanta, GA, on November 13–15, 2025.

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:

Twelve presidents, most accompanied by spouses or partners, participated in the 2025–26 Presidential Renewal program. The Summer Seminar took place in Carlsbad, CA on June 22–25, 2025. The Winter Seminar was held January 3–4, 2026, directly prior to the 2026 Presidents Institute in Orlando, FL.



▲ Participants engage in the Spouses and Partners of New Presidents Program in Orlando, FL, in January 2026.

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:

124 spouses and partners participated in the Spouses and Partners Program at the Presidents Institute in Orlando, FL, on January 4–7, 2026.

Special Information: The Spouses and Partners Program offered a keynote by Grant Cornwell, president emeritus at Rollins College (FL), and Peg Cornwell, former presidential spouse at Rollins College (FL). The session was titled “Building Culture, Community, and Connection as a Presidential Spouse/Partner.” Other highlights included sessions on knowing your strengths, careers, navigating conflict, family engagement, student support, renewal practices, and event hosting.

CIC also offered the Spouses and Partners of New Presidents Program concurrently with CIC's New Presidents Program.

Cohort and Event Details:

Twenty-four spouses and partners participated in the Spouses and Partners of New Presidents Program in Orlando, FL, on January 3–4, 2026.

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 resource and support networks. Angela Cant, presidential spouse at Wilkes University (PA), directed the program as senior advisor.

Presidential Vocation and Institutional Mission

With Lilly Endowment Inc. support, CIC offers [Presidential Vocation and Institutional Mission](#)—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.

Steven C. Bahls, president emeritus of Augustana College (IL), CIC senior advisor, and director of the Presidential Vocation and Institutional Mission program, was interviewed by [The Chronicle of Higher Education](#) in Fall 2025 to talk about the training presidents receive. “It’s not about the nuts and bolts of being a college president. It’s not about the nuts and bolts of how to gain a college presidency. Rather, it is about helping individuals determine whether they are called to be a college president. So the readings are from Martin Luther King Jr., Abraham Lincoln, great readings throughout history that relate to a calling. Some people are interested in becoming a college president because of the trappings of the job, as opposed to a calling to do the hard work.”

Cohort and Event Details:

20 senior administrators participated in the 2025–26 cohort. The Opening Seminar took place in Lake Tahoe, CA,

on July 13–16, 2025. The Closing Seminar took place in Atlanta, GA, on February 22–24, 2026.

Presidents Circles

In partnership with Academic Search, CIC [Presidents Circles](#) offer a leadership development opportunity specifically designed for first-time CIC college and university leaders.

Led by a professional executive coach and seasoned former president, the Circles create a confidential space for presidents new to the role.

This program exemplifies how CIC enables independent colleges and universities leaders to grow and thrive by providing purposefully built support using experts and communities of practice. The circles deliver the tangible benefits, professional growth opportunities, and peer connections that help new presidents strengthen their leadership skills.

In its inaugural year, a cohort of nine presidents met online monthly and connected in-person at the Presidents Institute. The program was made available at a discounted rate with support from Credo: Powered by Carnegie.

Cohort and Event Details: Nine new presidents participated in the 2025–26 cohort in six

▲ Senior Leadership Academy participants meet in Washington, DC.

online sessions from October 2025 through March 2026. An in-person gathering of Circles participants was held during the 2026 Presidents Institute in Orlando, FL. The program is supported by American Academic Leadership Institute (AALI) and Academic Search.

Senior Leadership Academy

The [Senior Leadership Academy](#) is a yearlong program designed to prepare college and university leaders in mid-level positions who have interest in 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, and a summer seminar in Washington, DC. There are

also experiential activities throughout the year, including readings, case studies, and executive coaching. Topics explored include crafting a cabinet, leading with courage, financial strategies and communication in times of crisis. The program is supported by American Academic Leadership Institute (AALI) and Academic Search.

Cohort and Event Details:

Forty people participated in the 2025–26 cohort. The Opening Seminar took place on October 31 to November 1, 2025, in Indianapolis, IN. The Closing Seminar took place on June 9–10, 2026, in Washington, DC.

Special Information: Five participants were awarded an AALI Diversity Fellowship, and the Mellon Foundation offered an additional five fellowships.



Faculty Development Programs



Deans Coaching Circles

In partnership with Academic Search and its Executive Coaching Practice, CIC launched its first cohort of the [Deans Coaching Circles](#). These Circles, comprised of small groups of academic deans at member institutions, were established in response to direct requests from member deans for greater support.

Participants met online monthly with a professional executive coach to discuss the issues that impact deans and independent colleges and universities including balancing campus priorities, navigating organizational change, and managing personnel. Participants were also provided with two opportunities for one-on-one coaching with their assigned coaches.

Cohort and Event Details:

Forty-three deans participated in the 2026 cohort in four online sessions from January through April 2026 with a

break over the summer; the remaining four sessions will continue from September through December 2026.

Funding the Future Workshops

The National Science Foundation offers several grant programs specifically designed to launch the research careers of early-career faculty members in computer science. The foundation 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 to June 2026

Funding Source and Amount: \$183,846 from the National Science Foundation

Special Information: The final year of the project (2026) focused on evaluation to assess the impact of the workshops on early career faculty members in computer science at CIC member institutions.

Teaching Interfaith Understanding

In partnership with Interfaith America and with funding from Lilly Endowment Inc., CIC offers [workshops for faculty members who are teaching and designing courses on interfaith subjects](#). As well as offering workshops each year, Interfaith America also hosts a resource base of teaching materials for use by faculty members and a virtual



▲ The Workshops for Department and Division Chairs were held in Nashville, TN (first and last) and Columbus, OH (center) featuring Monique Taylor, provost and chief academic officer, Champlain College (VT).

community that encourages faculty members to share best practices, curricula, and pedagogies, extending the seminar throughout the year.

Project Goal: To broaden faculty members' knowledge and perspective; to strengthen the teaching of interfaith understanding; generate new courses and resources; and contribute to an expanding network of educators committed to teaching this subject across disciplines and institutional types.

Project Timeline: December 2018 to Summer 2026

Funding Source and Amount: \$480,000 from Lilly Endowment Inc. for 2024–26 activities.

Event: The 2026 Seminar met in Chicago, IL, on June 21–25, 2026.

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.

Workshops for Department and Division Chairs

CIC's annual [Workshops for Department and Division Chairs](#) strengthen leadership at the departmental level, delivering resources," with "departmental level by delivering resources, knowledge, and networks that transform vision into positive action. Workshops serve both experienced and new chairs, encouraging campuses to send multiple participants who can support one another in instituting change and developing stronger working relationships upon returning to campus.

CIC shifted its approach by offering only two workshops in 2026, strategically selecting locations more accessible to member institutions. This nimble, future-oriented approach proved successful in bringing large numbers

of participants together for meaningful in-person connection and collaboration. Session topics included: 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.

Cohort and Event Details:

Ninety-five participants attended the Workshop for Department and Division Chairs in Columbus, OH, on May 18–20, 2026. One hundred twenty-two participants attended the Workshop for Department and Division Chairs in Nashville, TN, on June 8–10, 2026.

Funding Source and Amount: Sponsorship totaled \$30,000 from Academic Search.

Institutional Development Programs

National Career Center Design Workshop

As part of CIC's [Alliance for Strategic Innovation](#) initiative and with support from the Lumina Foundation, teams from 29 CIC member institutions and state councils participated in a workshop to begin developing a framework for a national career center for liberal arts institutions. The workshop included deep learning and group work, resulting in six strategic pillars to be developed as next steps toward the creation of a national center. Additionally, two online meetings were held to solicit additional feedback on this initiative: one for applicants who had not been selected and another for all

presidents and chief academic officers who had submitted institutional nominations.

Project Goal: To host a convening of career preparation professionals at CIC member institutions to create a framework for a career services network that will augment the services offered by individual colleges and universities to provide up-to-date resources for students; professional development on career planning for career services officers and faculty members; and insights into career outcomes for graduates at participating institutions.

Project Timeline: November 2025 to May 2027

Funding Source and Amount:

\$108,700 from the Lumina Foundation

Event: The National Career Center Design Workshop took place in Chicago, IL, on March 6–7, 2026.

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 (*continued*)



▲ Participants at the National Career Center Design Workshop convene in Chicago, IL, in March 2026.

Campus Free Expression Project

The **Campus Free Expression Project** (CFEP) supports CIC members in fostering a welcoming and inclusive environment for robust intellectual exchange. Launched in 2019 at the Bipartisan Policy Center and now completing its second year at CIC, the project supports college and university leaders in developing policies and programs that promote civil discourse, free expression, and academic freedom and suit each campus' unique history and mission. The effort brings trusted, tested approaches to meeting leadership needs.

Jacqueline Pfeffer Merrill, CIC's senior director of civic learning and free expression projects, published an article in *Inside Higher Education* in July 2025. The article, titled **"This Summer, Make a Plan to Prepare Grad Students to Defend Academic Freedom,"** argues that graduate students—tomorrow's professors—must be systematically trained to defend academic freedom, as current threats from government scrutiny, state legislation, and campus pressures are "myriad and dire." In the article, Pfeffer Merrill notes that, "if their professors and directors of graduate study do not teach them about academic freedom, they will be ill-prepared to confront academic freedom issues when they arise."

Pfeffer Merrill also published an article in *The Department Chair*, **"Academic Freedom: A Road Map for Chairs,"** in January 2026. This piece offers practical guidance for department chairs, who are often the "first responders" to academic freedom controversies.

Project Goal: To promote open inquiry and civil discourse and provide resources on college campuses to prepare students as independent thinkers and engaged citizens.

Funding Sources and Amounts: \$275,000 from the Arthur Vining Davis Foundations, \$150,000 from the Sarah Scaife Foundation, and \$50,000 from the Robin and Sandy Stuart Foundation

Event: "Civil Discourse: Conversations in the Classroom, Quad, and Community" brought together faculty and administrators from 15 colleges and universities in Atlanta, GA, on November 13–14, 2025.

Special Information: The CFEP partnered with the Constructive Dialogue Institute (CDI) to support a cohort of eight CIC member colleges and universities in advancing student civil discourse skills and strengthening student engagement. Through this collaboration, CDI worked with CIC member institutions to implement its research-based dialogue programs and support a yearlong professional learning community for the institutions' leaders.

Cohort Members: The College of Wooster (OH), Goshen College (IN), Hartwick College (NY), Presbyterian College (SC), Rhodes College (TN),

Sweet Briar College (VA), Trinity University (TX), and Washington & Jefferson College (PA).

The CFEP also held a webinar, **"Teaching in a Polarized Time: Course Design for Constructive Dialogue,"** designed to provide tools to bolster student skills and confidence for constructive dialogue across lines of difference. Guest speakers included Syon Bhanot, associate professor of economics, Swarthmore College (PA); Robert G. Boatright, professor of political science, Clark University (MA); Madison Dircks, peer learning assistant, Clark University (MA); and Jon A. Shields, professor of government, Claremont McKenna College (CA).



▲ **Woody Register of Sewanee: The University of the South (TN) leads a tour as part of the Legacies of American Slavery workshop.**

and create more equitable internship and work-based learning opportunities for students.

Project Timeline: May 2023 to 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 Program Participants in this report..

Legacies of American Slavery

CIC received a generous grant

from the Mellon Foundation in 2018 to help member institutions and their local communities explore the continuing impact of slavery on American life and culture.

The initial award has since funded a collaborative network of colleges and universities, innovative projects on several individual campuses, workshops for faculty members and project teams, regional and national conferences, and a resource-rich [website and blog](#).

In 2025, CIC used the remaining funds to support 12 campus projects that combine original student research and public-facing activities in collaboration with community-

based organizations. The projects, which will be completed in 2026, include: difficult institutional histories; commemorations of the Underground Railroad; and recovered histories of slavery in New York, Connecticut, and Pennsylvania.

Project Goal: To advance the research, teaching, and public understanding of slavery's many legacies and its continuing impact on American society and culture.

Project Timeline: A final round of grant-supported projects will conclude at the end of 2026.

Funding Source and Amount: Initial funding of \$2,670,000

from the Mellon Foundation with supplemental funding from the National Endowment for the Humanities.

Event: A workshop for current grant recipients was hosted by Sewanee: The University of the South in Sewanee, TN, on June 15–17, 2026.

Participants included faculty members, archivists and librarians, campus administrators, student researchers, and community representatives.

Ohio Consortium for Transfer Pathways to the Liberal Arts

The Ohio Consortium for Transfer Pathways to the Liberal Arts was launched in Fall 2021, made possible through a grant from the

Teagle Foundation and Arthur Vining Davis Foundations. The consortium united 14 independent colleges and universities and 11 community colleges in Ohio to remove obstacles and establish pathways to a bachelor's degree for students at community colleges for smooth transfer to one of Ohio's independent colleges and universities. Activities for the consortium concluded in December 2025 and a [public report](#) on this work was published in April 2026.

Project Goal: To create a “culture of transfer” that ensures students obtain a robust picture of the transfer process and are carefully advised from their first year at a two-year college until graduation with a bachelor's degree.

Project Timeline: September 2021 to December 2025

Funding Source and Amount: \$400,000 from the Teagle Foundation and the Arthur Vining Davis Foundations

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



CIC's Partnerships and Mergers Project

[The CIC Partnerships and Mergers project](#), led by CIC Senior Advisor Reyes Gonzalez, provides member institutions with confidential, mission-focused resources to explore partnerships, affiliations, and mergers as pathways to long-term stability. This program, which was announced to members in Fall 2025, directly supports CIC's mission to enable independent colleges and universities to “grow and thrive” by offering a flexible framework and advising services that help leadership teams evaluate strategic options while maintaining institutional mission integrity. For members facing evolving challenges, the project delivers the tangible guidance and differentiated support they

need—without the pressure of public disclosure or brokerage—ensuring that independent institutions can adapt and strengthen their futures on their own terms.

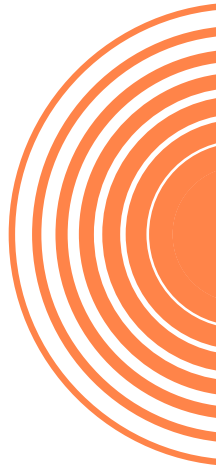
Project Goal: Neither a consulting service or a prescriptive model, this project provides a flexible framework to help leadership teams reflect, explore, and seek opportunities for partnerships and mergers confidentially. The goal is to foster clear, trusted, strategic decision-making that puts institutional mission integrity first.

Project Timeline: July 2025 to October 2026

Funding Source and Amount: \$60,000 from the Transformational Partnerships Fund

Texas Work-Based Learning Consortium

CIC's Texas Work-Based Learning Consortium is a three-year initiative launched in Fall 2025 to expand equitable access to career-building experiences for students at independent colleges and universities across Texas. The initiative places special emphasis on serving Pell-eligible and first-generation students, who often face barriers to traditional work-based learning opportunities due to family obligations,



CIC Partnerships and Mergers Project

“This topic could not be more important and central to higher education today.”

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

transportation challenges, lack of social capital, or existing job commitments. Ten CIC institutions from Texas have been selected to participate in the project.

Faculty members will integrate work-based learning opportunities into 60 new or transformed courses by the end of the 2027–28 academic year. Participating institutions will also explore new ways to support career services and evaluate student outcomes.

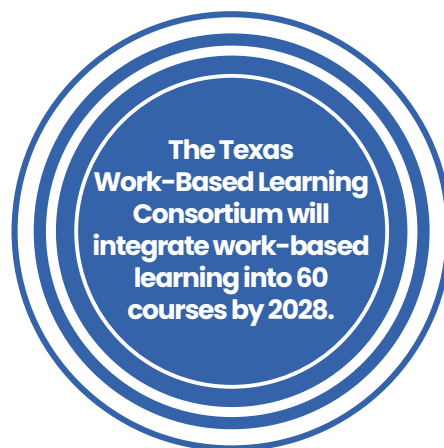
The consortium will partner with Riipen, an online learning

platform and marketplace, to offer students real-world, employer-designed projects that are embedded into the curriculum. The Texas consortium builds on the success of a [national project that CIC and Riipen](#) launched in 2023. The current project is designed as a pilot to demonstrate both institutional sustainability and the collective impact of private institutions on statewide workforce development.

Project Goal: To expand access to effective career development through virtual work-based learning experiences while building institutional capacity and demonstrating collective impact at the state level.

Project Timeline: September 2025 to December 2028

Funding Source and Amount: \$435,000 from the Trellis Foundation and \$300,000 from the Greater Texas Foundation



Research and Resources

On Campus Book Series

The *On Campus* book series amplifies the voices and expertise of CIC member leaders while providing the broader higher education community with practical, accessible insights on the most pressing challenges facing independent institutions today.



In Fall 2025, CIC reached an agreement with Anthem Press to produce the *On Campus* book series. Books in the series will address significant issues in higher education from the perspective of current campus leaders. The short volumes are designed to be accessible for a general audience, and aim to clarify current issues, problems, concepts, controversies, and strategic successes from informed points of view. CIC's

senior advisor Grant Cornwell serves as the series editor, and the series is supported by an advisory board made up of CIC presidents and higher education leaders. Initial volumes on research; diversity, equity, and inclusion; finances; artificial intelligence; free expression; and small college innovations are already in production.

CIC Insights Tool

After more than 20 years of providing the Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) to support member institutions, CIC listened carefully to member needs and reimaged these essential resources as the [**CIC Insights Tool**](#)—a more flexible, interactive solution that puts institutions in control of their own benchmarking.

The goals of the CIC Insights Tool are to provide benchmarking information to each member institution to understand institution metrics compared to self-curated peers, to prioritize areas for attention and set targets, and to communicate findings with key stakeholders across campus. As a free resource for members, the tool exemplifies

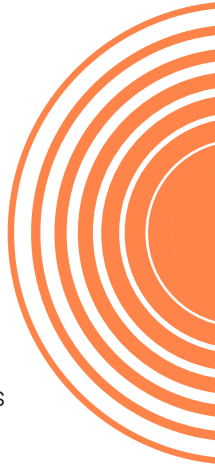
CIC's commitment to evolving offerings based on what matters most to the institutions we serve. The data is retrieved from the U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS) data by UQ Solutions. The 2026 reports were provided to member institutions in February 2026. The CIC Insights Tool allows member institutions to curate their own comparison groups and provides summary pages along with the traditional layout of the legacy KIT and FIT.

Digest of Recent Research

CIC published the final issue of the online [**Digest of Recent Research**](#) in Autumn 2025. Published from 2016 to 2025, the *Digest* highlighted timely and pertinent research for presidents and senior campus leaders, releasing two issues per year. The final issue included digests of articles and books as well as links to resources and informational portals addressing the theme of faculty and staff wellbeing.

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

Special Information: The final issues of the *Digest* were 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 editorial oversight, each issue shared research and resources on a theme. All issues of *Digest of Recent Research* are available on the CIC website.



Economic Impact Reports

In partnership with Ingram Market Analytics, CIC offered a virtual workshop on the development of an Economic Impact Report, including a set of resources members can use to create a one- to two-page infographic for use in demonstrating the economic value of institutions to their communities. Offered in June 2026, 146 individuals attended the four-hour workshop. A [recording and supplemental materials](#) are available on the CIC website.

Independent Newsletter

After discussion with board members on CIC's communications committee in January 2026, staff decided to pause publication of the

Independent newsletter—a resource dating back to 1956—to evaluate how members engage with its digital editions in an evolving communications landscape.

While the newsletter provides comprehensive coverage of CIC programs, leadership development opportunities, and member institution highlights, CIC recognizes that many members now receive their organizational updates primarily through social media channels and email communications. This assessment will help CIC determine how best to deliver value to member audiences who need tailored, accessible information about the tangible benefits and community-building opportunities CIC offers. Issues from 2021 to 2026 of the [Independent newsletter](#) can be found online.

The [Winter 2026 edition](#)

Economic Impact Reports

“This was one of the best webinars I have ever been at—so helpful, practical and impactful for a small one-person IR shop. Thank you so much! I’m so grateful for all of the resources, guidance and wisdom you have shared.”

**—Alison Vallereux,
Associate Dean of Institutional Research
Emmanuel College (MA)**

spotlights CIC's flagship leadership development programs—the 2026 Presidents Institute (themed *A Deeper Purpose*) and the 2025 Institute for Chief Academic Officers (themed *Building Places of Promise: Unlocking Student Success*)—along with updates from CIC networks and member institutions.

The [Summer 2025 edition](#) features highlights from new CIC initiatives including the Alliance for Strategic Innovation and results from the membership survey. The issue also covers updates from key CIC networks such as NetVUE, AI Ready, and the Online Course Sharing Consortium, along with coverage of summer leadership development programs and seminars. Member institution updates showcase innovation happening across the independent higher education sector.

Solution Center

The [Solution Center](#) marketplace is 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. Browse by category, submit RFPs, and review real feedback from peer institutions—all in one place. As of June 2026, there are more



than 70 different categories to search and connect with more than 600 suppliers.

Member Education

When members signal a need, CIC responds. Based on institutional data and direct requests, CIC convened virtual sessions on the topics that matter most to

independent higher education to deliver expert insights, peer perspectives, and actionable strategies. Networks offer additional specialized programming.

“State of the Sector” was held on September 15, 2025. Led by CIC President Marjorie Hass, the webinar addressed a variety of challenges facing higher education and outlined several new CIC programs designed to help navigate current issues and actively seek new ways to support the sector. The discussion was moderated by CIC Vice President of Membership Engagement Jeff Woods.

“The Compact for Academic Excellence: What’s at Stake for Independent Colleges and Universities” was held on October 30, 2025. Following President Donald Trump’s offer to sign on to the administration’s Compact for Academic Excellence to nine universities and then to all U.S. colleges and universities, CIC offered a special webinar to provide perspective and advice for navigating the decisive moment. CIC’s Marjorie Hass and Jacqueline Pfeffer Merrill, senior director of civic learning and free expression projects, presented with attorney Jim Newberry of Steptoe and Johnson PLLC to discuss the compact’s implications for admissions, enrollment, paths

to graduation, institutional autonomy, shared governance, free expression, and legal standing.

“The Landscape of Graduate Education” was held on March 30, 2026. CIC institutions with a tradition of serving undergraduate students increasingly offer graduate programs as well, which can present new challenges in everything from business models to student support. This webinar included a data-informed overview of the state of graduate education and a conversation about “mission and money” as motivations for new graduate programs. The webinar also included a preview of the new CIC Graduate Program Network. The presenters were Robert Kelchen, chair of the Department of Educational Leadership and Policy Studies, University of Tennessee, Knoxville; Kerry Fulcher, president, Point Loma Nazarene University (CA); Sarah M. Ferguson, vice president for strategic initiatives and partnerships, Texas Lutheran University; and Philip M. Katz, CIC senior director of projects.

“Partnering to Fill the Student Loan Gap” was held on April 23, 2026. With news that in July 2026, graduate and professional students would no longer be able to take out Federal Direct Graduate PLUS loans, and annual limits of \$20,500 for

general graduate students and \$50,000 for professional students would be set for unsubsidized direct loans along with new lifetime caps for borrowers, this webinar helped CIC institutions think about how to fill the gap. The focus was on nonprofit and state-based higher education finance organizations partnering with higher education institutions to provide alternative plans for paying for college. The discussion was led by Rachelle Keck, president, Grand View University (IA); Amy Novak, president, St. Ambrose University (IA); Steve McCullough, president/CEO, Iowa Student Loan Liquidity Corporation; and Gail daMota, president, Education Finance Council.

Letters to Government Officials

While CIC does not engage in formal lobbying efforts, CIC routinely lends its support to allied associations and organizations who lead those efforts. Since the summer of 2025, CIC has signed on to four amicus briefs and 17 letters. These encompass the breadth of pressing issues facing independent higher education in this moment, including: accreditation, student financial aid, and the definition of a professional degree.

Briefs: 4

Letters: 17

Listservs

The listservs embody CIC's core pillar of "connection" by building durable networks among members and facilitating the exchange of ideas and resources at no additional cost. By creating trusted, confidential spaces exclusively for CIC member employees, the listservs strengthen leaders, support institutional growth, and bolster resilience through peer-to-peer collaboration.

This free benefit demonstrates CIC's commitment to delivering value not only in ROI but also in differentiation and mission support: connecting professionals across independent colleges and universities who face similar challenges and opportunities. Through these communities, CIC amplifies the collective expertise of its membership, turning shared experiences into actionable solutions.



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
 Inclusion Listserv
 PR Listserv
 Presidential Assistant Listserv
 Presidential Spouse Listserv
 Registrars Listserv
 Student Affairs Listserv

Network Listservs

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

Social Media Snapshot

LinkedIn



*As of July 31, 2026

CIC's social media presence serves as a vital platform for amplifying the voices and distinctive missions of independent higher education institutions, helping to elevate conversations around the unique value proposition of the independent sector. The steady growth in organic followers on LinkedIn—from 3,645 in 2023 to 10,031 in 2026—demonstrates a 175 percent increase, reflecting the strong relevance and resonance of CIC's content with key stakeholders in higher education.

This upward trajectory of engagement on LinkedIn signals that CIC's strategic focus on highlighting member achievements, sharing thought leadership, and fostering community dialogue is effectively meeting the information needs of its audience. The consistent year-over-year growth in followers underscores the platform's expanding influence as a trusted voice for independent colleges and universities.

As organic reach continues to climb without paid promotion, it validates that CIC's content strategy successfully positions independent higher education as relevant, innovative, and essential to the broader educational landscape.

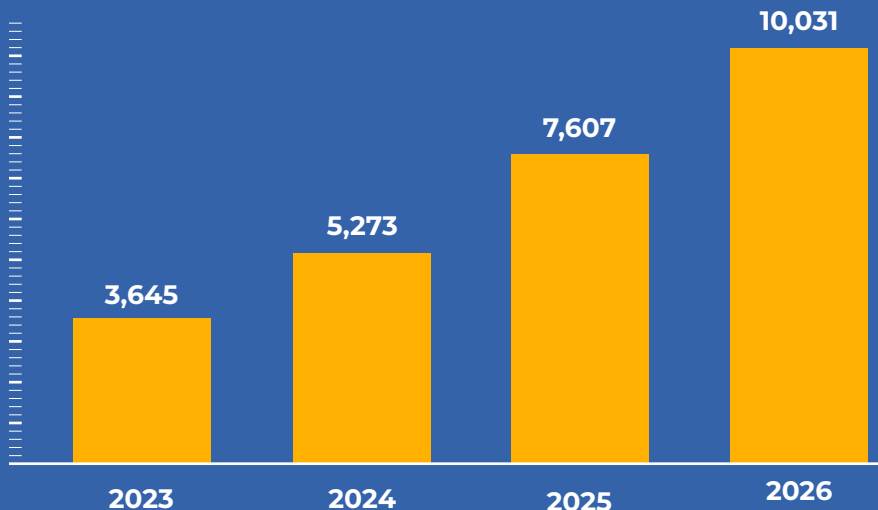
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Bluesky



LinkedIn Growth



CIC Delegations and Connections



▲ CIC President Marjorie Hass speaks as a panelist in multiple sessions during 2026 ASU+GSV.

ASU+GSV Summit

For the third year in a row, CIC sponsored a delegation to attend the **2026 ASU+GSV** (Arizona State University + Global Silicon Valley) Summit 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. CIC, in partnership with GSV, sponsored 60 member presidents and higher education leaders to participate in the summit held in April.

President Marjorie Hass was a speaker on the panel, **[“The Courage to Challenge: Breaking Silence, Igniting Change,”](#)** and appeared on the Higher Ed Stage for the session, **[“Liberal Arts: An Essential Line of Defense for Critical Thinking in the AI Era.”](#)** Hass and several other leaders from CIC institutions were named to the **[ASU+GSV Higher Education Insights Board](#)**. CIC received \$34,000 in sponsorship from four sponsors for the event.

International Student Admissions Support Network

Several of CIC’s international members offered a solution for students whose plans to study abroad in Fall 2025 were disrupted by changes to federal policies regarding student mobility and visa availability.

The goal was to allow students at CIC institutions to continue their education in an international setting with the hope of returning to the American campus when possible.

The following international institutions offered low tuition or scholarship opportunities for students at CIC institutions.

[Al Akhawayn University in Ifrane \(Morocco\)](#)
[American College of Greece](#)
[American University of Nigeria](#)
[Canadian Mennonite University](#)
[Franklin University Switzerland](#)

Watch student videos promoting Franklin University Switzerland’s global programs.

- ▶ **[View Student Video 1](#)**
- ▶ **[View Student Video 2](#)**
- ▶ **[View Student Video 3](#)**

CIC Staff and Senior Advisors, and Other Program Consultants

CIC Staff

(As of June 2026)

Sherita C. Ashmon

Director of State Council
Programs and Networks
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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

Coordinator for Presidential
Engagement

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

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

AI Adoption and Innovation
Specialist

Matt Trainum

Vice President for Networks
and Strategic Partnerships

Titilayo Ufomata

Senior Vice President for
Academic Programs

Nhaya Vaidya

Coordinator for Online
Engagement

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 June 2026)***Nick Adams**

Scriptural Reasoning
Coordinator

W. Carter Aikin

Grants Director

Daniel O. Aleshire

NetVUE Program Evaluator

Rachael Baker

Associate Director

John Barton

Assistant Director of
Professional Development and
Podcast Co-Host

Geoffrey Bateman

Blog Editor

David S. Cunningham

Executive Director

Krista 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 Stephenson

Communications Coordinator

Erin VanLaningham

Director of Project Development

Ashley Woodbeck

Office Manager

**CIC Senior Advisors
and Other Program
Consultants***(As of June 2026)***Barbara Altmann**

Senior Advisor and Director,
New Presidents Program

Steven Bahls

Senior Advisor and Director,
Presidential Vocation and
Institutional Mission Program

Katherine Bassard

Co-Director, Faculty Leadership
Academy

Grant Cornwell

President in Residence; Editor,
Campus Book Series

Stephanie Davidson

Evaluator, Ohio Consortium
for Transfer Pathways to the
Liberal Arts

Michelle Friedman

Senior Advisor, Presidential
Engagement

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 B. Marcy

Senior Advisor, Alliance for
Strategic Innovation

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

Ed Rowe

Special Advisor, Graduate
Network

Celeste Schenck

Senior Advisor and Co-Director,
Presidential Renewal Program

**Shatrella Washington-
Hubbard**

Community of Practice
Facilitator, Work-Based
Learning Consortium

Joe Wilferth

Senior Enrollment Strategist,
Online Course Sharing
Consortium

Members of CIC

CIC supports strong membership. From 2025–26, the Council served 632 independent colleges and universities—including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, the Council supported 73 national, state, and regional organizations that were Affiliate or State Council members.

Please refer to the [Member Directory page](#) on the CIC website for additional information about membership to 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
Jessup University
La Sierra University
Life Pacific University
Loma Linda University
Mount Saint Mary's University
Notre Dame de Namur University
Occidental College
Pacific Union College
Pepperdine University
Pitzer College
Point Loma Nazarene University
San Francisco Bay University
Scripps College
Simpson University
Southern California University
of Health Sciences
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

Northwest Nazarene University
The College of Idaho

Illinois

Augustana College

Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Concordia University Chicago
Dominican University
Elmhurst University
Eureka College
Greenville University
Illinois College
Illinois Wesleyan 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

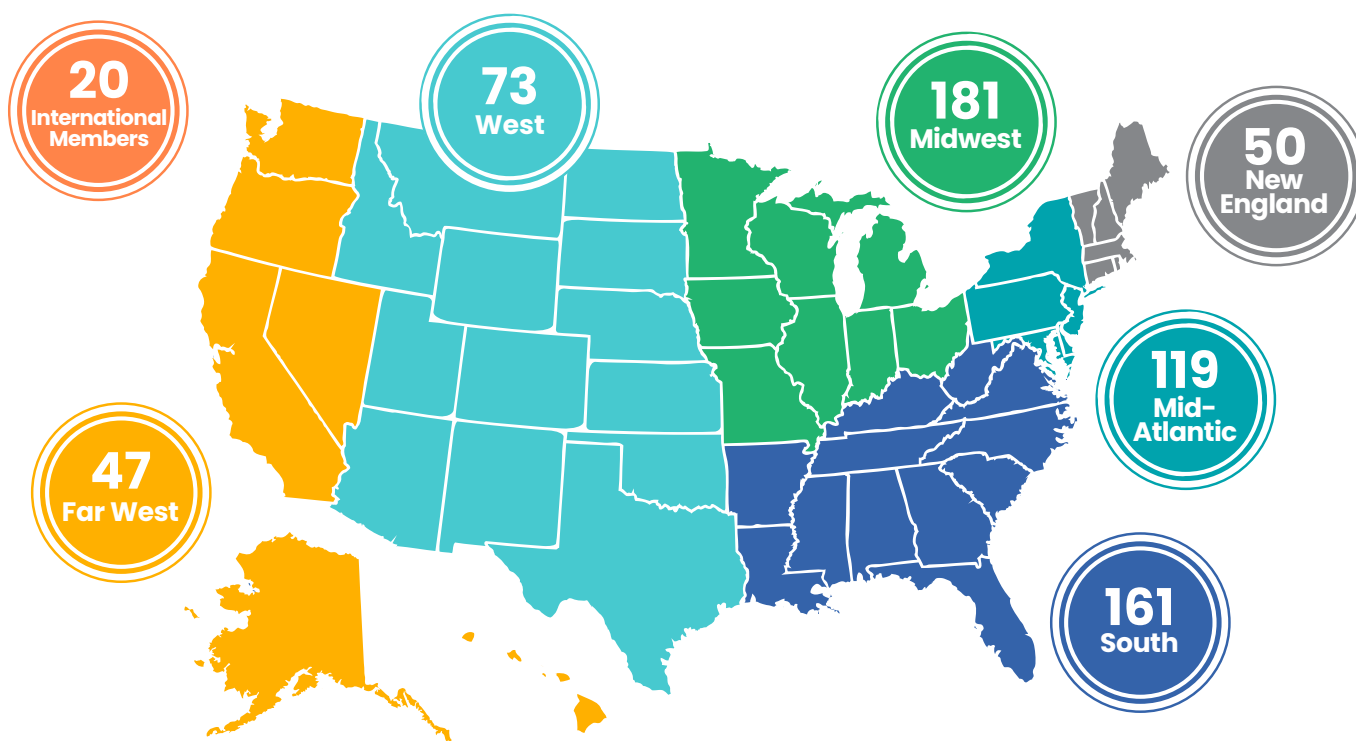
Olivet Nazarene University
Principia College
Quincy University
Rockford University
Saint Xavier University
University of St. Francis
Wheaton College

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

Member Locations

Where are CIC member institutions located?



Indiana Institute of Technology
Indiana Wesleyan University
Manchester University
Marian University
Oakland City University
Saint Mary-of-the-Woods
College
Saint Mary's College
Taylor University
Trine University
University of Evansville
University of Indianapolis
University of Saint Francis
Valparaiso University
Wabash College

Iowa

Briar Cliff University
Buena Vista University
Central College
Clarke University
Coe College
Cornell College
Divine Word College

Dordt University
Drake University
Graceland University
Grand View University
Grinnell College
Loras College
Luther College
Morningside University
Northwestern College
Simpson College
St. Ambrose University
University of Dubuque
Upper Iowa University
Wartburg College
William Penn University

Kansas

Baker University
Benedictine College
Bethany College
Bethel College
Friends University
Hesston College
Kansas Wesleyan University

McPherson College
MidAmerica Nazarene
University
Newman University
Ottawa University
Southwestern College
Sterling College
Tabor College
University of Saint Mary

Kentucky

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

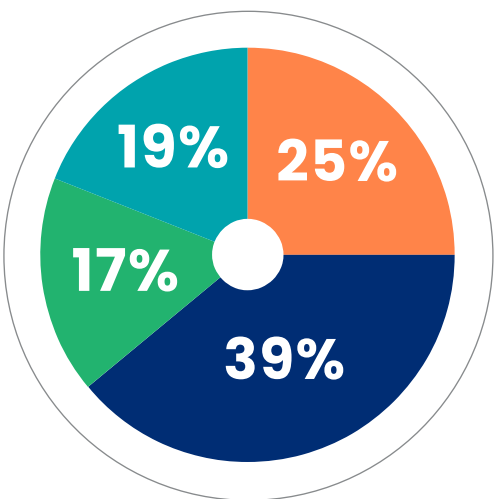
Louisiana

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

Maine

College of the Atlantic
Husson University
Saint Joseph's College of
Maine
Thomas College
University of New England

Full-Time Equivalent Enrollment
What percentage of CIC members
fall into each size category?



■ Under 1,000 ■ 1,000–2,000 ■ 2,001–3,000 ■ Over 3,000

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
 Stevenson University
 St. John's College
 Washington Adventist
 University
 Washington College

Massachusetts

American International College
 Anna Maria College
 Assumption University
 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
 Simmons University
 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
 The University of Olivet
 University of Detroit Mercy

Minnesota

Augsburg University
 Bethany Lutheran College
 Bethel University
 College of Saint Benedict
 Concordia College
 Concordia University, St. Paul
 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
 The College of St. Scholastica
 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
 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

Institutional Types

How many CIC institutions have a distinctive mission?

Religiously Affiliated Institutions	476
Minority Serving Institutions	111
Single Gender Institutions	30

*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.

Southern New Hampshire University	Daemen University	Simon's Rock at Bard College
Thomas More College of Liberal Arts	Dominican University New York	St. Bonaventure University
	D'Youville University	St. John Fisher University
	Hartwick College	St. Joseph's University, New York
	Hilbert College	St. Lawrence University
New Jersey	Hobart and William Smith Colleges	St. Thomas Aquinas College
Caldwell University	Houghton University	University of Mount Saint Vincent
Centenary University	Ithaca College	Utica University
Drew University	Keuka College	Vaughn College of Aeronautics and Technology
Fairleigh Dickinson University	Manhattan School of Music	Villa Maria College
Felician University	Manhattanville University	Wagner College
Georgian Court University	Maria College	
Monmouth University	Marymount Manhattan College	
Rider University	Mercy University	North Carolina
Saint Elizabeth University	Molloy University	Barton College
Saint Peter's University	Mount Saint Mary College	Belmont Abbey College
	Nazareth University	Bennett College
New Mexico	New York Institute of Technology	Brevard College
St. John's College	Pace University	Cabarrus College of Health Sciences
University of the Southwest	Paul Smith's College	Campbell University
	Roberts Wesleyan University	Catawba College
New York	Russell Sage College	Chowan University
Bard College	Siena 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

Antioch University
 Ashland University
 Baldwin Wallace University
 Bluffton University
 Capital University
 Cedarville University
 Defiance College
 Denison University
 Franciscan University of
 Steubenville
 Franklin University
 Heidelberg University
 Hiram College
 John Carroll University
 Kenyon College
 Kettering College
 Lake Erie College
 Lourdes University

Malone University
 Marietta College
 Mercy College of Ohio
 Mount St. Joseph University
 Mount Vernon Nazarene
 University
 Muskingum University
 Oberlin College
 Ohio Dominican University
 Ohio Northern University
 Ohio Wesleyan University
 Otterbein University
 The College of Wooster
 The University of Findlay
 Tiffin University
 University of Mount Union
 University of Rio Grande
 Ursuline College
 Walsh University
 Wilberforce University
 Wilmington College
 Wittenberg University

Oklahoma

Oklahoma City University

Oral Roberts University

Oregon

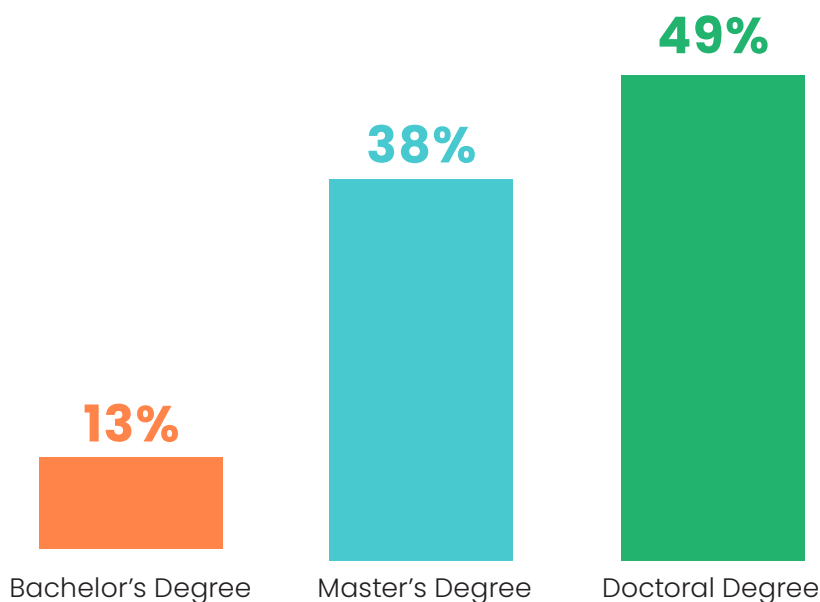
Corban University
 George Fox University
 Lewis & Clark College
 Linfield University
 Pacific University
 Reed College
 University of Portland
 Warner Pacific University
 Willamette University

Pennsylvania

Albright College
 Allegheny College
 Alvernia University
 Arcadia University
 Bryn Athyn College of the New
 Church
 Bryn Mawr College
 Bucknell University
 Carlow University
 Cedar Crest College
 Chatham University

Degree Offerings

What is the highest degree offered at CIC institutions?



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
 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
 Freed-Hardeman University
 King University
 Lane College

Le Moyne-Owen College
 Lee University
 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
 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

2025 Carnegie Classification Award Level Focus

How are CIC members distributed across Carnegie Classifications?

The most recent Carnegie Classifications were released in Spring 2025. CIC members in 2025–26 are represented in most of the 31 descriptive Institutional Classifications which are built on three pillars: award level focus, academic program mix, and size. CIC members fall into many of these categories. The ten classifications with the most members are shown below.

Mixed Baccalaureate	45
Mixed Undergraduate/Graduate–Master’s Small	25
Mixed Undergraduate/Graduate–Doctorate Small	21
Mixed Undergraduate/Graduate–Doctorate Medium	15
Professions–Focused Baccalaureate Small	111
Professions–Focused Undergraduate/Graduate–Master’s Small	76
Professions–Focused Undergraduate/Graduate–Master’s Large/Medium	25
Professions–Focused Undergraduate/Graduate–Doctorate Small	48
Professions–Focused Undergraduate/Graduate–Doctorate Medium	61
Special Focus Arts and Sciences	125
Special Focus Nursing	19
Special Focus Other Health Professions	18
Other Institutional Classification	42

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 University
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

City University of Seattle
Gonzaga University
Heritage University
Pacific Lutheran University
Saint Martin's University
University of Puget Sound
Walla Walla University

Whitman College
Whitworth University

West Virginia

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

Wisconsin

Alverno College
Beloit College
Carroll University
Carthage College
Concordia University Wisconsin
Edgewood University
Lakeland University
Lawrence University
Marian University
Mount Mary University

2025 Carnegie "Opportunity" Classification

How Are CIC Members Supporting Student Access and Earnings?

The Carnegie Student Access and Earnings Classification examines the extent to which peer institutions serve students using two measures: Access, which asks if institutions are providing access to a student population that represents their locations served, and Earnings, which evaluates how much students are making once leaving an institution compared to their peers. 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 fall into the Medium Earnings category, and 77 are "Opportunity Colleges" with high access and high earnings. "Opportunity" institutions exceed the thresholds for higher access and higher earnings.

Ripon College
 St. Norbert College
 Viterbo University
 Wisconsin Lutheran College

International Members

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

Associate Members

Louisburg College (NC)
 Trocaire College (NY)

Affiliate Members

Accreditation Council for
 Business Schools and
 Programs (KS)
 American Association of
 Colleges and Universities (DC)
 American Association of
 University Administrators (IN)
 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 Independent
 Colleges of Art and Design (CA)
 Association of Presbyterian
 Colleges and Universities (GA)
 Business-Higher Education
 Forum (DC)
 Center for Strategic and
 Inclusive Governance (CA)
 Christian College Consortium
 (AL)

Complete College America (DC)
 Concordia University System
 (MO)
 Conference for Mercy Higher
 Education (MD)
 Connecticut Conference of
 Independent Colleges (CT)
 Council for Advancement and
 Support of Education (DC)
 Council for Christian Colleges &
 Universities (DC)
 Council of American Overseas
 Research Centers (DC)
 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
 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 American Colleges and
 Universities (OH)
 Oregon Alliance of
 Independent Colleges and
 Universities
 Project Pericles (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)
University Professional & Continuing Education Association (DC)
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
Iowa College Foundation
Louisiana Independent College Foundation
Maryland Independent College and University Association
Michigan Colleges Alliance
Minnesota Private College Fund

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

New CIC Members in 2025–26

New Institutional Members

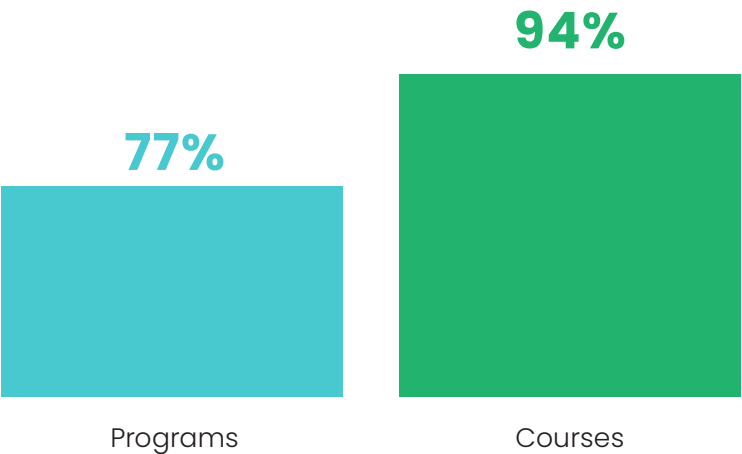
Antioch University (OH)
Bard College (NY)
City University of Seattle (WA)
College of the Atlantic (ME)
Occidental College (CA)
Rider University (NJ)
Simmons University (MA)

New Affiliate Members

Association of American Colleges and Universities (DC)
Association of Independent Colleges of Art and Design (CA)
Connecticut Conference of Independent Colleges
National Association of Colleges and Employers (PA)
University Professional & Continuing Education Association (DC)

Digital Offerings

What percentage of CIC members offer online programs or courses?



Program Participants

Executive Leadership Academy

2025–26 Participants by Institution

American International College (MA)

Michael Dodge

Executive Vice President for Academic Affairs

Cedar Crest College (PA)

Calley Stevens Taylor

Chief Student Affairs Officer

Coker University (SC)

Susan Daniels Henderson

Provost

College of the Ozarks (MO)

Weston Wiebe

Vice President for Finance and Administration and Chief Financial Officer

Cumberland University (TN)

Mark Hanshaw

Associate Provost and General Counsel

Dominican University (IL)

Jason Harmon

Vice President for Enrollment Management

Franklin College (IN)

Kristin Flora

Vice President for Academic Affairs and Dean of the College

Executive Leadership Academy 2025–26

A leadership development program to prepare college and university vice presidents and cabinet-level officers for presidencies and other senior executive positions

OPENING SEMINAR:
June 16–17, 2025
Washington, DC

CLOSING SEMINAR:
June 12–13, 2026
Washington, DC

CIC NOMINATION DEADLINE:
Friday, January 24, 2025
5:00 p.m. ET

cic.edu/executiveleadershipacademy

George Fox University (OR)

Brian Doak

Vice President, George Fox Digital

Hope College (MI)

Gerald Griffin

Provost

Lesley University (MA)

Gloria Noronha

Vice President for Equity, Diversity, Inclusion, and Justice

Linfield University (OR)

Beth Concepción

Provost and Vice President of Academic Affairs

Manchester University (IN)

Abigail Van Vlerah

Vice President for Student Success and Institutional Strategy

Manhattan School of Music (NY)
JT Kane
Dean of Instrumental Studies
and Orchestral Performance

Marian University (WI)
Joshua Clary
Vice President for Student
Life and Diversity, Dean
of Students, Title IX Coordinator

McDaniel College (MD)
David Sears
Vice President for Institutional
Advancement

Nazareth University (NY)
Danielle Bucci
Vice President for Marketing
and Communications

St. Edward's University (TX)
Lisa Kirkpatrick
Vice President for Student
Affairs and Administration

Saint Francis University (PA)
Mike McGinnis
Vice President for Academic
Affairs

Faculty Leadership Academy

2026 Participants by Institution

Augustana University (SD)
David Golemboski

California Baptist University
Chase Porter

Carlow University (PA)
Sarah Shotland

Champlain College (VT)
Robin Perlah

Columbia College (MO)
David Hickman

Concordia College (MN)
Mikel Olson

DePauw University (IN)
Amity Reading

Dominican University (IL)
Sophia Hamilton

Eastern Mennonite University (VA)
David Berry

Hendrix College (AR)
Jericka Battle

Hobart and William Smith
Colleges (NY)
Audrey Roberson

Johnson C. Smith University (NC)
Antonia Mead

Juniata College (PA)
Ursula Williams

Lake Forest College (IL)
Cassandra Batz-Barbarich

Linfield University (OR)
Carrie Kondor

Loras College (IA)
Erin VanLaningham

Lynn University (FL)
Alanna Lecher

Macalester College (MA)
Daniel Trudeau

Millsaps College (MS)
Sue Carrie Drummond

Mount Saint Mary's University (MD)
Stephen Inrig

Notre Dame of Maryland
University
Ashley Moody

Saint Mary's College (IN)
Joel Ralston

Saint Michael's College (VA)
Clayton Williams

Siena University (NY)
Marcela Garcés

St. Lawrence University (NY)
Judith Nagel-Myers

St. Olaf College (MN)
Allison Luedtke

The University of Findlay (OH)
Jason Guy

University of Portland (OH)
Tammy VandeGrift

University of Redlands (CA)
Mikela Bjork

Valparaiso University (IN)
Kristi Bugajski



Presidential Vocation and Institutional Mission

2025–26 Participants by Institution

Allegheny College (PA)
Matthew P. Stinson
 Vice President for Institutional Advancement

Assumption University (MA)
Conway Campbell
 Vice President for Student Success

Augustana College (IL)
Dianna Shandy
 Provost and Vice President of Academic Affairs

Bay Path University (MA)
Natalia Blank
 Vice President for Academic Affairs

Calvin University (MI)
Noah Joseph Toly
 Provost

Carroll College (MT)
Jennifer Glowienka
 Senior Vice President for Academic Affairs

Dordt University (IA)
Leah Zuidema
 Vice President for Academic Affairs

Drury University (MO)
Aaron Jones
 Executive Vice President, General Counsel

Goucher College (MD)
Mike Marshall
 Vice President for Enrollment & Student Success

Hobart and William Smith Colleges (NY)
Sarah Kirk
 Provost and Dean of Faculty

La Roche University (PA)
James “Chip” Weisgerber
 Vice President for Enrollment Management

Midland University (NE)
Jamie Simpson
 Chief Academic Officer

Muhlenberg College (PA)
Laura Lowe Furge
 Provost

Ohio Wesleyan University
Dwayne K. Todd
 Vice President for Student Engagement and Success

Otterbein University (OH)
Wendy Sherman Heckler
 Provost and Senior Vice President

Reed College (OR)
Karnell McConnell-Black
 Vice President for Student Life

64 | Program Participants

Springfield College (MA)

Slandie Dieujuste

Vice President for Campus Life and Inclusion

St. John Fisher University (NY)

Ann Marie Fallon

Dean of the School of Arts and Sciences

Senior Leadership Academy

2025–26 Participants by Institution

Arcadia University (PA)

Alex Otieno

Interim Provost

Augustana University (SD)

Matt Volansky

Dean of the School of Health Professions

Berry College (GA)

Casey Dexter

Dean of Undergraduate Experiences

Bethel University (IN)

Deborah Gillum

Dean of Nursing

Calumet College of St. Joseph (IN)

Marlena Avalos

Assistant Vice President of Advising & Registration and Director of Compliance

Centre College (KY)

Alex McAllister

Provost and Vice President of Academic Affairs

Chaminade University of Honolulu (HI)

Janet Davidson

Vice Provost for Academic Affairs

Colorado College

Aaron Stoller

Associate Vice President for Student Success

Fontbonne University (MO)

Meaghan Ong

Associate Provost and Registrar

Franklin College (IN)

Sarah Summers

Associate Dean for Academic Affairs

George Fox University (OR)

Jamie Johnson

Dean for Spiritual Life and University Pastor

Goodwin University (CT)

Nicole Miller

Associate Dean of Diversity, Equity, Inclusion, and Belonging

Hanover College (IN)

Kerry Volansky

Associate Provost for Graduate Studies

Hope College (MI)

Heidi Kraus

Associate Provost

Indiana Institute of Technology (IN)

Shelly Musolf

Controller

Indiana Wesleyan University (IN)

Amie Anderson

Dean of the School of Integrated Learning & Development

Lasell University (MA)

Chris Lynett

Chief Marketing Officer

Lindsey Wilson University (KY)

Michael Seale

Provost and Vice President for Academic Affairs

Luther College (IA)

Kate Elliott

Dean of Student Success

Mercy University (NY)

Matt Presser

Assistant Vice President for Institutional Research and Innovation

Mount Saint Mary's University (CA)

Amanda Romero

Interim Assistant Provost & Chair of the Department of Social Work

Elizabeth Sturgeon

Interim Assistant Provost

Mount St. Mary's University (MD)

Bryan Zygmunt

Dean of the College of Liberal Arts

Nazareth University (NY)

Kim Harvey

Vice President for Student Experience

Maria Hopkins

Associate Provost for Academic Affairs

Nebraska Methodist College (NE)

Travis Coufal

Senior Director of Strategic Enrollment Management



▲ Senior Leadership Academy participants gather for the Opening Seminar in Indianapolis, IN, prior to the Institute for Chief Academic Officers.

Newman University (KS)

Jill Fort

Vice President for Academic Affairs and Dean of Faculty

Notre Dame de Namur University (CA)

Greg Zubacz

Interim Provost

Oklahoma City University (OK)

Adam Ryburn

Interim Provost and Vice President for Academic Affairs

Saint Mary's College (IN)

Ann Marie Short

Dean of Faculty

Saint Vincent College (PA)

Elaine Bennett

Dean of the School of Arts, Humanities, and Social Sciences

Southern Adventist University (TN)

Rachel Williams-Smith

Dean of the School of Journalism and Communications

Springfield College (MA)

Rachel Rubinstein

Dean of Arts & Sciences

St. Thomas Aquinas College (NY)

Bianca Wentzell

Dean of the School of STEM

Texas Christian University (TX)

Frank Hernandez

Dean of the College of Education

Virginia Wesleyan University (VA)

Deirdre Gonsalves-Jackson

Provost and Vice President

Wabash College (IN)

Jonathan Jump

Associate Dean of the College and Registrar

Wartburg College (IA)

Maggie Falenschek

Dean of Spiritual Life

University of Indianapolis (IN)

John Kuykendall

Dean of the College of Education and Behavioral Sciences

University of Mount Saint Vincent (NY)

Gabrielle Occhiogrosso

Vice Provost & Dean of the Undergraduate College

Workshops for Department and Division Chairs

2025–26 Participants by
Institution

Workshop 1: Columbus, OH (May 18–20)

Allegheny College (PA)
Julie Ludewig

Ashland University (OH)
Amy Crawford

Augustana College (IL)
Lena Hann

Butler University (IN)
Mikaela Drake

Capital University (OH)
Laura Boser-Kane
Leigh Johnson
Sergey Rybas
Nate Whelan-Jackson

Carlow University (PA)
Kunal Bhanot
Ashley Cole
Diana Kozlina-Peretic

Champlain College (VT)
Al Larsen
Greg Bemis
Kerry Noonan
Sarah Beno
Tony Perriello
Wei Kian Chen
Warren Sides
Dana Steinhoff

Clark University (MA)
Philip Bergmann



▲ Participants attend the first Workshop for Department and Division Chairs in Columbus, OH, in May 2026.

Colby-Sawyer College (NH)
Jason Vallee

College of Saint Benedict (MN)
Christi Siver

Concordia University Irvine (CA)
Sarah Karam
Zoë Litzenberg
Tyler Zarubin

Culver-Stockton College (MO)
Lisa Prowant

Denison University (OH)
Francisco Lopez-Martin
Sarah Supp
Christopher Westover-Muñoz
Sarah Wolff

Elon University (NC)
Rod Clare

Gallaudet University (DC)
Julie Mitchiner
Terese Rognmo

Gannon University (PA)
Xiaoxu Ji
Courtney Roca
Anjali Sahay

Georgetown College (KY)
Karla Francioni

George Fox University (OR)
Arielle Hodges

Georgian Court University (NJ)
Ingyu Moon

Hanover College (OH)
David Denton

Heidelberg University (OH)
Robin Heaton
Sean Joyce

Houghton University (NY)
Jamie Potter

John Brown University (AR)
Daniel Bennett
Hollie Gumm

John Carroll University (OH)
Medora Barnes
Jeff Dyck
Kristen Ehrhardt
Simon Fitzpatrick
Anne Kugler
Brian Saxton
Yi Shang

Juniata College (PA)
Katie Hildebrand

Lake Erie College (OH)
Greg Rothwell

La Roche University (PA)
Michelle Kirkpatrick

Lebanon Valley College (PA)
Eva Frank
Michelle Scesa

McDaniel College (MD)
Chloe Irla

Midland University (NE)
Megan Nielsen

Morningside University (IA)
Jessica Pleuss
Dean Stevens

Mount St. Joseph University (OH)
Charlene Kalenkoski

Muskingum University (OH)
Jason Kehrberg

Ohio Dominican University (OH)
Sonya Goshe

Ohio Northern University (OH)
Jamie Craig
Kathleen DeVault
Yong Wang

Ohio Wesleyan University (OH)
Ashley Kennard

Otterbein University (OH)
Kirk Kayser
Kristy McCray
Jennifer Merkowitz

Park University (MO)
James Pasley
Samuel Chamberlin

Saint Anselm College (NH)
Nicole Gugliucci

Schreiner University (TX)
Clark Elliston
Kiley Miller
Matthew Robinson

Simon's Rock at Bard College (NY)
Thomas Coote

St. Edward's University (TX)
Wesley Pollitte

The College of Wooster (OH)
Nathan Foster

The University of Findlay (OH)
Antonio Davis
Jessica Ellerbrock
Angie Huber

Trine University (IN)
Anna Glowinski
David Quist
Sameer Sharma

Trinity University (TX)
Douglas Brine

Westminster College (PA)
Angela Lahr
Pamela Richardson

Wittenberg University (OH)
Ross Jackson
Matthew Collier
John Thistlethwaite

Wofford College (SC)
Kimberly Hall

York College of Pennsylvania (PA)
Frederick Butler

Workshop 2: Nashville, TN
(June 8–10)

Abilene Christian University (TX)
Rachael Milligan
Wes Crawford

Arcadia University (PA)
Juan Duque
Rachel Collins
Jennifer Riggan

Augustana College (IL)
Sarah Lashley
David Thornblad

Averett University (VA)
Crissie Hill

Azusa Pacific University (CA)
Jill Brennan-Lincoln
Patricia Brown
John Burdett
William McCoy

Belmont University (TN)
Amos Abioye



▲ Participants attend the second Workshop for Department and Division Chairs in Nashville, TN, in May 2026.

Bethany College (KS)

Megan Case
Rachel Finnell

Blackburn College (IL)

Annah Browning
John Essington

Brescia University (KY)

Sara Ashby
Todd Palmer

Brevard College (NC)

Lisa Busche
Jordan Kuck

Briar Cliff University (IA)

Anthony Van Acker

Carroll University (WI)

Sarah Esveltdt
Wendie Leveille

Colby-Sawyer College (NH)

Eric Boyer
R. Todd Coy
Chery Whipple

Concordia College (MN)

Jason Askvig
Jan Pranger
Fanny Roncal Ramirez

Concordia University (MI)

Susannah Steele

Concordia University Irvine (CA)

Camelia Raghinaru

Cottey College (MO)

Julie Tietz

Davis & Elkins College (WV)

Brian Moudry

Elon University (NC)

Allison Wente
Kirby Wahl

Gallaudet University (DC)

Christine Gannon
Tawny Hlibok
Deborah Schooler

Georgian Court University (NJ)

Shohini Holden
Karen Kelly

Harvey Mudd College (CA)

Vivien Hamilton
Julie Medero



Heidelberg University (OH)

Meagan McBride
Stacey Pistorova

Hope College (MI)

Charles Cusack
Nicole Flinn-Culver
Michael Philben
Deborah Van Duinen

John Brown University (AR)

Natasha Trotter

John Carroll University (OH)

Denise Ben-Porath
Brent Brossmann
Zeki Saritoprak

Juniata College (PA)

Gerald Kruse

Lake Forest College (IL)

Desmond Odugu

Lebanon Valley College (PA)

Carmen García Armero

Lewis University (IL)

Philip Blankenship
Sarah Coleman
Shanon Gillette
Samantha Ivetic
Gina Martinez
Michelle Mega
Elizabeth Sartell
Rachel Wells

Marian University (WI)

Brenda Stueber

Maryville College (TN)

Andrew Crain
Tim Dunn
Jennifer Oody
Douglas Sofer

McMurry University (TX)

Frank Badua
Terrence Boyle
Mary Kidd
Tim Dunn
Mark Thornburg
Lisa Washington
Annette Wren

Methodist University (NC)

Katherin Jones
Jeffry Thigpen
Mitchell College (CT)
Nancy Parent
Lindsay Rush

Morningside University (IA)

Stacey Brown

Mount Saint Mary's University
(CA)

Paula Helu-Brown

Newman University (KS)

Ashton Clarkson
Shannon Johnston
Jeskan McGovern
Ramona Nance

Norwich University (VT)

Timothy Parker

Oglethorpe University (GA)

Katharine Zakos

Park University (MO)

Adrian James
Stacey Kikendall

Saint John's University (MN)

Demelza Larson
Kingshuk Mukherjee

Saint Mary's College (IN)

Jeff Greiner

Samford University (AL)

Joel Davis
Scott Fisk

Shenandoah University (VA)

Amber Wesner

Southeastern University (FL)

Melanie Bergeron

Southwestern Adventist
University (TX)

Alison Hill

Springfield College (MA)

Jessica Barrett
Heather Gilmour
Michelle Moosbrugger
Elizabeth O'Neill

St. Thomas Aquinas College
(NY)

Meghan Mihal
Nydia Prishker

Stillman College (AL)

Tasha Drake
Sharon Porterfield
Dorothy Richardson
Allison Upshaw
Timothy Williams

Taylor University (IN)

David McGinness

The University of Findlay (OH)

Kim Lichtveld

Trinity University (TX)

Peter Kelly-Zion
Melissa McMullen

University of La Verne (CA)

Veronica Escoffery

University of San Diego (CA)

Suzanné Walther

University of the Cumberlands
(KY)

Jarrett Bourne
Dana Campbell
Vicki LaFay

University of the Incarnate
Word (TX)

Jeffrey Doeringer

Washington & Jefferson
College (PA)

Dana Mialki

Wheaton College (IL)

Amy Reynolds

William Jewell College (MO)

Sara Morrison

Wingate University (NC)

J. Alison Brown

Faculty Development Programs

Deans Coaching Circles

2025–26 Participants by Institution

Albertus Magnus College (CT)

Ross Edwards

Alverno College (WI)

Désirée Pointer Mace

Bay Path University (MA)

Santiago Méndez-Hernández

Bethel University (IN)

Alice Ramos

Brenau University (GA)

Shatrella Washington-Hubbard

Cedarville University (OH)

Trent Rogers

Columbia College Chicago (IL)

Jimmy Noriega

Concordia College (MN)

Sonja Wentling

Concordia University Wisconsin

Rachel Ware Carlton
Jessica Leiberg

Eastern University (PN)

Tracey Greenwood
Christa Lee-Chuvala

Elon University (NC)
Maha Lund

Fresno Pacific University (CA)
Michelle Bradford
Quentin Kinnison

Gettysburg College (PA)
Michelle Schmidt

John Brown University (AR)
Emily Moore
Trisha Posey

Lees-McRae College (NC)
Joshua Pate

Lenoir-Rhyne University (NC)
Shaun Williams

Linfield University (OR)
Gennie VanBeek

Mercy University (NY)
Victor Petenkemani
Cynthia Walley
David Wang

Methodist University (NC)
Meredith Gronski

Morningside University (IA)
Tom Paulsen

Mount Saint Mary's University (CA)
Stephanie Collazo

Notre Dame de Namur University (CA)
Randall Sessler
Tsehsien (Kelly) Vaughn

Pennsylvania College of Art and Design
Justin Phillips

Presbyterian College (SC)
William Harris

Rockhurst University (MO)
Kristina Henry

St. Catherine University (MN)
Sean Fitzpatrick

St. Lawrence University (NY)
Ronnie Olesker

St. Thomas Aquinas College (NY)
Meghan Mihal
Nydia Prishker

Thomas University (GA)
Cristina Jones

Trinity University (TX)
Nels Christiansen

University of the Cumberlands (KY)
Melissa Evans

University of the Incarnate Word (TX)
Stephanie Schmiedecke Barbieri

University of Mount Saint Vincent (NY)
Gabrielle Occhiogrosso

Wingate University (NC)
Karen Friel

Wisconsin Lutheran College
Martin Miller

Teaching Interfaith Understanding Faculty Seminar

2026 Participants by Institution

Augsburg University (MN)
Brooklyn Loxtercamp
Instructor and Director
BSN Program

Brigham Young University (UT)
Morgan Davis
Research Fellow
Neal A. Maxwell
Institute for Religious
Scholarship

Chaminade University of Honolulu (HI)
Junghwa Suh
Associate Professor
Department of Arts and Design

Colorado College (CO)
Sofia Fenner
Assistant Professor
Department of Political
Science

Denison University (OH)
Kelsi Morrison-Atkins
Assistant Professor
Department of Religion

Gallaudet University (DC)
Tugba Kucukkal
Professor
Department of Science,
Technology, Accessibility,
Mathematics, and Public
Health



Hobart and William Smith
Colleges (NY)

Shalahudin Kafrawi

Associate Professor
Department of Religious
Studies

John Carroll University (OH)

Edward Hahnenberg

Professor and Breen Chair of
Catholic Systematic Theology
Department of Theology and
Religious Studies

Lake Forest College (IL)

Carla Arnell

Associate Dean and Professor
of English
Office of Faculty Development

Mary Baldwin University (VA)

Chris Jenney

Assistant Professor
Department of Psychological
Sciences

Messiah University (PA)

Brian Smith

Professor
Department of Biblical,
Religious, and Philosophical
Studies

Queens University of Charlotte
(NC)

Andrea McCrary

Assistant Professor
Department of English

Salem College (NC)

Diane Lipsett

Professor and Director of
Engaging Ethics and Religious
Studies Programs
Department of Religious
Studies

Spalding University (KY)

Dori Parmenter

Chair
School of Liberal Arts and
Professor of Religious Studies

The College of Wooster (OH)

Terry Reeder

Visiting Assistant Professor
Department of Religious
Studies and Women's Gender
and Sexuality Studies

Trinity Christian College (IL)

Andrew Tebbutt

Assistant Professor
Department of Philosophy

University of Saint Joseph (CT)

Joseph Cheah

Professor and Chair
Department of Philosophy,
Theology, and Religious Studies

University of Tulsa (OK)

Daniel Walden

Assistant Professor
Honors College

Warren Wilson College (NC)

Hannah Pearson

Assistant Professor
Department of Psychology

Washington & Jefferson
College (PA)

Olga Solovieva

Associate Professor and
Director

Religious Studies Program

William Jewell College (MO)

Howard Venon

Coordinator Distinguished
Lecturer, Department of
Culture, Society, and Justice

Institutional Development Programs

National Career Center Design Workshop

2026 Participants by Institution

Appalachian College
Association (KY)

Matthew Frederick

Director of The van Vliissingen
Center for Career &
Professional Development

Lees-McRae College (NC)

Pam Vesely

Vice President for Academic
Affairs

Associated Colleges of Illinois (IL)

April Arnold

President

Augustana College (IL)

Lindsay Adolphs

Assistant Vice President, CORE
and Community Engaged
Learning

Laura Kestner-Ricketts

Executive Director of
Career and Professional
Development

Bay Path University (MA)

Laurie Rosner

Associate Dean, School of
Management and Technology

Bellarmine University (KY)

Jackie McNatt

Director of Career
Development

Belmont University (TN)

Devin DeLaughter

Assistant Professor of
Education

Mary Claire Dismukes

Director of the Office of
Career and Professional
Development

Beloit College (WI)

Jessica Fox-Wilson

Director of Career
Development

Sylvia Lopez

Harry C. Moore
Professor of Modern
Languages and Literatures

Berry College (GA)

Marc Hunsaker

Dean of Personal and
Professional Development

David Slade

Provost

Carthage College (WI)

Abby Hanna

Executive Vice President for
Administration

Carolyn Sedar

Executive Director for Career
and Professional Development

Corban University (OR)

Garland Dunlap

Director of Career Services



▲ A speaker presents at the National Career Center Design Workshop in Chicago, IL, in March 2026.

Drew University (NJ)

Kim Giorgio

Director, Center for Career
Development

Elms College (MA)

Nancy Davis

Assistant Dean of Academic
Student Success and Director
of Advising

J. Marshall

Director of Career Services

Hendrix College (AR)

Teresa Garrett

Executive Vice President for
Academic Affairs and Provost

Todd Tinsley

Associate Provost for
Academic Affairs

Lenoir-Rhyne University (NC)

Harry Titus

Vice President for Student
Experience

Katie Wohlman

Director of Career and Professional Development

Marian University (WI)

Alan Johnson

Vice President for Academic Affairs

Teri Passow

Director of Career Services

McKendree University (IL)

Tami Eggleston

Provost

Jennifer Miller

Vice President for Student Affairs

Muhlenberg College (PA)

Sue McNeilly

Executive Director, Career Services

Jennifer Sarnitsky

Director of Employer and Alumni Engagement

National Association of Colleges and Employers

Shawn VanDerzail

President and Chief Executive Officer

Network for Vocation in Undergraduate Education

Robert Pampel

Washington University in St. Louis (MO)

Director of Student Academic Affairs and Associate Dean, College of Arts and Sciences

New York Institute of Technology (NY)

Lynn Hart

Director, Director of Student Engagement Initiatives and Employer Partnerships

Adrienne McNally

Senior Director, Career Success and Experiential Education

Norwich University (VT)

Meghan Oliver

Director, Career Readiness Center

Lea Williams

Provost and Dean of the Faculty

Ohio Foundation of

Independent Colleges (OH)

Melanie Garrabrant

Director of Talent Connections

Mandi Hummel

Assistant Professor, School of Arts, Education, and Humanities

Tiffin University

Rollins College (FL)

Valerie Mandel

Executive Director, Center for Career & Life Planning

Paul Reich

Associate Dean of the College of Liberal Arts

Spelman College (GA)

Harold Bell

Director of Career and Development

St. Lawrence University (NY)

Jon Duraj

Vice President for Student Life

Jillian McKernan-Walley

Director, Center for Career Excellence

Stillman College (AL)

Roland Bullard

Vice President for Student Success

Calvin Littlejohn

Director of Career Exploration and Professional Development

University of Portland (OR)

Amy Cavanaugh

Director of Career Education Center

Cara Hersh

Assistant Provost for Undergraduate Scholarly Engagement and Career Readiness

UPS

Dan Hawksworth

President of US Human Resources and Geo Services

Warren Wilson College (NC)

Anna Welton

Assistant Vice President for Strategic Communications and Program Innovation

Willamette University (OR)

Anne Lapour

Executive Director, Career Initiatives

Wofford College (SC)

Anne Rodrick

Professor of History

Tasha Smith-Tyus

Senior Director of Career Center

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

Legacies of American Slavery

2025–26 Project Grants Awarded with Community- Based Partners

Calumet College of St. Joseph (IN) and the Midwest Underground Railroad Network (Chicago, IL): “Freedom Seekers and the Underground Railroad in Northwest Indiana”

Centre College (KY) and the Presbyterian Church of Danville (KY): “A Shared History of Slavery”

Edward Waters University (FL) and the Association for the Study of African American Life and History (Jacksonville, FL): “Reclaiming Sacred Spaces: The Legacy of Edward Waters University and Jacksonville’s Freedmen Community”

Goucher College (MD) and the Northeast Towson (MD) Improvement Association: “The Hallowed Ground Project”

Hampden–Sydney College (VA) and the Mercy Seat Baptist Church (Farmville, VA): “Hampden–Sydney and Mercy Seat: Exploring 250 Years of Shared History”

Illinois College (IL) and the Jacksonville (IL) African American History Museum: “Freedom–Seeking Jacksonville: Recovering Local Histories of Enslavement, Freedom, and Community Building”

Pace University (NY) and the NYC Department of Records & Information, Black Gotham Experience, and Humanities New York: “‘Sold in the Free City of New York’: The Business of Slavery and its Legacy in Lower Manhattan”

Rollins College (FL) and the Winter Park (FL) History Museum: “The Legacies of Race Relations at Rollins College”

Saint Vincent College (PA) and the Westmoreland Historical Society (Greensburg, PA): “Boundaries of Freedom”

Trinity College (CT) and the Stowe Center for Literary Activism (Hartford, CT): “After Slavery, Contested Rights: Black Hartford’s Civic Worlds (1800–1830)”

Ursinus College (PA) and the Borough of Collegeville (PA) and Historic Trappe (Collegeville, PA): “College, Church, Prison: The Problem of (Un)Freedom in the Afterlife of Slavery and the Age of Mass Incarceration”

Washington College (MD) and Radio Chesapeake (Cambridge, MD): “Vaulted Memories: An Undergraduate Public Archaeology Project”

Ohio Consortium for Transfer Pathways to the Liberal Arts

Community Colleges

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

Four-Year Institutions

Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Defiance College
Denison University
Hiram College



▲ **Heather Adams, founder and CEO of Transfer Nation, and Aurely Garcia Tulloch, senior research assistant at the Community College Research Center at Columbia University (NY), lead a session at the final convening for the Ohio Consortium for Transfer Pathways to the Liberal Arts.**

Lourdes University
Malone University
Muskingum University
Ohio Dominican University
Ohio Wesleyan University
Tiffin University
Ursuline College

Texas Work-Based Learning Consortium

Austin College
Jarvis Christian University
McMurry University
St. Edward's University
Schreiner University
Texas Wesleyan University
Trinity University
University of the Incarnate Word
University of St. Thomas
Wayland Baptist University

NetVUE Programs and Seminars

NetVUE Faculty Development Seminar: Enhancing Vocational Exploration

2026 Participants by Institution

Belmont University (TN)
Lauren Lunsford

Calvin University (MI)
Craig Mattson

Colby-Sawyer College (NH)
Ann Fournier

Mount Saint Mary's University (CA)
Michelle French-Holloway

Pepperdine University (CA)
Alexandra Alayan

University of Providence (MT)
Sarah Spangler

Valparaiso University (IN)
Anna Stewart

Viterbo University (WI)
Emily Dykman

Warren Wilson College (NC)
Shannon Spencer

Washington University in St. Louis (MO)
Robert Pampel

NetVUE Faculty Development Seminar: Teaching Vocational Exploration

2026 Participants by Institution

Blackburn College (IL)
Mark Hopper

Geneva College (PA)
Steven Lippold

Georgian Court University (NJ)
Elissa Cutter

Hendrix College (AR)
Julie Gunderson

Illinois College (IL)
Allison Burrus

Loras College (IA)
Sharon Feld

Millsaps College (MS)
Andrew Marion

Mount Saint Mary's University (CA)
Michael French

Muskingum University (OH)
Ashley Zehner

Nazareth University (NY)
Machessa Samz

Pacific Lutheran University (WA)
Soon Cho

Stonehill College (MA)
Adam Booth

Warren Wilson College (NC)
Beck Banks

Wartburg College (IA)
Marwa Elkashif

Valparaiso University (IN)
Reva Johnson

**NetVUE Staff Seminar:
Vocation Across Campus**

**2026 Participants by
Institution**

Associated Colleges of the
Midwest (IL)
Allen Linton

Augustana College (IL)
Claire Brakel Packer

Augustana University (SD)
Mary Toso

Azusa Pacific University (CA)
Brooke O'Brien

Blackburn College (IL)
Haley Bray

Campbellsville University (KY)
Sarah Begley

Central College (IA)
Cyndi Boertje

Centre College (KY)
Jessica Sweitzer

Concordia College (MN)
Chad Lystad

Dordt University (IA)
Amy Westra

Georgetown College (KY)
Anissa Radford

La Roche University (PA)
Paul Spradley

Messiah University (PA)
Jocelyn Chavous

Occidental College (CA)
Jamila Chambers

Ohio Wesleyan University (OH)
Leigh Mascolino

Saint Anselm College (NH)
Karlea Brunelle

St. Lawrence University (NY)
Tina Tao

Tabor College (KS)
Analisa Defiesta

Warren Wilson College (NC)
Taelyn Reid

**NetVUE Institutional
Leadership Seminar**

**2026 Participants by
Institution**

Ashland University (OH)
Zach McGrain

Bay Path University (MA)
Sara Milillo

Colby-Sawyer College (NH)
Peter White

Davis & Elkins College (WV)
Brantley Craig

Fresno Pacific University (CA)
Laura Roberts

Georgetown College (KY)
Bryan Langlands

Hope College (MI)
Ryan White

Loras College (IA)
Kathrin Parks

Macalester College (MN)
Jennifer Guyer-Wood

Manchester University (IN)
Tish Kalita

Presbyterian College (SC)
Karen Compton

Schreiner University (TX)
Yujin Oh

St. Edward's University (TX)
Monique Jimenez-Herrera

St. Lawrence University (NY)
Lynn Hampton

Stonehill College (MA)
Kayla Hollins

University of St. Thomas (MN)
Karin Trail-Johnson

Legacy of Leadership

Alfred T. Hill

Executive Director
1956–1968

Richard P. Saunders

Executive Director
1968

Roger J. Voskuyl

Executive Director
1968–1974

Gary H. Quehl

President
1974–1986

Allen P. Splete

President
1986–2000

Richard Ekman

President
2000–2021

Marjorie Hass

President
2021–Present

Note: From 1956 to 1974, the chairman of the Council for the Advancement of Small Colleges (CASC) board was referred to as the president; the vice chairman was the vice president of CASC. (Duane Hurley was thus the first “president” of CASC, but in the sense of being the board chair.) This was changed in 1974—the new CASC CEO, Gary Quehl, was given the title of president, and the top two people on the board were from that point on referred to as chairman and vice chairman. CASC changed its name to the Council of Independent Colleges (CIC) in 1981.

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