

2023
2024
ANNUAL
REPORT

CIC: A Bridge to Multiple Networks



The Council of Independent Colleges | *cic.edu*

Student Center

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

CIC Mission

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

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

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

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

A Message from the Board Chair

I have had the honor of being on CIC’s Board of Directors since January 2022. During that time, I have seen CIC grow and work to continuously improve its programs, benefits, networks, and services in response to the needs and direct feedback of its members. We are so fortunate for the leadership of President Marjorie Hass and for the excellent work of the dedicated and passionate CIC staff.

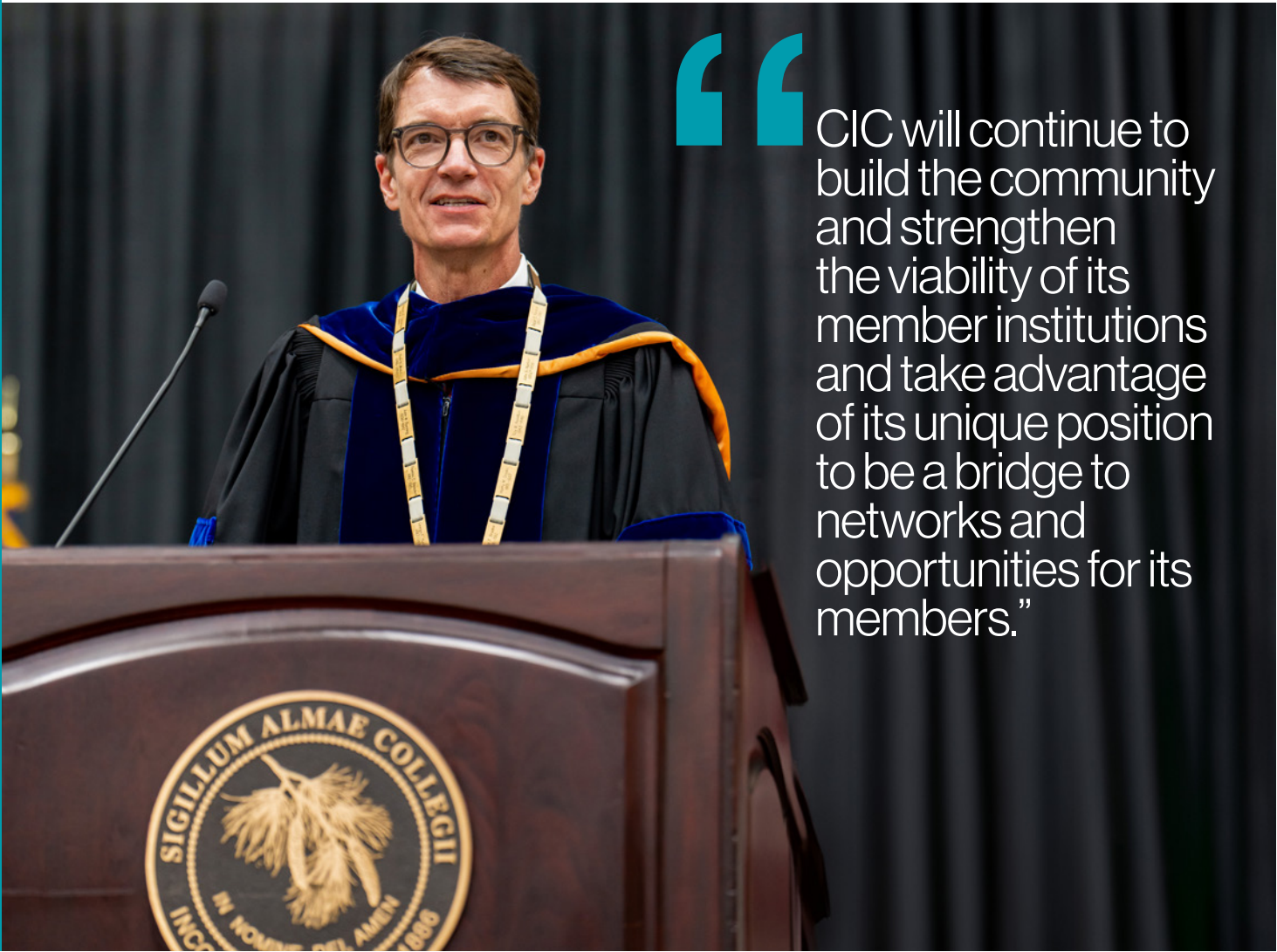
My term as board chair began in January 2024, and since then, it seems like CIC has only worked harder to advance its strategic priorities of ensuring the institutes, leadership development programs, workshops, and conferences are ever more relevant, engaging, inspiring, and of practical use to a diverse membership; supporting member financial health and innovation; increasing member engagement; and strengthening CIC’s role as a visible

champion of independent higher education.

I am happy to report that CIC has succeeded in showing much growth in all strategic priorities in support of its mission, listed above, as this report will illustrate. CIC will continue to build the community and strengthen the viability of its member institutions and take advantage of its unique position to be a bridge to networks and opportunities for its members.

I’m excited to be part of CIC’s commitment to innovation and service.

Jeff Abernathy
President, Alma College (MI)
Chair, CIC Board of Directors



“CIC will continue to build the community and strengthen the viability of its member institutions and take advantage of its unique position to be a bridge to networks and opportunities for its members.”



“Building networks is one of the ways we help our members collaborate, achieving together what no individual institution can achieve alone.”

A Message from CIC’s President

The theme of this annual report is “CIC: A Bridge to Multiple Networks.” Building networks is one of the ways we help our members collaborate, achieving together what no individual institution can achieve alone. With networked solutions, colleges and universities retain their independence and uniqueness of mission while drawing on shared resources and the power of relationships. Developing networks is one of the many ways CIC meets the emerging needs of members.

I am delighted to share the accomplishments of the past fiscal year. We continue to offer a successful suite of CIC conferences, leadership development, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. We increased the value of CIC membership by opening our most popular network, the CIC Tuition Exchange Program (TEP), to all members at no additional cost. After surveying a sample of the membership to determine their interest, we announced a new network, AI Ready, focused on artificial intelligence. During another excellent fundraising year, we raised nearly \$1.5 million in sponsorships and distributed more than \$2.6 million in grants and other forms of support to member institutions, including nearly \$1.4 million in scholarships through our State Council partners.

Success is measured in more ways than numbers on a page. During a difficult time of change and unknown challenges for our member institutions in the independent sector and for higher education in general, CIC continues to uphold our mission and support our members as they carry out their distinct missions.

This report illustrates how CIC acts as a bridge for our members, be it through the connections we make by offering seminars, webinars, or conferences; listservs, networks, and resource sharing. We understand the importance and impact of our services—now more than ever—and we are always looking to connect and work collaboratively as we seek to make a difference for the more than two million students attending CIC institutions every year.

CIC will continue to support institutional missions and the sector of independent higher education. There will be new, exciting opportunities you’ll learn about as they develop and are announced in the coming year. On behalf of the entire CIC staff, thank you for your support and your commitment to independent higher education.

Marjorie Hass
President, Council of Independent Colleges

Board of Directors and Committees

(As of June 2024)



The CIC Board of Directors met in June 2024, in Washington, DC.

CIC Board of Directors

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

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

Amine Bensaid
President,
Al Akhawayn University (Morocco)

David W. Bushman
President,
Bridgewater College (VA)

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

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

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

Logan C. Hampton
President,
Lane College (TN)

Kathleen E. Harring
President,
Muhlenberg College (PA)

Treva Haugaard
Executive Director,
Council of Independent Nebraska Colleges Foundation

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

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

Amy McCormack
President,
Calumet College of St. Joseph (IN)

Summer J. McGee
President,
Salem College (NC)

Milton C. Moreland
President,
Centre College (KY)

Ajay Nair
President,
Arcadia University (PA)

L. Song Richardson
President,
Colorado College

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

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

James A. Troha
President,
Juniata College (PA)

Suzanne E. Walsh
President,
Bennett College (NC)

Lori S. White
President,
DePauw University (IN)

Evans P. Whitaker
President,
Anderson University (SC)

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

Executive Committee

Chair
Jeff Abernathy
President,
Alma College (MI)

Vice Chair for Programs and Member Services
Harry E. Dumay
President,
Elms College (MA)

Secretary and Vice Chair for Member Cultivation and Engagement
Katie Conboy
President,
St. Mary’s College (IN)

Treasurer
Elizabeth MacLeod Walls
President,
William Jewell College (MO)

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

Vice Chair for Communications
Andrea E. Chappdelaine
President,
Hood College (MD)

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

Past Chair
Barbara Farley
President,
Illinois College

Ex Officio
Marjorie Hass
President,
Council of Independent Colleges

(Terms ending January 2026)

Advisory Committees and Task Forces

2024 Programs and Member Services Committee

Robin E. Baker
President,
George Fox (OR)

Harry E. Dumay
President,
Elms College (MA)

Kathleen E. Harring
President,
Muhlenberg College (PA)

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

L. Song Richardson
President,
Colorado College

Lori S. White
President,
DePauw University (IN)

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

2024 New Presidents Program Advisory Committee

Arvid C. Johnson, Chair
President,
University of St. Francis (IL)

Debbie Cottrell
President,
Texas Lutheran University

Kathy Wilson Humphrey
President,
Carlow University (PA)

Martin Roth
President,
University of Charleston (WV)

2024 Presidential Spouses and Partners Task Force

Randy Richardson
Westminster College (PA)

Marvin Espy
Mitchell College (CT)

Glenn McGee
Salem College (NC)

2023 Institute for Chief Academic Officers Task Force

Kerry D. Fulcher, Chair
Provost and Chief Academic Officer,
Point Loma Nazarene University (CA)

Christon Arthur
President,
La Sierra University (CA)

Kim Coplin
Provost,
Denison University (OH)

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

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

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

Catharine O’Connell
Provost and Dean of the College,
Illinois College

Kinnari Sejpal
Vice President for Marketing and Communications,
University of the Redlands (CA)

Titi Ufomata
Senior Vice President for Academic Programs,
Council of Independent Colleges

Lori Werth
Executive Vice President and Chief Strategy Officer,
University of Pikeville (KY)

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

Network for Vocation in Undergraduate Education (NetVUE) Advisory Council

Stephen R. Briggs
President,
Berry College (GA)

Graciela Caneiro-Livingston
Provost,
Nebraska Wesleyan University

Andrew R. Chan
Vice President for Personal and Career Development,
Wake Forest University (NC)

Kathleen Poorman Dougherty
Provost and Dean of Faculty,
Marietta College (OH)

Tracy Y. Espy
President,
Mitchell College (CT)

Kerry D. Fulcher
Provost and Chief Academic Officer,
Point Loma Nazarene University (CA)

Susan S. Hasseler
President,
Muskingum University (OH)

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

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

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

State Councils Advisory Committee

Treva Haugaard, Presiding Officer
President, Council of Independent Nebraska Colleges Foundation

Sherita C. Ashmon
Director of State Councils and Networks Support,
Council of Independent Colleges

April Arnold
Executive Director,
Associated Colleges of Illinois

Mason Dyer
President, Association of Independent Kentucky Colleges and Universities

Ed Finn
President, Iowa College Foundation

Eric Fulcomer
President, Wisconsin Association of Independent Colleges and Universities

Bill Spiker
President, Ohio Foundation of Independent Colleges

Members Speak about the Value of CIC and Networks

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

- 1

Ensure CIC offerings are ever more relevant, engaging, inspiring, and of practical use.
- 2

Support member financial health and innovation.
- 3

Increase member engagement.
- 4

Strengthen CIC’s role as a visible champion of independent higher education.

Developing and strengthening CIC’s networks is a way to address all four strategic priorities and carry out CIC’s mission and values. CIC networks offer enduring, long-term value, and CIC members have many opportunities to join networks that help advance their goals, mission, and priorities. Through the sharing and collaboration that is essential to these networks, CIC is able to support members’ institutional priorities, diversify its revenue streams, and drive large-scale change in the sector and beyond.



[View video](#)
“Why I’m a Member”

CIC provides ideas, resources, and programs that help institutions improve their leadership expertise, educational programs, administrative and financial performance, and institutional visibility. Chief academic officers from CIC member institutions share programs and services that make their membership to CIC valuable.



[View video](#)
“CIC: A Bridge to Multiple Networks”

CIC offers multiple networks to provide members with resources, educational programs and opportunities, and a community of practice. Leaders from CIC member institutions who participated in the 2024 Presidents Institute share the value of these networks for their campuses and their own leadership.



[View video](#)
“Why Independent Colleges”

An education from independent colleges and universities provides tools and critical thinking skills needed to assess, apply, and create ideas and information. Chief academic officers from CIC member institutions who participated in the 2023 Institute for Chief Academic Officers speak about the importance of independent colleges.



[View video](#)
“2024 NetVUE Conference”

Participants at the national 2024 NetVUE Conference share the ways they and their institutions benefitted from the team building, connections, and investment in relationships that the conference offers. In addition to appreciating the event, participants also find value in NetVUE’s support for students exploring their future directions in life.

Fee Waived for CIC’s Most Popular Network

As of June 2024, CIC is waiving the annual fee for participation in the CIC Tuition Exchange Program (CIC-TEP) to increase the value of membership. The CIC-TEP network is an exclusive member benefit that provides up to eight semesters of tuition-free college to eligible full-time employees, their spouses, and their dependents. Tens of thousands of employees and their families have been able to attend college tuition-free using CIC-TEP.

CIC Member Networks

CIC-TEP
(Tuition Exchange Program)
CIC-TEP provides a tuition scholarship opportunity to member employees. This network is a free benefit to CIC members, as of June 2024.

OCSC
(Online Course Sharing Consortium)
Over 300 campuses actively exchange courses through the CIC consortium, reducing transfer and providing a versatile tool for provosts and registrars.

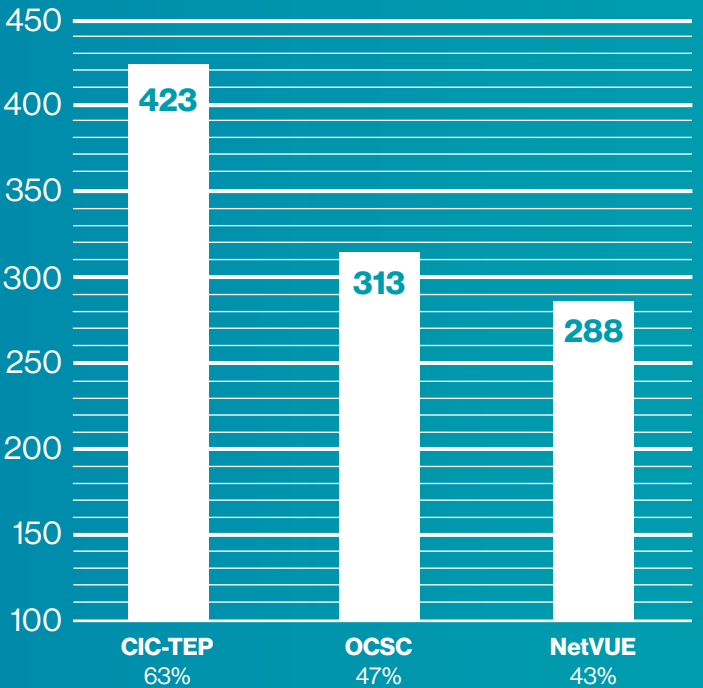
NetVUE
(Network for Vocation in Undergraduate Education)
NetVUE provides grants, programs, and leadership development supporting vocational discernment to hundreds of member campuses.

Belong: An Inclusive Learning Community
Announced in 2022 and launched in 2023, this network is for institutions dedicated to diversity, inclusive excellence, and belonging to join together for campuswide professional development and leadership support.

AI Ready
Announced in May 2024, CIC’s newest network is related to using artificial intelligence on campus. The AI Ready network launched in September 2024 and runs through July 2025.

State Councils
CIC supports a network of 25 State Councils that support CIC-related goals on the state level. Support of this network includes active grant making, scholarship support, and leadership convenings.

Network Participation



- 423 CIC member institutions (63%) participate in the Tuition Exchange Program (CIC-TEP).
- 313 CIC member institutions (47%) participate in the Online Course Sharing Consortium (OCSC).
- 288 CIC member institutions (43%) participate in the Network for Vocation in Undergraduate Education (NetVUE).
- 72 CIC member institutions (11%) participate in Belong: An Inclusive Learning Community.
- 109 CIC member institutions (17%) have signed up to participate in the AI Ready network as of August 2024.

CIC Networks

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

CIC-TEP

(Tuition Exchange Program)

CIC-TEP is a network of member colleges and universities that accept full-time employees of participating institutions and their family members as students, tuition-free. An online portal facilitates the student application tracking and review processes. Nearly two-thirds of CIC member institutions participated in 2023–2024 and that number is expected to increase in the future.

423
Institutions Registered as of June 2024
401
Institutions Importing
378
Institutions Exporting
2,663
Students Applying
5,239
Applications Submitted
1,928
Awards Offered
1,609
Students Receiving at Least One Award

NetVUE

(Network for Vocation in Undergraduate Education)

The Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of more than 300 colleges and universities formed to encourage vocational exploration among undergraduate students, with attention to the theological, ethical, and affective dimensions of their many callings in life. NetVUE is supported by the generosity

of Lilly Endowment Inc. and member dues. Activities include a biennial national conference, regional gatherings, faculty seminars, consulting services, online resources, and the development of scholarly resources. A variety of grant opportunities are available to NetVUE member institutions to support professional development and vocation-related programming.

317
Members as of June 2024
288
CIC Institutions
20
Non-CIC Institutions
9
Organizations

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.

“Vocation for the Life of the World”
Date: March 21–23, 2024
Location: Atlanta, GA
Attendance: 828 participants

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.

“Vocational Exploration in the Classroom”
Date: September 28–29, 2023
Location: Waynesburg University (PA)
“Vocation and/as the Work of Our Hands”
Date: November 16–17, 2023
Location: San Antonio, TX
“Vocation, Higher Education, and the City”
Date: May 16–18, 2024
Location: Calvin University (MI)

FACULTY SEMINAR ON TEACHING VOCATIONAL EXPLORATION

This yearly multidisciplinary seminar helps faculty members strengthen the teaching of vocational exploration, develop new courses or course content, improve pedagogical resources, and establish an expanding network of faculty members committed to teaching vocational exploration.

Date: June 24–28, 2024
Location: Indianapolis, IN
Attendance: 14 participants (listed in the appendix)

SCHOLARLY RESOURCES PROJECT

Five distinct groups of senior scholars, representing a wide range of theological traditions and expertise, work collaboratively to produce articles, books, and other resources for use on campuses. The fourth book was published in early 2024.

Title: <i>Called Beyond Our Selves: Vocation and the Common Good</i>
Director: Erin VanLaningham, professor of English, Loras College (IA)
Contributors: 12 scholars (listed in the appendix)

NetVUE RESEARCH

CIC supports an empirical investigation of the impact of initiatives for vocational exploration and discernment at NetVUE member institutions. The work focuses on the ways that such programs can

transform faculty cultures, curricular initiatives, administrative priorities, and institutional goals.

Topic: The impact of vocational exploration and discernment at NetVUE institutions
Director: Dave S. Guthrie, NetVUE Grants Assessment Coordinator (through March 31, 2024), Rachael A. Baker (starting April 1, 2024)
Anticipated Publication: To be determined

36
Consultants (Cumulative)
22
Campus Visits (Cumulative)

NetVUE ONLINE RESOURCES

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

LinkedIn: NetVUE (Network for Vocation in Undergraduate Education)
Blog: VocationMatters.org
Podcast: “Callings: Conversations on College, Career, and a Life Well-Lived”
Season 3 (2022–2023): 11 episodes
Season 4 (2023–2024): 8 episodes as of June 2024

Periodic Webinars: “Vocation in Film: Finding Meaning Making at the Movies” (September 2023)
“Peace, Conflict Resolution, and Vocation” (November 2023)
“Taking Vocation beyond Campus” (February 2024)
“(Re)Experiencing the NetVUE 2024 Conference” (April 2024)

Newsletter: October 5, 2023 (sent to 1,669 contacts)
November 16, 2023 (sent to 1,662 contacts)
February 1, 2024 (sent to 1,654 contacts)
April 11, 2024 (sent to 2,184 contacts)



NetVUE Grant Programs

PROGRAM DEVELOPMENT GRANTS

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

\$10.1 million
to 233 Institutions

PROFESSIONAL DEVELOPMENT AWARDS

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

\$2.2 million
to 220 Institutions

VOCATION ACROSS THE ACADEMY

This grant program is designed to strengthen the link between professional preparation and students’ exploration of meaning, purpose, and identity. Three-year grants support campuswide initiatives that emphasize this link as a continuum from the first year through the senior year, and/or across the range of academic disciplines and applied fields. The grant involves a partial donor match that can bring the total award to \$90,000 in CIC and third-party funding, or \$105,000 for projects that create partnerships with businesses, nonprofits, and community organizations.

\$2.9 million
to 80 Institutions

GRANTS FOR REFRAMING THE INSTITUTIONAL SAGA

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

\$2.7 million
to 77 Institutions

FOSTERING LEADERSHIP FOR COMMUNITIES OF FAITH

The newest NetVUE grant program provides up to \$40,000 over a two-year period to develop programming for students and/or professional development for faculty members and staff with the goal of connecting students to local faith communities and supporting these students as they explore and discern possible future leadership roles.

\$364,648
to 18 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.

\$67,850
to 3 Institutions

OCSC

(Online Course Sharing Consortium)

The Online Course Sharing Consortium (OCSC) allows participating colleges and universities to share courses, transfer credits and financial aid, and arrange for tuition payments through an online platform maintained by CIC’s partner Acadeum, with which CIC signed a new five-year agreement in 2024. The initiative helps students complete their degrees by enrolling in online courses offered by other consortium participants, avoiding the burden of transferring courses from outside institutions and filling excess capacity at partner institutions. In 2024, OCSC launched a credential marketplace for CIC members in the OCSC network.

313
Members as of June 2024

310
Home Institutions

133
Teaching Institutions

19,719
Courses Available

Belong: An Inclusive Learning Community

The Belong community is a network of CIC members dedicated to making their campuses more welcoming and inclusive. Belong’s suite of professional development resources for faculty and staff includes credentials by the Association of College and University Educators (ACUE), all campus Cornerstone Webinars, Belong’s unique and popular “Push” resource library, and monthly community of practice meetings.

72
Members as of June 2024

420
Credentials Available to Belong Members

5,200
Faculty and Staff Webinar Registrants

11,500
Faculty and Staff Eligible for Belong's Push Library

AI Ready

In May 2024, CIC announced a 12-month AI Ready network to foster learning, share resources, and increase effective adoption related to artificial intelligence (AI). The network will focus on both pedagogical and business uses for AI, bringing the current conversation about AI to key areas of campus, and will launch in Fall 2024. To ensure AI readiness, the network includes the following two programs:

Program 1: All Campus Essentials (an opportunity to learn about and engage with nine pressing topics)

Enrollment as of August 2024: 87 institutions

Program 2: Build Your Own (a small, space-limited, pilot program for institutions ready to implement generative AI on campus)

Enrollment as of August 2024: 22 institutions

State Council Member Programs and Services

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

- Increasing recognition and enrollment of member institutions through collective public relations and branding initiatives that help “make the case” for private colleges and universities;
- Putting a college education within reach for deserving students of all income levels by raising private gifts and grants for scholarships;
- Expanding student internship and career opportunities, as well as developing corporate grant and sponsorship support, by connecting the private college sector to America’s business community.

ANNUAL CONFERENCE

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

Date: April 21–23, 2024

Location: New Orleans, LA

Attendance: 33 total participants; 16 State Councils organizations represented

Sponsorship: \$30,000 from two sponsors



The State Councils Annual Conference featured interactive sessions to provide tools for state executives to better serve their constituency of private colleges and universities.

State Council Scholarship Programs

CIC/UPS EDUCATIONAL ENDOWMENT

The CIC/UPS Educational Endowment provides grants to State Councils for innovative, collaborative projects within states and for programs that enhance access and success for students demonstrating financial need. Through these grant programs, the CIC/UPS Educational Endowment continues to impact the advancement of the independent college sector nationwide.

Value: **\$50.1 million**
As of June 2024

CIC/UPS SCHOLARSHIPS PROGRAM

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

Fiscal Year 2024: \$1,398,400 to 25 State Councils, \$3,200 to 437 State Council member institutions

Over **\$65.2 million**
to 23,197 students (Cumulative)

DOROTHEA M. WATERBURY SCHOLARSHIP

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

Fiscal Year 2024: \$9,000

NAMED SPONSORSHIPS

Fiscal Year 2024: \$23,500 to support six students

State Council Grant Programs

CAPACITY-BUILDING GRANTS

The CIC Capacity-Building Grant Program was created to provide “seed money” grants for State Councils to 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 2024: \$109,800 to 11 State Councils

Cumulative: Approximately \$762,845 across 75 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 2024: \$175,000 to each of eight State Councils with an anticipated reach of 123 State Councils colleges and universities

Cumulative: \$3.71 million

FIRST OPPORTUNITY PARTNERS GRANT

Generously funded by an Inequality and Economic Empowerment Grant from the UPS Foundation, the mission of the First Opportunity Partners (FOP) Grant Program is to fund CIC State Councils in support of new, collaborative, and/or innovative approaches to increasing college access and success of students demonstrating need. The final FOP grant program offering is dedicated to supporting programs and initiatives that support diversity, equity, and inclusion (DEI) implemented or supported by the State Council organizations.

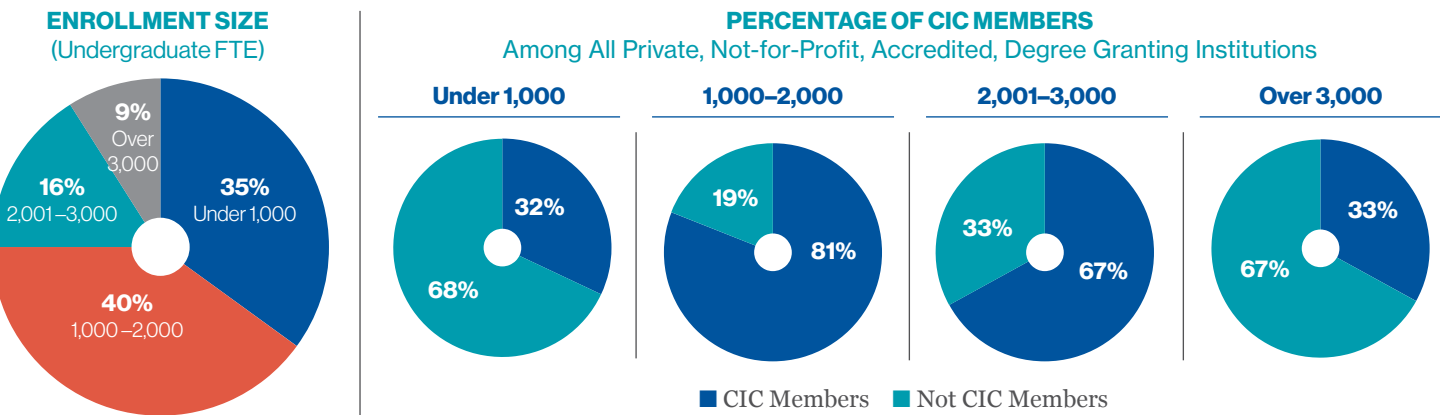
Fiscal Year 2024: \$166,442 to eight State Councils

Cumulative: Over \$3.8 million

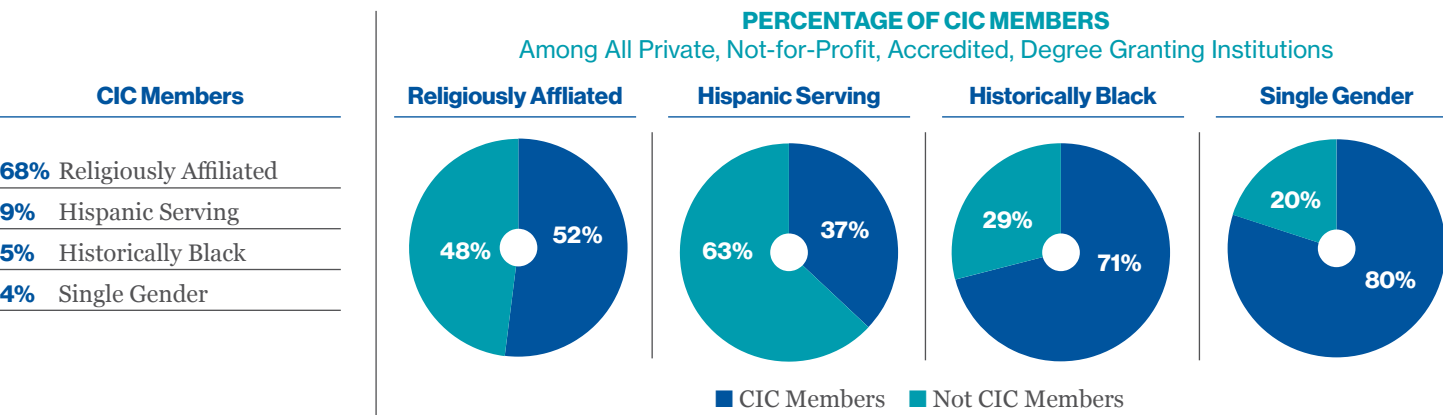
CIC Membership by the Numbers

(CIC Member Information as of June 30, 2024)

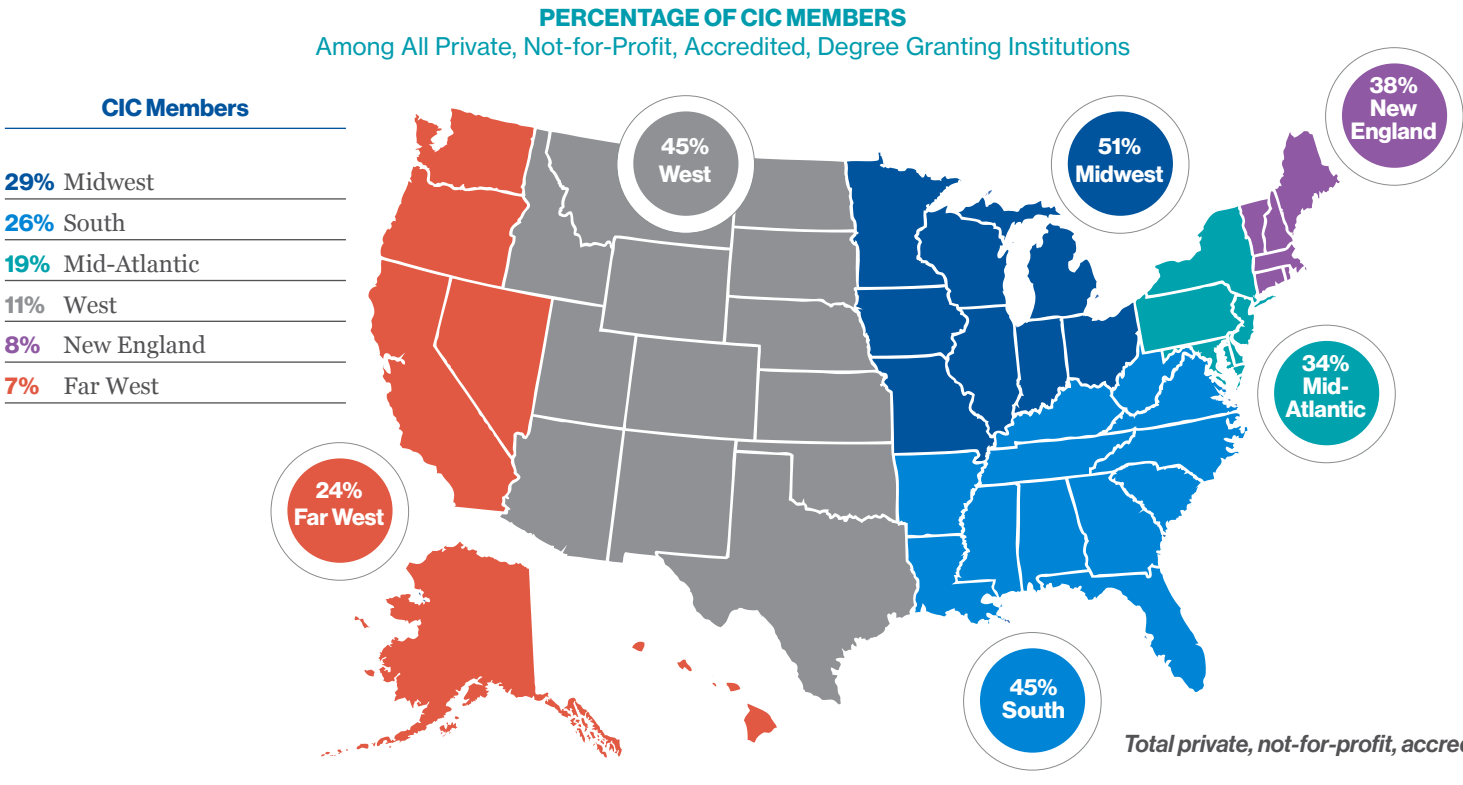
CIC Institutions by Enrollment Size



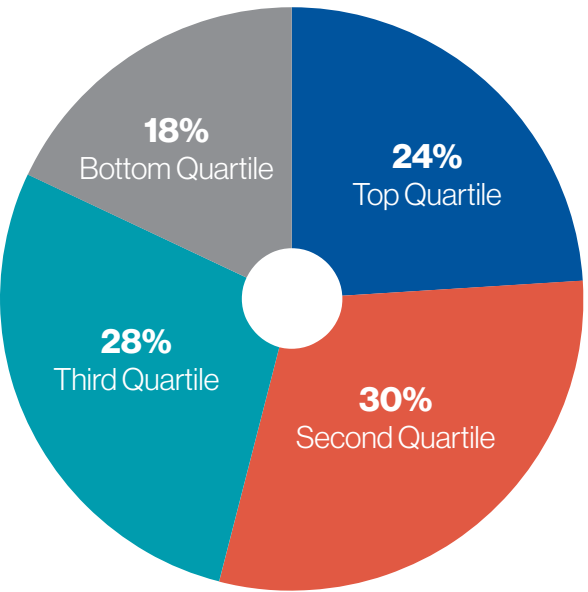
CIC Institutions by Distinctive Mission



CIC Institutions by Region



CIC Institutions by National Financial Quartile



Campus Connections

CIC staff traditionally conduct phone calls with presidents in the spring to discuss what is happening on campuses and ask how CIC can provide better support. As part of CIC’s ongoing efforts to connect with members, groups of CIC staff visited the campuses of member institutions Goucher College (MD), Hood College (MD), Loyola University (MD), Marymount University (VA), St. John’s College (MD), and Washington Adventist University (MD) in Spring 2024 to learn more about the institutions’ history, programs, and students, faculty, and staff.



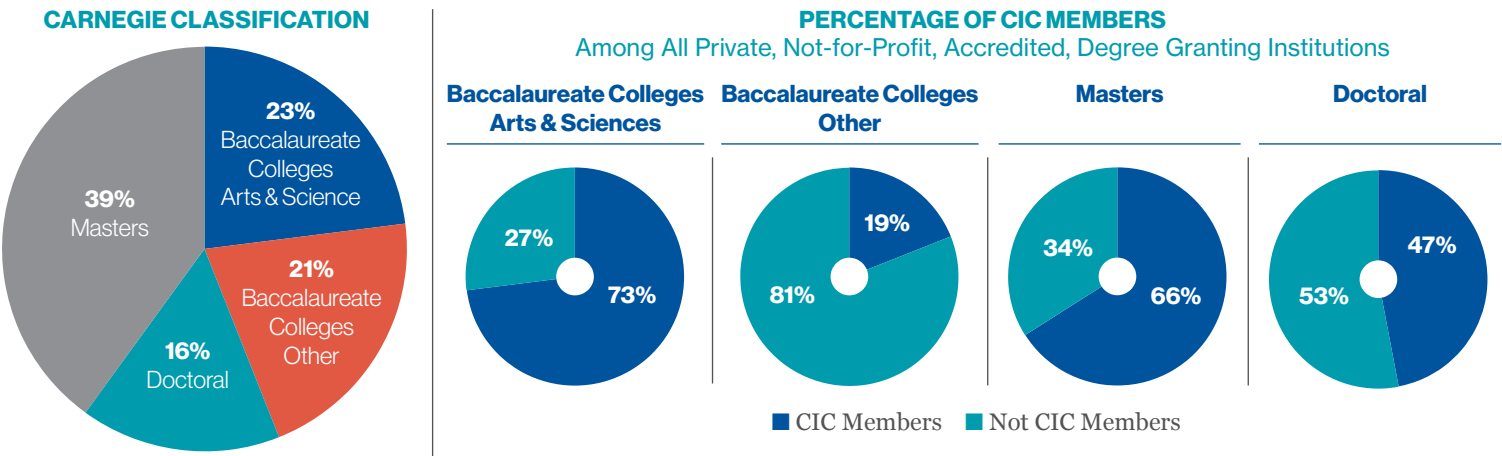
ASU+GSV AIR SHOW AND SUMMIT

The 2024 ASU+GSV (Arizona State University + Global Silicon Valley) AIR (AI Revolution) Show and Summit took place in April 2024, in San Diego, CA. This is largest ed tech event in the world where representatives of every sector of education, the tech industry, and venture capital groups come together to advance access and education. For the second year in a row, CIC, in partnership with GSV, sponsored a delegation of member presidents and higher education leaders.

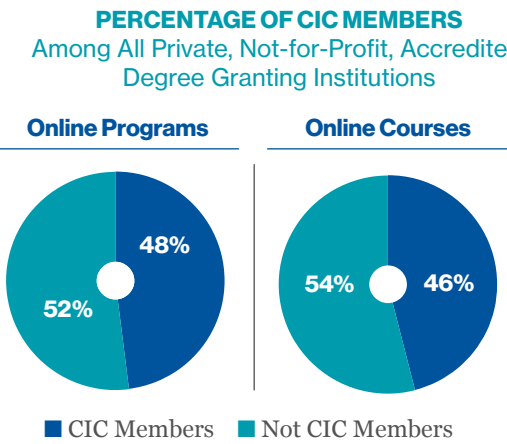
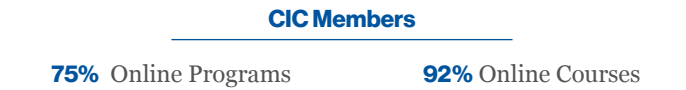
CIC APPLE FORUM

The Apple Forum, exclusively for CIC presidents and senior leaders, took place on March 11–12, 2024, at the Apple offices in Boston, MA. The Forum spotlighted Apple’s best-in-class offerings for solutions in digital equity, affordability, student engagement, career readiness, and community building. Participants discussed how digital technology can provide meaningful returns on investment. Presenters included Apple executives and CIC member peer experts.

CIC Institutions by Carnegie Classification

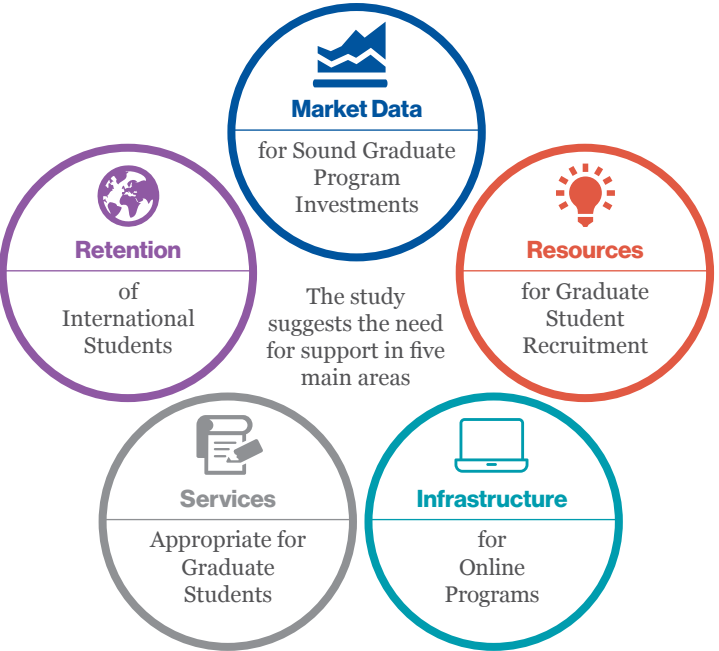


CIC Membership Online Offerings



Graduate Program Study

With nearly 80 percent of CIC member institutions reporting some kind of graduate-level offerings following a significant 20-year growth trend, it is clear that CIC members are significantly invested in graduate education. CIC initiated a study in 2023–2024 to better understand the changing landscape and needs of graduate education among its members.



CIC Donors and Sponsors

CIC’s fundraising efforts generate grants for programs and projects, contributions, and sponsorships for annual events and conferences. CIC received financial support between July 1, 2023, and June 30, 2024, from the following donors and sponsors:

Academic Search	Art & Science Group, LLC	Bryant Group
Acadeum	Arthur Vining Davis Foundations	Campus Sonar
Ad Astra	Ascendium Education Group	Capital Education
AGB Consulting	Aspen Leadership Group	Capture Higher Ed
AGB Search, LLC	Association of College and University Educators (ACUE)	Casagrande Institute for Higher Education Effectiveness
Alfred P. Sloan Foundation	AVI Foodsystems, Inc.	Cengage
American Academic Leadership Institute	BHDP Architecture	Collegis Education
American Dining Creations	Blue Rock Search	Core Education
Angeles Investments	Bon Appétit Management Company	Credo
Aramark Collegiate Hospitality		Derck & Edson, LLC

Dynamic Campus
EAB
EducationDynamics Ellucian
Encoura
Ferrilli
Fiorini & Associates
Forvis Mazars
Gonser Gerber LLP
Gray Decision Intelligence
Hanover Research
Harvest Table Culinary Group
Hastings+Chivetta Architects
Hilltop Technologies
Hunter Global Education, LLC
Husch Blackwell LLP
Hyatt-Fennell, Executive Search Plus
Interfolio
Jenzabar
Johnson, Grossnickle and Associates
Knack

Lilly Endowment Inc.	Spelman Johnson
Mainstay	Steptoe & Johnson PLLC
Mantra Health	Stevens <i>Strategy</i> , LLC
MARKETview Education Partners	Stifel
McAllister & Quinn	Strada Education Foundation
Mellon Foundation	Student Ally, Inc.
Metz Culinary Management	Terra Firma Consulting Services, LLC
Myers McRae Executive Search & Consulting	The Chronicle of Higher Education
MyNextSeason	The Collaborative
National Management Resources Corporation	The Dysart Group
National Science Foundation	The Gladys Krieble Delmas Foundation
NCFDD	The Registry
Nuventive LLC	The Robert Wood Johnson Foundation
Parkhurst Dining	The Teagle Foundation
PeopleGrove	The UPS Foundation
Perspectus	The Virtual Care Group
Pharos Resources, LLC	TIAA
Pioneer College Caterers	U3 Advisors
Rankin Climate	UQ Solutions, Inc.
Rize Education	Waybetter Marketing
RNL	Westfall Gold
RW Jones Agency	W. M. Keck Foundation
Samuel H. Kress Foundation	Workday
Shorelight	Ziegler
Slingshot	
Sodexo	

Corporate Affiliates Partnership Program

Launched in Fall 2023, CIC’s Corporate Affiliates Program provides members with discounted services and products and, at the same time, encourages companies to invest in the independent higher education sector. CIC’s Corporate Affiliate partners receive additional promotion from CIC (webinars, messages, and special support) in exchange for a partnership fee designed as a revenue share based on success of the offering. As of June 2024, there are three partners:

MAINSTAY
Mainstay delivers AI-enabled student engagement that combines proactive, timely guidance for students via text message, and answers questions from students automatically 24/7. Representatives from CIC and Mainstay hosted a webinar in January 2024, to present best practices for enrolling and retaining students with communication techniques and technology consistently proven to drive student action.

CORE EDUCATION
Core Education, a public benefit corporation with a mission to transform the business model for nonprofit colleges and universities, hosted a webinar in November 2023. Through this partnership, CIC member institutions and their boards can embark on an innovative journey of business model transformation using data and Core’s innovative use of venture philanthropy to fund institutional change This session was open to presidents, chief financial officers, and chiefs of staff, with encouragement to invite board leaders as well.

STUDENT ALLY
Student Ally, a technology leader in the Title IX space, hosted a webinar in October 2023. Student Ally provides an integrated platform that covers compliance, student training, safety, case reporting, evidence collection, investigations, climate surveys, mental health support and more. The webinar offered information about Title IX requirements and liabilities, as well as benefits for CIC members.

Sponsorships

Total Sponsorship at CIC Events as of June 2024 (FY 2024)	\$1,499,000
• 2024 Presidents Institute	\$1,117,000
• 2023 Institute for Chief Academic Officers	\$302,000
• 2024 State Councils Annual Conference	\$30,000
• 2024 Workshops for Department and Division Chairs	\$50,000

CIC Awardees

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

2024 ALLEN P. SPLETE AWARD FOR OUTSTANDING SERVICE
Ann Die Hasselmo

The Allen P. Splete Award for Outstanding Service was presented to Ann Die Hasselmo at the 2024 Presidents Institute. Hasselmo is president emerita of the American Academic Leadership Institute (AALI) and of Hendrix College (AR). Prior to becoming the founding president of AALI, she was the managing director of Academic Search Consultation Service. She has served on the boards of multiple organizations and received numerous awards for her work in higher education.



2023 CHIEF ACADEMIC OFFICER AWARD
Kerry Fulcher

The 2023 Chief Academic Officer Award was presented to Kerry Fulcher at the 2023 Institute for Chief Academic Officers. Fulcher has been provost and chief academic officer of Point Loma Nazarene University (CA) since 2010. He is responsible for all undergraduate and graduate operations in curriculum, instructional programs, educational policy, academic planning, academic resources, and accreditation. Fulcher was a professor of biology at Point Loma Nazarene starting in 1994 and was biology chair from 2002 to 2008 before moving into administration. He was appointed as president of Point Loma Nazarene University in August 2024.

2024 AWARD FOR PHILANTHROPY (ORGANIZATION)
The Dream.US

The 2024 Award for Philanthropy (Organization) was presented to The Dream.US at the 2024 Presidents Institute. Co-founded in 2013 by Donald E. Graham, former publisher of *The Washington Post*, The Dream.US is the nation’s largest college access and success program for DREAMers (young people who immigrated to the US as minors without official authorization) to provide funding and systems of support.



Pictured from left: Marjorie Hass, CIC president; Donald E. Graham, co-founder of The Dream.US and award recipient; Donna Carroll, executive director of the Association of Catholic Colleges and Universities and president emerita of Dominican University (IL); Glenna Temple, president of Dominican University (CA); and Anita Thomas, president of North Central College (IL). They are presidents of CIC member institutions that partner with The Dream.US.



2024 AWARD FOR PHILANTHROPY (INDIVIDUAL)
George Birdsong

The 2024 Award for Philanthropy (Individual) was presented to George Birdsong at the 2024 Presidents Institute. Birdsong is the CEO of Birdsong Corporation. He is an ardent supporter of higher education, serving as a member and chair of the Board of Trustees of the Virginia Foundation for Independent Colleges and the Virginia Wesleyan College Board of Trustees. His meaningful humanitarian and charitable efforts have been recognized by many educational and charitable organizations in Virginia and beyond.



2024 CHARLES W. L. FOREMAN AWARD (STATE COUNCILS)
Christopher L. Holoman

The 2024 Charles W.L. Foreman Award was presented to Christopher L. Holoman, president of Centenary College of Louisiana, at the State Councils Annual Conference to honor his commitment and leadership in advancing the work of CIC Louisiana State Council. Holoman (pictured with Treva Haugaard, executive director, Council of Independent Nebraska Colleges Foundation) has led the formation and implementation of a five-year strategic plan, a campus master plan, and the introduction of six new intercollegiate sports.

Annual CIC Institutes

Leaders from CIC member institutions and affiliate organizations gathered in January for the 2024 Presidents Institute in Hollywood, FL, and in November for the 2023 Institute for Chief Academic Officers with Chief Advancement and Chief Marketing and Communication Officers in Tampa, FL. Participants engaged in timely and practical discussions on the future of higher education and the essential role it plays in a time of great change.

2024 Presidents Institute

The 2024 Presidents Institute took place on January 4–7, 2024. The theme of the Presidents Institute was *Under the Big Tent: Independent Higher Education in a Democratic Society*. Sessions, discussions, and presentations focused on the role of higher education in fostering civic values, applying risk management principles, and the impact of artificial intelligence in higher education, in addition to other pressing themes and topics.

For the first time, CIC offered case study sessions for participants to apply risk management principles and tools from the preceding Plenary Session, “A New Model for Managing Risk as a College or University President.” Topics addressed in the case studies included Free Expression, Campus Violence, and Health and Financial Emergencies. Also new in 2024 was the opportunity for participants to submit ideas and proposals for sessions they thought would be most relevant or helpful to others in the same roles. Many speakers and topics were selected and developed from these proposals.

MOST POPULAR SESSIONS (Based on Attendance)

- Risk Management Case Study: Financial Emergency
- Overcoming Barriers to Radical Innovation
- Cushion the Fall Off of the Enrollment Cliff
- Risk Management Case Study: Free Expression
- Building an Executive Leadership Team
- Legal Issues that Keep Presidents Up at Night
- Rapidly Launch New Programs and Certificates with CIC’s OCSC
- Risk Management Case Study: Campus Violence
- Lessons from Florida’s Politically Charged Climate
- Renewing Your Presidency



Highlights from the 2023 Institute for Chief Academic Officers with Chief Advancement and Chief Marketing and Communication Officers.

2023 Institute for Chief Academic Officers with Chief Advancement and Chief Marketing and Communication Officers

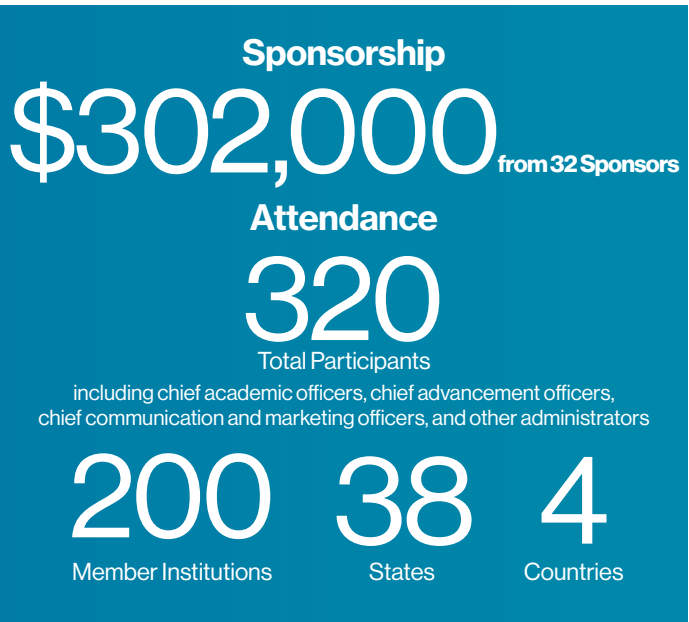
The 2023 Institute for Chief Academic Officers took place on November 4–7, 2023. The theme of the Institute was *Storied. Independent. Together*. Sessions, discussions, and presentations focused on the future of independent higher education, the importance of marketing and storytelling, and crisis communication, in addition to other relevant themes and topics.

For the first time, CIC offered a moderated panel called Briefs from the Field on the status of policy and practice in admissions and campus programming in the aftermath of the Supreme Court ruling. Also new was a set of Concurrent Sessions that allowed for discussions specific to the invited roles (chief academic, communication, or advancement officers). Interactive Seminars offered a workshop format to highlight important issues that currently impact independent higher education. Designed to be practical and hands on with clear learning outcomes, these seminar topics included “College Student Mental Health,” “Institutional Mergers and Partnerships,” “Managing Change and Disruptive Innovation,” “Utilizing Data for Effective Storytelling,” and “Effective Crisis Communications.”

MOST POPULAR SESSIONS (Based on Attendance)

- Designing Effective Faculty Load Models
- Interactive Seminar: Managing Change and Disruptive Innovation
- Artificial Intelligence: What We Know and Planning for the Future
- Interactive Seminar: When to Speak and What to Say: Effective Crisis Communications and Issues Management for Campus Leaders
- Rapidly Launch New Programs and Certificates with CIC’s OCSC

- A Model Approach to Full-Scale Handbook Revision
- New Program Development, Program Assessment, Efficiency Gains, and Prioritization
- Interactive Seminar: Utilizing Data for Effective Storytelling
- Marketing Starts with Product: Developing a Strategic Relationship with Chief Academic Officers and Chief Marketing Officers at the Program Level
- Interactive Seminar: Leading and Communicating During Crises



Highlights from the 2024 Presidents Institute.

Leadership Development Programs

Presidential Vocation and Institutional Mission

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

Cohort and Event Details: 20 senior administrators participated in 2023–2024 V&M cohort. The Opening Seminar took place in Burlington, VT, on July 16–19, 2023, and the Closing Seminar took place in Atlanta, GA, on February 25–27, 2024.

Special Information: The 2024–2025 cohort met in June 2024 for the Opening Seminar.

Presidential Renewal Program

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

Cohort and Event Details: 12 presidents, most accompanied by spouses or partners, participated in the 2023–2024 Presidential Renewal program. The Summer Seminar took place in Carlsbad, CA, on June 24–28, 2023, and the Winter Seminar was held January 3–4, 2024, directly prior to the 2024 Presidents Institute in Hollywood, FL.

New Presidents Program

Each year CIC offers a program for college presidents in their first or second year—and concurrently a program for their spouses or partners—that addresses the practical needs of new leaders of independent colleges and universities. The two-day interactive workshop includes sessions led by experienced presidents on innovative and strategic leadership for the current environment,



Presentations from CIC's New Presidents Program



Roundtable discussions from CIC's Spouses and Partners Program



2023–2024 Senior Leadership Academy cohort

creating an engaged and inclusive environment, financial fundamentals and strategies, enrollment and today's students, working with the board, and advancement among other key topics. Ample opportunities for formal and informal conversations allow participants to build community. In 2024, this program was again held in conjunction with the CIC Presidents Institute.

Cohort and Event Details: 58 new presidents and 26 spouses and partners participated in the programs. Seventeen experienced presidents and other campus leaders served as presenters and informal advisors. The gathering took place in Hollywood, FL, on January 3–4, 2024.

Special Information: CIC's New Presidents Program is the longest-running and highest attended annual offering of this kind in the nation. Since its inception in 1989, over 1,650 new presidents have improved their skill set and broadened their network of like-minded and trusted colleagues. CIC senior advisor Mary Pat Seurkamp, president emerita of Notre Dame of Maryland University, has directed the program since 2013.

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: 128 spouses and partners participated in Spouses and Partners Program at the Presidents Institute in Hollywood, FL, on January 4–7, 2024.

Special Information: The Spouses and Partners Program offered a wide range of well-attended sessions, including a keynote by Carol Bruess on "The Science and Art of Marriage: Maintaining a Flourishing Partnership in the Presidency." Other highlights included sessions on supporting LGBTQ+ students, student mental health, partnering for development campaigns, weathering personal crises as a presidential couple, and navigating current communication contexts.

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

advance of the Presidents Institute.

Cohort and Event Details: 26 spouses and partners participated in the Spouses and Partners of New Presidents Program in Hollywood, FL, on January 4–7, 2024.

Special Information: The Spouses and Partners of New Presidents Program sponsored by Ellucian included a mentoring program and sessions on role expectations and responsibilities, navigating change, and building support networks.

Executive Leadership Academy

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

Cohort and Event Details: 19 administrators participated in the 2023–2024 ELA cohort. The Opening Seminar took place on June 26–28, 2023, and the Closing Seminar took place on June 10–12, 2024, in Washington, DC.

Special Information: Offered in partnership with the American Academic Leadership Institute, CIC awarded two participants the AALI Diversity Fellowship to participate in the cohort.

Senior Leadership Academy

The Senior Leadership Academy (SLA) is a yearlong program to prepare college and university leaders in mid-level positions who have interest and potential to move into vice presidencies. It consists of mentorship, a fall seminar held in conjunction

with the CIC Institute for Chief Academic Officers, a spring seminar in Washington, DC, experiential activities throughout the year, a series of readings and case studies, and mentorship and executive coaching by the program director. The program is supported by the American Academic Leadership Institute (AALI) and Academic Search. With additional support from AALI, CIC can offer several fellowships to enhance the gender, racial, and ethnic diversity of the leadership pipeline.

Cohort and Event Details: 40 people participated in the 2023–2024 SLA cohort. The Opening Seminar took place on November 3–5, 2023, in Tampa, FL, and the Closing Seminar took place on June 6–8, 2024, in Washington, DC.

Special Information: Offered in partnership with the American Academic Leadership Institute, CIC awarded six participants the AALI Diversity Fellowship to participate in the cohort.

Belonging and Academic Leadership Initiative

The Belonging and Academic Leadership Initiative assesses, revitalizes, and expands CIC's leadership development programs to prepare a diverse new generation of leaders for the challenges of today's campuses and to place diversity, equity, and inclusion at the heart of these programs' curricula.

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

Project Timeline: February 2023–December 2027

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

Special Information: CIC has retained Rosa Lee Hunter of RLH Consulting to review four of CIC's leadership development programs this calendar year. CIC has also retained the services of Bethany Miller as evaluator of the initiative. The curriculum committee will conclude its revision of the leadership programs in Fall 2024 based on their recommendations.

Faculty Development Programs

Workshops for Department and Division Chairs

With support from Academic Search, CIC offers an annual series of four professional development workshops for department and division chairs. Session topics include understanding the departmental or divisional budget, dealing with difficult conversations, managing the faculty hiring and evaluation process, strategies for collecting and sharing data, and building and maintaining a collegial department.

The workshops are led by experienced chief academic officers, department chairs, and attorneys specializing in higher education. In 2024, 161 participants from 71 colleges and universities attended workshops in three locations.

Cohort and Event Details:

- 63 participants attended the Workshop for Department and Division Chairs in St. Louis, MO, on April 18–20, 2024.
- The Workshop for Department and Division Chairs in Jacksonville, FL on May 8–10, 2024, was canceled.
- 69 participants attended the Workshop for Department and Division Chairs in Baltimore, MD, on May 20–22, 2024.
- 29 participants attended the Workshop for Department and Division Chairs in Tacoma, WA, on June 3–5, 2024.

Special Information: Sponsorship totaled \$50,000 from one sponsor and matched 2023’s total and 2024’s goal.



Teaching Interfaith Understanding

In partnership with Interfaith America and with funding from Lilly Endowment Inc., CIC offers seminars for faculty members who are teaching and designing courses on interfaith subjects. A resource base of teaching materials for use by faculty members and a virtual community that encourages faculty members to share best practices, curricula, and pedagogies extends the seminar throughout the year. In 2024, 23 faculty members participated in this seminar.

These seminars broaden faculty members’ knowledge and perspective to help them strengthen the teaching of interfaith understanding, develop new courses and resources, and encourage the development of an expanding network of educators committed to teaching this subject.

Project Timeline: December 2022–Summer 2026

Funding Source and Amount: \$480,000 to support activities scheduled for 2024 through 2026 from Lilly Endowment Inc.

Event: The 2024 Seminar met in Chicago, IL, on June 16–20, 2024.

Special Information: These seminars are held in partnership with Interfaith America and led by Eboo Patel, founder and president, Interfaith America, and Laurie Patton, president, American Academies of Arts & Sciences.

Teaching Pre-Modern European Art in Context

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

Project Goal: This program will strengthen the teaching of art history at CIC member institutions through faculty development seminars and implementation grants.

Project Timeline: May 2019–December 2024

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

Special Information: CIC has awarded 16 grants of up to \$2,000 for faculty members to support student learning through

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

New Currents in Teaching Philosophy

With support from the Mellon Foundation, CIC has offered three annual institutes for faculty members in philosophy at CIC member institutions. The week-long institutes combined seminars on emerging topics in the discipline, workshops on innovative approaches to teaching philosophy, and discussion of institutional strategies to support philosophy programs. In 2023, 29 faculty members participated in the final institute.

Project Goal: The institutes will strengthen the discipline of philosophy at smaller liberal arts colleges by providing faculty members at CIC member institutions with an opportunity to learn more about innovative approaches to teaching philosophy—especially approaches with the potential to revitalize philosophy programs and attract more undergraduates to philosophy as a major or minor field of study. Institute participants are eligible to receive small implementation grants.

Project Timeline: September 2018–Fall 2024

Funding Source and Amount: \$730,000 from the Mellon Foundation; supplemental funding in 2022–2023 from the National Endowment for the Humanities CARES initiative

Event: The final institute in this series took place in Baltimore, MD, on July 23–27, 2023. With some of the retained funding from the original grant, CIC is offering travel and participation support for philosophy instructors at member institutions to attend the biennial conference/workshop on teaching philosophy organized by the American Association of Philosophy Teachers, which meets at Otterbein University (OH) in July 2024.

Special Information: This project is directed by Ned Hall, Norman E. Vuilleumier Professor of Philosophy and former department chair, Harvard University.

Funding the Future Workshops

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

Project Goal: A series of three virtual workshops will prepare teams of early-career faculty members in computer science

and related disciplines and grants administrators to prepare competitive applications and manage awards for two NSF programs, the Computer and Information Science and Engineering (CISE) Research Initiation Initiative (CRII) and the Faculty Early Career Development (CAREER) Program.

Project Timeline: July 2022–June 2026

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

Event: The Grant-Seeking Workshop took place virtually on March 12–13, 2024.

Special Information: The project director for this program is April Edwards, professor of cyber science at the US Naval Academy. A final workshop will be held in Spring 2025.

Improving Science Pedagogy Seminars and Activities

Funded by the W. M. Keck Foundation, CIC offered two Seminars on Science Pedagogy that were held in 2019 and 2021. The week-long seminars prepared interdisciplinary teams of faculty members in STEM fields to integrate evidence-based active learning methods into their introductory science courses and better connect academic learning with practical applications of the scientific method. In 2024, CIC expanded this work to all member institutions through a webinar on Scientific Teaching Practices in March 2024 and the Improving Science Pedagogy grant program. Through this grant program, faculty members at 16 member institutions received grants of up to \$2,000 to support activities to enrich courses in STEM fields.

Project Goal: To improve education in STEM fields through the integration of evidence-based active learning methods developed by Nobel laureate Carl Wieman, Cheriton Family Professor and Professor of Physics and of Education, Emeritus at Stanford University, into science courses.

Project Timeline: January 2018–December 2024

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

Event: The Webinar on Scientific Teaching Methods was led by Warren Code, associate director of the Science Center for Learning and Teaching at University of British Columbia, and took place virtually on March 20, 2024. A second webinar is being planned for Fall 2024.

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

Institutional Development Programs

Legacies of American Slavery: Reckoning with the Past

This initiative, generously funded by the Mellon Foundation and offered in partnership with the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition (GLC) at Yale University’s MacMillan Center, is designed to help CIC member institutions and their local communities explore the continuing impact of slavery on American life and culture. Seven CIC member institutions serve as Regional Collaboration Partners, with responsibilities to organize regional activities around a specific legacy of slavery. Pulitzer Prize-winning historian David W. Blight serves as director of this project. Blight is Sterling Professor of History and director of the GLC.

Project Goal: The goal of the initiative is to create a national network of independent colleges and universities to advance the research, teaching, and public understanding of slavery’s legacies.

Project Timeline: September 2019–Fall 2024

Funding Source and Amount: \$2,670,000 from the Mellon Foundation; supplemental funding from the National Endowment for the Humanities CARES initiative

Event: CIC hosted an intensive Public History Institute at Yale University on July 30–August 4, 2023. Teams from seven CIC member institutions participated; each team included a representative from a community-based partner organization.

Special Information: A final conference will be held at the National Civil Rights Museum in Memphis, TN, on September 19–21, 2024, with many sessions livestreamed as well.

Humanities Research for the Public Good

With support from the Mellon Foundation, this program has brought scholarship in the humanities into local communities through student-led public programs that draw upon institutional library or archival collections. Forty-nine institutions developed community-facing projects with support



CIC members participated in the Public History Institute, part of Legacies of American Slavery.

from this program. Two cohorts of institutions received program grants in 2019–2020 and 2021–2022, with a round of additional grants to previous recipients in 2023.

Project Goal: The goal of this program is to develop institutional capacity to support undergraduate research in the humanities and related public programs. Faculty members, archive and collection specialists, administrators, and students collaborate with community partners to address community interests and concerns.

Project Timeline: December 2017–Spring 2024

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

Special Information: This program is directed by Anne M. Valk, executive director of the American Social History Project/Center for Media and Learning, CUNY Graduate Center. In 2020, this project received the prestigious J. Franklin Jameson Archival Advocacy Award from the Society of American Archivists.

Crafting Democratic Futures

In 2023, CIC continued an initiative that brings together colleges and communities to develop plans to address local racial inequities. Crafting Democratic Futures: Situating Colleges and Universities in Community-Based Reparations Solutions, is based at the University of Michigan’s Center for Social Solutions (CSS). A national convening of the project was held in Ann Arbor in October 2023, with CIC project leaders and all participating campus teams in attendance. Virtual meetings were also conducted during the year.

Project Goal: The goal of this initiative is to bring together colleges and communities to address racial inequities.

Project Timeline: March 2021–December 2023, with a no-cost extension granted until June 30, 2024

Funding Source and Amount: \$5,000,000 to the Center for Social Solutions at the University of Michigan from the Mellon Foundation as part of its Just Futures: Advancing a More Democratic Society initiative



Crafting Democratic Futures brings together colleges and communities to address racial inequalities.



Special Information: CIC received \$1,300,000 of the initial grant, including \$275,000 re-granted to each CIC institution: Concordia College (MN), Connecticut College, Wesleyan College (GA), and Wofford College (SC).

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

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

Project Goal: The goal of this initiative is to create a “culture of transfer” in North Carolina that ensures students understand the transfer process and are carefully advised from their first year at a two-year college until graduation with a bachelor’s degree.

Project Timeline: February 2019–December 2023

Funding Source and Amount: \$400,000 from the Teagle Foundation

Special Information: This project is led by Steve Brooks and Hope Williams, president of NCICU.

Ohio Consortium for Transfer Pathways to the Liberal Arts

The Ohio Consortium for Transfer Pathways to the Liberal Arts was launched in Fall 2021, made possible through a grant from the Teagle Foundation and Arthur Vining Davis Foundations.

The Consortium has united 14 independent colleges and universities and 11 community colleges in Ohio to remove obstacles and establish pathways to a bachelor’s degree for students at community colleges for smooth transfer to one of Ohio’s independent colleges and universities.

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

Project Timeline: September 2021–December 2025

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

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

Consortium for Work-Based Learning

The four-year pilot of the Consortium for Work-Based Learning was launched 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: The goal of this project is to launch a national network that will integrate work-based learning into the curriculum of participating institutions and create more equitable internship and work-based learning opportunities for students.

Project Timeline: May 2023–December 2026

Funding Source and Amount: \$1,225,000 from Strada Education Foundation and \$1,735,591 from Ascendium Education Group

Special Information: Twenty-five member institutions were selected to participate in the pilot project.

Research and Resources

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

Key Indicators Tool (KIT) Benchmarking Report

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

Funding: RNL

Special Information: Reports are based on U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS) data and prepared by the Austen Group. The 2024 KIT reports were distributed in May 2024. The KIT is being evaluated in 2024–2025 to develop a more user-friendly interface.

Financial Indicators Tool (FIT) Benchmarking Report

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

Funding: RNL

Special Information: Reports are based on IPEDS data and prepared by the Austen Group. The 2024 FIT reports were distributed in May 2024. This is the first year that CIC was able to distribute KIT and FIT reports at the same time. The FIT is being evaluated in 2024–2025 to develop a more user-friendly interface for members.

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

Additional Benchmarking Reports

In response to member needs and requests, CIC has developed two additional reports that are based on voluntary data submissions from members. These reports provide more timely and detailed data than is publicly available through IPEDS.

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

FIT Supplemental: This report allows institutions to provide their most recent IPEDS Finance data for benchmarking against other institutions that voluntarily shared this early data with CIC.

Digest of Recent Research

CIC publishes two issues of the *Digest of Recent Research* per year that highlight timely and pertinent research presidents and senior campus leaders might find helpful.

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

Special Information: The most recent *Digest* was edited by Matthew J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration, Ohio State University, in January 2024. With gratitude to Mayhew, in this final year of funding, CIC will be shifting to an editorial team made up of representatives from CIC member institutions.

Webinars

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

- **“No Secret to Being Fair: Academic Leadership for Equity and Inclusive Excellence”** was held on June 12, 2024. This webinar was designed to help academic leaders explore the challenge of supporting equity and inclusivity in a time of resource scarcity, demographic change, and a rapidly shifting DEI landscape. The webinar featured Bruce King, vice president for equity and inclusion at Elmhurst University (IL), Lisa Perfetti, provost of the College of Wooster (OH), and Justin Rose, dean of the college of arts and sciences at the University of the Redlands (CA).
- **“Presidents and the Press: A Strategic Approach”** was held on February 29, 2024. This webinar provided an opportunity for discussion about the increasing reluctance of college and university presidents to make public statements or grant interviews to the press, and the times when a statement is needed. What should presidents say, when should they say it, and how can presidents develop a strategic relationship with the press? CIC President Marjorie Hass moderated the discussion with Dianne Lynch, president of Stephens College (MO), and Matt Gerien, senior executive vice president of RW Jones Agency.
- **“Navigating Campus Conflicts over the Israel-Hamas War: A Conversation for CIC Member Presidents and CAOs”** was held on October 19, 2023. This webinar offered support and an opportunity for discussion about navigating and responding to the Hamas attack on Israel on October 7, and the subsequent declaration of war. Eboo Patel, founder and president of Interfaith America, and Laurie Patton, president of American Academies of Arts & Sciences, moderated the discussion.
- **“Development 101: A Primer for Successful Fundraising”**

was held on September 21, 2023. This webinar was offered to new presidents and their spouses/partners and addressed how experienced presidents approached fundraising early in their presidencies, explored strategies for successful fundraising, and considered ways that presidential couples can work together in the fundraising endeavor. Panelists included Cindy and John Gnadinger, president and presidential spouse of Carroll University (WI), and Wes Fugate, president of Wilson College (PA). Discussion was moderated by Darrel and Christy Colson, former president and presidential spouse of Wartburg College (IA).

- **“Diversifying Your Class Within the Law”** was held on September 7, 2023. This webinar offered wisdom and advice to CIC member presidents, admissions officers, and other campus leaders in the wake of the recent Supreme Court decision on affirmative action. The discussion focused specifically on the mission challenges posed to independent colleges and universities by the decision, not just in terms of admissions policy but the related political and communication efforts as well. Panelists included Marvin Krislov, president of Pace University (NY), and David Hawkins, chief education and policy officer at the National Association for College Admission Counseling. Discussion was moderated by CIC President Marjorie Hass.

Listservs

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

Campus Role Listservs

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

Network Listservs

- | | |
|-------------------------------------|---------------------------|
| • Tuition Exchange Program Listserv | • NetVUE Listserv |
| | • State Councils Listserv |

Legacies of American Slavery Blog and Resource Database

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

Foundation Conversation

For over 30 years, CIC has held a biennial meeting to connect

senior administrators at member institutions with leaders at philanthropic foundations that support the independent sector of higher education. This event aims not only to inform member institutions about key foundation priorities and trends, but also to help foundation leaders better understand the unique needs and strengths of independent, liberal arts colleges and universities. In 2023–2024, the Foundation Conversation included a webinar in October and a session at the Institute for Chief Academic Officers in November.

- **The “Foundation Conversation Webinar: Building Community-Focused Humanities Projects”** was held on October 16, 2023. The discussion was led by Raymond Foxworth, program director for Indigenous Knowledge at the Henry Luce Foundation, and Carol Peters, director of the Division of Education Programs at the National Endowment for the Humanities. The presentations focused on building grant-funded humanities initiatives, particularly those that create mutually beneficial partnerships and elevate the voices and expertise of communities underrepresented in higher education. The event was open to State Council executives as well as administrators, faculty members, and staff members at CIC member institutions, and those who lead community-engaged projects are especially invited to participate. This webinar was not recorded.
- A Foundation Conversation session was held on November 6, 2023, at the Institute for Chief Academic Officers in Tampa, Florida. The session featured presentations from Michael Murray, president of the Arthur Vining Davis Foundations, and Loni Bordoloi Pazich, program director at the Teagle Foundation, with ChaMarra Saner, interim provost at Catawba College (NC) as moderator. Murray and Pazich shared a behind-the-scenes look at how foundation officers choose the areas of support they do, why they choose to fund certain projects, and how CIC member institutions can position themselves for success.

Independent Newsletter

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

- Summer 2023
- Fall 2023
- Winter 2024: CIC 2023–2024 Institutes

Social Media

- Twitter/X: @CICnotes (2,627 followers as of June 2024)
- LinkedIn: Council of Independent Colleges (5,273 followers as of June 2024)
- LinkedIn Group: “Council of Independent Colleges – Members” (79 members as of June 2024)
- Threads: [cic_independent_colleges](https://www.threads.net/@cic_independent_colleges) (20 followers as of June 2024)
- Bluesky: [cicnotes.bsky.social](https://bsky.app/profile/cicnotes.bsky.social) (6 followers as of June 2024)

Members of CIC

(As of June 30, 2024)

CIC supports a strong membership. In 2023–2024, the Council served 672 independent colleges and universities—including liberal arts, comprehensive, four-year, two-year, and international institutions. In addition, the Council supported 68 national, state, and regional organizations that were Affiliate or State Council members.

Institutional Members (by State)

Alaska

Alaska Pacific University ^T

Alabama

Birmingham-Southern College
Huntingdon College ^{N, T}
Miles College
Oakwood University ^O
Samford University ^N
Spring Hill College ^{O, T}
Stillman College ^{N, O, T}
Talladega College ^O
Tuskegee University ^{O, T}

Arkansas

Hendrix College ^{N, T}
John Brown University ^{N, O, A}
Lyon College ^T
Philander Smith University ^{N, T}
University of the Ozarks ^{N, O, T}

Arizona

Prescott College ^T

California

Azusa Pacific University ^N
Biola University ^O
California Baptist University ^O
California Lutheran University ^{N, O}
Concordia University Irvine ^{N, O}
Dominican University of California ^T
Fresno Pacific University ^{O, T}
Golden Gate University ^T
Jessup University ^{O, T}
La Sierra University ^O
Life Pacific University ^T
Loma Linda University ^O
Mount Saint Mary's University ^{N, O, B}
Notre Dame de Namur University ^{B, A}
Pacific Union College
Pepperdine University ^N
Pitzer College
Point Loma Nazarene University ^{N, O, B}
Saint Mary's College of California
Scripps College
Simpson University ^{N, O, T}
University of La Verne ^N
University of Redlands
Westmont College ^{N, O}
Whittier College
Woodbury University ^{O, T}

Colorado

Colorado College
Naropa University ^T
University of Denver

Connecticut

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

Washington, DC

Gallaudet University

Delaware

Goldey-Beacom College ^{O, T}
Wilmington University ^T

Florida

AdventHealth University ^N
Ave Maria University ^T
Beacon College ^T
Bethune-Cookman University
Eckerd College ^N
Edward Waters University ^{O, T}
Flagler College ^T
Florida Memorial University ^O
Hodges University
Lynn University ^T
Palm Beach Atlantic University ^{N, O, T}
Rollins College
Saint Leo University ^O
St. Thomas University ^{N, O, T}
Southeastern University ^{O, T}
Stetson University ^T
Warner University ^T

Georgia

Agnes Scott College
Berry College ^N
Brenau University ^T
Clark Atlanta University
Covenant College ^{N, O}
LaGrange College ^{N, O, T}
Life University
Morehouse College ^{N, O, A}
Oglethorpe University ^{N, O, B}
Piedmont University ^{N, O, T}
Point University ^O
Reinhardt University ^{N, O, T}

Shorter University ^O
Spelman College ^N
Thomas University ^{N, T}
Wesleyan College ^{N, O, T, A}
Young Harris College ^{N, O, T, B}

Hawaii

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

Idaho

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

Illinois

Augustana College ^{N, O}
Aurora University ^{N, O, T, B, A}
Benedictine University ^{N, T}
Blackburn College ^{N, O, T}
Bradley University
Columbia College Chicago ^T
Concordia University Chicago ^N
Dominican University ^{N, T, B}
Elmhurst University ^{N, T}
Eureka College ^{O, T}
Greenville University ^{N, O}
Illinois College ^{N, T}
Illinois Wesleyan University ^{N, O, T}
Judson University ^T
Knox College ^A
Lake Forest College ^O
Lewis University ^{N, T}
McKendree University ^{N, O, T}
Methodist College ^T
Millikin University ^{O, T, B}
Monmouth College ^{N, O, T}
National Louis University ^T
North Central College ^{N, O, T, B}
North Park University ^{N, A}
Olivet Nazarene University ^O
Principia College ^A
Quincy University ^{O, T}
Rockford University ^{O, T, A}
Saint Xavier University ^{N, O, T}
Trinity Christian College ^{N, O, T}
University of St. Francis ^{N, O, T}
Wheaton College ^{N, O}

Indiana

Anderson University ^{N, O, T}
Bethel University ^O
Butler University ^{N, A}
Calumet College of St. Joseph ^O
DePauw University ^A
Earlham College ^N
Franklin College ^{N, O, T}
Goshen College ^{N, O, B, A}
Grace College and Seminary ^{N, T}
Hanover College ^{N, T, A}

Holy Cross College ^{N, O, T}
Huntington University ^{N, O, T}
Indiana Institute of Technology ^O
Indiana Wesleyan University ^{N, O}
Manchester University ^{N, T}
Marian University ^{N, O, T}
Oakland City University ^N
Saint Mary's College ^{N, O, T, B}
Saint Mary-of-the-Woods College ^{N, T, B}
Taylor University ^N
Trine University ^{O, T, A}
University of Evansville ^T
University of Indianapolis ^{N, O, T}
University of Saint Francis ^{N, T}
Valparaiso University ^{N, O}
Wabash College ^{O, A}

Iowa

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

Kansas

Baker University ^T
Benedictine College ^{O, T}
Bethany College ^{N, T, B}
Bethel College ^{N, O, T, B}
Friends University ^{N, O, T, B}
Hesston College ^O
Kansas Wesleyan University ^{N, O, T}
Newman University ^{N, O, T}
McPherson College ^{O, T}
MidAmerica Nazarene University ^{N, T}
Ottawa University ^{N, O, T}
Southwestern College ^{N, T}
Sterling College ^{O, T}
Tabor College ^{N, O, T}
University of Saint Mary ^{N, O, T}

Kentucky

Alice Lloyd College ^T
Asbury University ^{N, O}
Bellarmine University ^{N, O, B}
Berea College ^{T, B}
Brescia University ^{O, T}
Campbellsville University ^{N, T}
Centre College ^N
Georgetown College ^{N, O, T}
Kentucky Wesleyan College ^{N, T}
Lindsey Wilson College ^{N, T}
Midway University ^T
Spalding University ^{O, T}
Thomas More University ^{N, T}
Transylvania University ^{N, O}
Union Commonwealth University ^{N, T}
University of the Cumberlands ^T
University of Pikeville ^{N, O, T, A}

Louisiana

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

Maine

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

Maryland

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

Massachusetts

American International College ^{O, T}
Anna Maria College ^T
Assumption University ^{N, T}
Bard College at Simon's Rock ^N
Bay Path University ^{N, O, T}
Curry College ^T
Dean College ^{N, O, T}
Eastern Nazarene College ^{N, O}
Elms College ^{O, T}
Emerson College
Emmanuel College ^N
Endicott College ^{O, T}

N = CIC members that were 2024 NetVUE members
O = CIC members that were CIC Online Course Sharing Consortium members in 2023–2024
T = CIC members that participated in the CIC Tuition Exchange Program in 2023–2024
B = CIC members that were Belong members in 2023–2024
A = CIC members that joined the AI Ready network as of June 30, 2024

Fisher College ^{O, T, A}
Gordon College ^{N, O}
Hampshire College
Lasell University ^O
Lesley University ^T
Merrimack College ^N
Nichols College ^T
Regis College ^T
Simmons University
Springfield College ^{O, T}
Stonehill College ^{N, O}
Western New England University ^{O, T}
Wheaton College ^T

Michigan

Adrian College ^T
Albion College ^{N, O, T}
Alma College ^{N, O, T}
Andrews University ^{N, O, B, A}
Aquinas College ^{N, O, T}
Baker College ^O
Calvin University ^N
Hillsdale College ^T
Hope College ^N
Kalamazoo College
Madonna University ^T
Rochester Christian University ^{N, B, A}
Siena Heights University ^{O, T}
Spring Arbor University ^{O, T}
University of Detroit Mercy ^T
The University of Olivet ^{O, T}

Minnesota

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

Mississippi

Millsaps College ^{N, T}
Rust College
Tougaloo College ^{N, O}

Missouri

Avila University ^{N, T}
Central Methodist University ^{N, T}

College of the Ozarks ^{N, T}
Columbia College ^{O, T}
Cottey College ^{N, O, T}
Culver-Stockton College ^{O, T}
Drury University NetVUE ^{O, T}
Fontbonne University ^{N, O, T}
Kansas City Art Institute ^T
Lindenwood University ^T
Logan University ^{O, T}
Maryville University of Saint Louis ^T
Missouri Baptist University ^{N, O, T}
Missouri Valley College ^{O, T}
Park University ^T
Rockhurst University ^T
Southwest Baptist University
Stephens College ^{O, T}
University of Health Sciences
and Pharmacy in St. Louis ^T
Webster University ^T
Westminster College ^{O, T}
William Jewell College ^{N, O, T}
William Woods University ^{N, O, T, B}

Montana

Carroll College ^T
Rocky Mountain College ^T
University of Providence ^{N, O, T}

Nebraska

Bellevue University ^T
Bryan College of Health Sciences ^T
Clarkson College ^{O, B}
College of Saint Mary ^{T, B}
Doane University ^{T, B, A}
Hastings College ^{N, O, T}
Midland University ^{O, T, B, A}
Nebraska Methodist College ^{O, T, B, A}
Nebraska Wesleyan University ^{N, O, B}
Union Adventist University ^O

New Hampshire

Colby-Sawyer College ^{N, O, T}
Franklin Pierce University ^T
New England College ^T
Rivier University ^{N, T}
Saint Anselm College ^{N, O, T, B}
Southern New Hampshire University ^T
Thomas More College of Liberal Arts ^T

New Jersey

Caldwell University ^{O, T}
Centenary University ^{O, T}
Drew University ^T
Fairleigh Dickinson University ^T
Felician University ^T
Georgian Court University ^{N, O, T, B, A}
Monmouth University ^T
Saint Elizabeth University ^{O, T}
Saint Peter's University ^{O, T}

New Mexico

St. John’s College ^B
University of the Southwest ^T

New York

Bard College ^N
D'Youville University ^{N, T, B}
Daemen University ^T
Dominican University New York ^{O, T}
Elmira College
Fordham University
Hartwick College ^O
Hilbert College ^{N, O, T}
Houghton University ^{N, O, T}
Ithaca College
Keuka College ^{O, T}
Manhattan School of Music
Manhattanville University ^{O, T}
Maria College ^{O, T}
Marymount Manhattan College ^T
Mercy University ^O
Molloy University ^{O, T, B}
Mount Saint Mary College ^{O, T}
Nazareth University ^{N, O}
New York Institute of Technology ^O
Pace University ^T
Paul Smith’s College ^{O, T}
Roberts Wesleyan University ^{N, T}
Russell Sage College ^T
Siena College ^T
St. Bonaventure University ^{N, T}
St. John Fisher University ^{T, B}
St. Joseph’s University, New York ^T
St. Lawrence University ^N
St. Thomas Aquinas College ^{N, T}
University of Mount Saint Vincent ^{N, O, T, B, A}
Utica University ^T
Vaughn College of Aeronautics
and Technology
Villa Maria College ^O
Wagner College ^{N, B}
Wells College

North Carolina

Barton College ^{O, T}
Belmont Abbey College ^T
Bennett College
Brevard College ^{N, O, T}
Cabarrus College of Health Sciences
Campbell University ^{N, T, B}
Catawba College ^{N, O, T}
Chowan University ^T
Elon University
Gardner-Webb University ^{O, T}
Guilford College ^{N, T}
High Point University
Johnson C. Smith University ^T
Lees-McRae College ^O
Lenoir-Rhyne University ^{N, T}

Livingstone College ^T
Mars Hill University ^{N, O, T}
Meredith College ^T
Methodist University ^N
Montreat College ^{N, T}
North Carolina Wesleyan University ^{O, T}
Pfeiffer University ^{N, O, T}
Queens University of Charlotte ^T
Salem College ^{O, T}
Shaw University
University of Mount Olive ^T
Warren Wilson College ^{N, O}
William Peace University ^{O, T}
Wingate University ^{N, O, T}

North Dakota

University of Jamestown ^{O, T}
University of Mary ^{N, T}

Ohio

Ashland University ^{N, O, T}
Baldwin Wallace University ^{O, T}
Bluffton University ^{N, O, T}
Capital University ^{N, O, T}
Cedarville University ^{O, T}
The College of Wooster ^N
Defiance College ^{O, T}
Denison University
Franciscan University of Steubenville ^T
Franklin University ^{O, T}
Heidelberg University ^{O, T}
Hiram College ^{N, O}
John Carroll University ^{N, T}
Kenyon College ^B
Kettering College ^O
Lake Erie College ^T
Lourdes University ^{N, O, T}
Malone University ^{N, O, T, B}
Marietta College ^{N, O, T}
Mercy College of Ohio
Mount St. Joseph University ^{N, O, T}
Mount Vernon Nazarene University ^{N, O, T}
Muskingum University ^{N, O, T, B}
Notre Dame College ^{O, T}
Oberlin College
Ohio Dominican University ^{N, O, T}
Ohio Northern University ^O
Ohio Wesleyan University ^{N, O}
Otterbein University ^{N, O}
Tiffin University ^{O, T}
The University of Findlay ^{N, T}
University of Mount Union ^{N, O, T}
University of Rio Grande ^{O, T}
Ursuline College ^{N, O, T, B}
Walsh University ^{N, O, T}
Wilberforce University ^{O, T}
Wilmington College ^T
Wittenberg University ^{N, O, T}

Oklahoma

Oklahoma City University ^{O, T}
Oral Roberts University

Oregon

Bushnell University ^{N, T}
George Fox University ^{N, A}
Lewis & Clark College ^B
Linfield University ^{N, O}
Pacific University
Reed College
University of Portland
Warner Pacific University ^{O, T}
Willamette University

Pennsylvania

Albright College ^{O, B}
Allegheny College ^{N, O, T}
Alvernia University ^{N, T, B}
Arcadia University ^T
Bryn Athyn College ^{O, T}
Bucknell University
Cabrini University ^T
Carlow University ^{N, T}
Cedar Crest College ^{O, T, B, A}
Chatham University ^{T, B}
Chestnut Hill College ^{N, O, T}
Delaware Valley University
DeSales University ^{N, O, T}
Duquesne University ^T
Eastern University ^T
Elizabethtown College ^T
Franklin & Marshall College
Gannon University ^{T, A}
Geneva College ^{N, O, T}
Gettysburg College
Grove City College ^{N, O}
Gwynedd Mercy University ^{N, O, T}
Haverford College
Holy Family University ^T
Immaculata University ^T
Juniata College ^{O, B}
Keystone College ^T
King’s College ^{N, T}
La Roche University ^T
Lafayette College
Lebanon Valley College
Manor College ^{T, A}
Marywood University ^{N, T}
Mercyhurst University
Messiah University ^{N, O}
Misericordia University ^T
Moravian University ^{N, O, A}
Mount Aloysius College ^T
Muhlenberg College ^{N, B}
Neumann University ^{N, T}
Pennsylvania College of Art & Design ^{O, T}
Point Park University ^T
Robert Morris University ^{O, T}

Rosemont College ^T
Saint Francis University ^{O, T}
Saint Vincent College ^{N, T}
Seton Hill University ^{N, T}
Susquehanna University ^{N, A}
Swarthmore College
Thiel College ^{N, O, T, B}
University of Scranton ^{N, T}
University of the Arts
Ursinus College ^{N, B}
Washington & Jefferson College ^{N, T, B, A}
Waynesburg University ^{N, T}
Westminster College ^{N, T}
Widener University ^{T, B}
Wilkes University ^{T, B}
Wilson College ^{O, T, B}
York College of Pennsylvania ^{O, T}

Rhode Island

Roger Williams University ^{O, T}
Salve Regina University ^N

South Carolina

Allen University
Anderson University ^{O, T}
Benedict College ^{N, O, A}
Charleston Southern University ^O
Claflin University ^T
Coker University ^{O, T}
Columbia College ^{O, T}
Converse University ^{O, T, B}
Erskine College ^T
Furman University ^N
Limestone University ^T
Morris College
Newberry College ^{N, O, T}
Presbyterian College ^{N, T}
Spartanburg Methodist College ^T
Voorhees University ^O
Wofford College ^N

South Dakota

Augustana University ^N
Dakota Wesleyan University ^{N, O, T}
Mount Marty University ^T
University of Sioux Falls ^T

Tennessee

Belmont University ^{N, T}
Bethel University ^T
Carson-Newman University ^{N, O, T}
Christian Brothers University ^{O, T}
Cumberland University ^{O, T}
Fisk University
Freed-Hardeman University ^O
King University ^{N, O, T}
Lane College ^{N, O}
LeMoyne-Owen College ^O
Lee University ^{N, O, T}

Lincoln Memorial University ^T
Lipscomb University ^N
Maryville College ^{N, O, T, B}
Milligan University ^N
Rhodes College ^N
Southern Adventist University ^{N, O}
Tennessee Wesleyan University ^T
Trevecca Nazarene University ^O
Tusculum University ^T
Sewanee: The University of the South ^N

Texas
Abilene Christian University ^N
Austin College ^{N, O, T}
Baylor University ^N
Concordia University Texas ^{N, T, B}
Criswell College ^O
Dallas Baptist University
Hardin-Simmons University ^O
Huston-Tillotson University ^T
Jarvis Christian University ^{N, O, T}
LeTourneau University ^N
McMurry University ^{N, O, T, B}
Our Lady of the Lake University ^{N, T}
Parker University
St. Edward's University ^{N, O, T, B}
St. Mary's University ^{O, T}
Schreiner University ^{N, O}
Southwestern Adventist University ^{N, O}
Southwestern University ^{N, T}
Texas Christian University
Texas College
Texas Lutheran University ^{N, O, T}
Texas Wesleyan University ^{O, T}
Trinity University ^N
University of Dallas ^{N, T}
University of St. Thomas ^T
University of the Incarnate Word ^{N, O, T, B}
Wayland Baptist University
Wiley University ^{O, T}

Utah
Ensign College
Westminster University ^O

Vermont
Bennington College
Champlain College
Landmark College
Middlebury College
Norwich University ^{N, O, T}
Saint Michael's College ^O

Virginia
Averett University ^{T, B}
Bluefield University ^{N, O, T}
Bridgewater College ^{N, T}
Eastern Mennonite University ^{N, O}
Emory & Henry College ^{O, T}

Ferrum College ^{N, O, T}
Hampden-Sydney College ^N
Hollins University ^{N, T}
Mary Baldwin University ^T
Marymount University
Randolph-Macon College ^{N, T}
Randolph College ^{O, T}
Regent University ^T
Roanoke College ^{N, T, A}
Shenandoah University ^{O, T}
Southern Virginia University ^T
Sweet Briar College ^{O, T}
University of Lynchburg ^{O, T}
University of Richmond
Virginia Union University
Virginia Wesleyan University ^{O, T}
Washington and Lee University

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

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

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

International Members

American University in Bulgaria
Saint Monica University (Cameroon) ^T
Booth University College (Canada)
Burman University (Canada)
Canadian Mennonite University ^N
The King's University (Canada) ^N
Redeemer University (Canada)
Trinity Western University (Canada)
The American University
of Paris (France)
American College of Greece ^T
John Cabot University (Italy)
American University of Kuwait ^T
American University of Beirut (Lebanon)
Lebanese American University
CETYS University (Mexico) ^O
Al Akhawayn University (Morocco) ^{N, O, T}
American University of Nigeria ^{O, T}
Forman Christian College (Pakistan) ^T
Franklin University Switzerland
American University of
Sharjah (United Arab Emirates) ^T

New CIC Members in 2023-2024

New Institutional Members
Belmont University (TN)
Cabarrus College of Health Sciences (NC)
Clarkson College (NE)
Cumberland University (TN)
Ensign College (UT)
Mercy College of Ohio
Pacific Union College (CA)
Thomas More College of Liberal Arts
(NH)
University of the Arts (PA)
University of Portland (OR)
Vaughn College of Aeronautics and
Technology (NY)

New International Members
American University of Nigeria
Trinity Western University (Canada)

New Affiliate Members
Association of Independent Colleges
and Universities of Pennsylvania
Bringing Theory to Practice (NC)

Associate Members

Cox College (MO)
Louisburg College (NC)
Trocaire College (NY) ^{O, T}

Affiliate Members

Christian College Consortium (AL)
Complete College America (DC)
The Phi Beta Kappa Society (DC)
Association of Catholic Colleges and Universities (DC) ^N
Council for Advancement and Support of Education (DC)
Council for Christian Colleges & Universities (DC) ^N
National Association of Independent Colleges and Universities (DC)
Council of American Overseas Research Centers (DC)
American Councils for International Education (DC)
EDUCAUSE (DC)
Associated Colleges of the South (GA)
Association of Presbyterian Colleges and Universities (GA) ^N
Women's College Coalition (GA)
Council of Colleges and Universities of the Christian Church
(Disciples of Christ) (IL)
Network of ELCA Colleges and Universities (IL) ^N
Federation of Independent Illinois Colleges & Universities (IL)
Associated Colleges of the Midwest (IL)
North American Coalition for Christian Admissions Professionals (IN)
Congregation of Holy Cross (IN)
Nazarene Colleges Council of Education (KS)
Accreditation Council for Business Schools and Programs (KS)
Appalachian College Association (KY)
Millennium Campus Network (MA)
Yes We Must Coalition (MA)
Association of Independent Colleges & Universities in
Massachusetts (MA)
Campus Compact (MA)
Conference for Mercy Higher Education (MD) ^N
The Great Lakes Colleges Association (MI)
National Association of Intercollegiate Athletics (MO)
Tuition Plan Consortium/Private College 529 Plan (MO)
Concordia University System (MO)
Bringing Theory to Practice (NC)
New Hampshire College & University Council (NH)
Society for Classical Studies (NY)
Association of Advanced Rabbinical and Talmudic Schools (NY)
Project Pericles (NY)
Association of Independent Colleges and Universities of Ohio (OH)
New American Colleges and Universities (OH)
Association of Independent Colleges and Universities of
Pennsylvania (PA)
Tennessee Independent Colleges and Universities Association (TN)
United Methodist Church General Board of Higher Education
and Ministry (TN)
National Student Clearinghouse (VA)
Council of Independent Colleges in Virginia (VA)
Council on Library and Information Resources (VA)

State Councils

Alabama Association of Independent Colleges and Universities
Arkansas' Independent Colleges and Universities
Independent Higher Education of Colorado Fund
Florida Independent College Fund
Iowa College Foundation
Associated Colleges of Illinois
Independent Colleges of Indiana
Association of Independent Kentucky Colleges and Universities
Louisiana Independent College Foundation
Independent College Fund of Maryland
Michigan Colleges Alliance
Minnesota Private College Fund
Missouri Colleges Fund Inc.
North Carolina Independent Colleges and Universities
North Dakota Independent College Fund
Council of Independent Nebraska Colleges Foundation
Independent Colleges and Universities of New Jersey
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
South Carolina Independent Colleges and Universities
Independent Colleges and Universities of Texas Foundation
Virginia Foundation for Independent Colleges
Independent Colleges of Washington
West Virginia Independent Colleges and Universities
Wisconsin Association of Independent Colleges and
Universities

Program Participants

Presidential Vocation and Institutional Mission

2023–2024 Participants by Institution

Bethel University (IN)
Brent LaVigne
Vice President of Institutional Advancement
Michaele LaVigne
Spouse

Butler University (IN)
Brooke Barnett
Provost and Vice President for Academic Affairs
Tom Mould
Spouse

Capital University (OH)
Jody S. Fournier
Provost and Vice President for Learning
Debbie Fournier
Spouse

Fontbonne University (MO)
Adam G. Weyhaupt
Provost
Julia K. Weyhaupt
Spouse

Fordham University (NY)
Maura Mast
Dean of Fordham College at Rose Hill
Jack Reynolds
Spouse

Franklin College (IN)
Kristin Flora
Vice President for Academic Affairs and Dean of the College
Mark Flora
Spouse

George Fox University (OR)
Andrea Scott
Provost

Hanover College (IN)
Kay Stokes
Special Assistant to the President for Accreditation and External Relations

Hope College (MI)
Sonja Trent-Brown
Chief Officer for Culture & Inclusion and Associate Professor of Psychology
Michael Brown
Spouse

King University (TN)
Matthew Roberts
Provost
Jessica Roberts
Spouse

LeTourneau University (TX)
Kristy Morgan
Vice President for Student Affairs
James Douglas Stump
Spouse

Luther College (IA)
Brad Michael Chamberlain
Provost
Julie Chamberlain
Spouse

Mercyhurst University (PA)
Gregory Baker
Vice President for Mission Integration

Jen Baker
Spouse

Shenandoah University (VA)
Yolanda Barbier Gibson
Vice President for Student Affairs
James Terrance Gibson
Spouse

Texas Lutheran University
Sarah M. Ferguson
Vice President for Academic Affairs
Eric Olsen
Spouse

University of Denver (CO)
Christopher Whitt
Vice Chancellor for Diversity, Equity and Inclusion
Quiana LaShonda Whitt
Spouse

University of Jamestown (ND)
Paul Olson
Provost
Teresa Olson
Spouse

Whitworth University (WA)
Gregor Thuswaldner
Provost and Executive Vice President
Pamela Thuswaldner
Spouse

Wisconsin Lutheran College (WI)
Richard Mannisto
Vice President of Advancement

Young Harris College (GA)
Jason A. Pierce
Provost
Joanna Pierce
Spouse

Executive Leadership Academy

2023–2024 Participants by Institution

Alverno College (WI)
Heidi Anderson-Issacson
Vice President for Student Development and Success

Bluefield University (VA)
Michael Salmeier
Provost

Calumet College of St. Joseph (IN)
Johnny Craig
Senior Vice President of Enrollment Marketing and Athletics

Centenary College of Louisiana
Karen Soul
Provost and Dean of Faculty

Colby-Sawyer College (NH)
Eden Wales Freedman
Academic Vice President and Dean of Faculty

Colorado College
Manya Whitaker
Executive Vice President and Chief of Staff

DePauw University (IN)
Dionne Jackson
Vice President for Institutional Equity

George Fox University (OR)
Shawn Daley
Vice President, Chief Strategy Officer

Jarvis Christian University (TX)
Paula Love
Vice President for Finance and Administration

Judson University (IL)
Nikki Fennern
Executive Vice President for Enrollment and Marketing

Morehouse College (GA)
Undria Stalling
Senior Vice President of Business and Finance and Chief Financial Officer

Mount Saint Mary’s University (CA)
Daniel Prosterman
Interim Provost and Vice President for Academic Affairs

North Central College (IL)
Jessica Brown
Vice President for Student Affairs and Athletics

Northwest Nazarene University (ID)
Stacey Berggren
Chief Admissions Officer Pennsylvania

College of Art & Design
Carissa Massey
Provost

Saint Joseph’s College of Maine
Monique LaRocque
Senior Vice President for Learning and Programs

University of Charleston (WV)
Beth Wolfe
Executive Vice President of Enrollment Management

Utica University (NY)
Jeffery Gates
Senior Vice President for Strategic Enrollment Management and Student Success

Voorhees University (SC)
Damara Hightower-Mitchell
Provost and Vice President for Academic Affairs

Senior Leadership Academy

2023–2024 Participants by Institution

Allegheny College (PA)
Jennifer Dearden
Associate Provost

Augustana College (IL)
Greg Domski
Associate Dean of Academic Strategic Priorities

Baldwin Wallace University (OH)
Stephen Dittmore
Dean, College of Education and Health Sciences

Benedictine University (IL)
Olga Lambert
Dean, College of Liberal Arts

Coker University (SC)
Andrea Coldwell
Dean, College of Humanities and Sciences

College of Saint Benedict (MN)
Pamela Bacon
Associate Provost and Dean of the Faculty

Colorado College
Rosalie Rodriguez
Senior Associate Dean of Students for Equity and Inclusion

Concordia University of Chicago (IL)
Jamie Kowalczyk
Interim Provost, Senior Vice President for Academics and Chief Academic Officer

Dominican University (IL)
Jacqueline Neri Arias
Executive Director of Student Experience and Inclusion

Endicott College (MA)
Marlin Nabors
Assistant Vice President and Dean of Students

Fisk University (TN)
Jason Curry
Assistant Vice President for Institutional Effectiveness and Accreditations

Friends University (KS)
Preston Todd
Vice President for Enrollment Management & Student Success

Gannon University (PA)
Lori Lindley
Associate Professor

Hanover College (IN)
Dustin Bailey
Associate Provost for Assessment and Head of Educator Preparation

Heidelberg University (OH)
Courtney Pugno
Assistant Vice President for Academic Affairs

Hollins University (VA)
Luke Vielle
University Librarian and Association of College and Research Libraries Liaison to CIC

Lincoln Memorial University (TN)
Adam Rollins
Dean of Mathematics and Sciences

Logan University (MO)
April Taylor
Dean, College of Health Sciences

Mercy College (NY)
Peter West
Dean, School of Liberal Arts

North Central College (IL)
Kristin Bonacci
Associate Provost & Dean of Engaged Learning; Associate Professor of Sociology

Our Lady of The Lake University (TX)
Jared Montoya
Associate Provost of Graduate and Online Programs

Regent University (VA)
Joshua McMullen
Dean, College of Arts & Sciences

Regis College (MA)
Ericka Hollis
Assistant Provost for Academic Innovation and Faculty Development

Rhodes College (TN)
Rashna Richards
Dean for Faculty Development, Reviews, and Assessment

Roanoke College (VA)
David Taylor
Associate Dean for Academic Affairs and Administration; Professor of Mathematics

Saint Mary’s College (IN)
Cassie Majetic
Professor of Biology

Salve Regina University (RI)
Steven Rodenborn
Vice Provost & Dean of Undergraduate Studies

St. Ambrose University (IA)
Patrick Archer
Dean, College of Arts and Sciences

St. John Fisher University (NY)
Diane Martz
Controller

The College of Wooster (OH)
Jennifer Bowen
Dean for Curriculum and Academic Engagement

Tiffin University (OH)
Dan Clark
Vice Provost for Online and Extended Learning

Trinity University (TX)
Jennifer Henderson
Associate Vice President for Academic Affairs

Tusculum University (TN)
Heather Henson-Ramsey
Dean, College of Science, Technology, and Mathematics

University of Pikeville (KY)
Amanda Slone
Assistant Provost for Academics

University of St. Francis (IL)
Shannon Brown
Dean, College of Business and Health Administration

Utica University (NY)
Ahmed Radwan
Dean, Health Professions & Education

Washington and Lee University (VA)
Sascha Goluboff
Director of the Office of Community Based Learning, Professor of Cultural Anthropology

Washington College (MD)
Alisha Knight
Associate Provost for Diversity and Inclusion

Wilson College (PA)
Julie Beck
Chief Nursing Officer, Director of BSN Program and Associate Professor of Nursing

Wofford College (SC)
Ramon Galinanes

Director of Undergraduate Research and Post-Graduate Fellowships

Workshop for Department and Division Chairs

2023–2024 Participants by Institution

WORKSHOP 1: ST. LOUIS, MO (APRIL 18–20)

Blackburn College (IL)
Mark Benedetti

Butler University (IN)
James Frank McGrath

California Lutheran University
LaVerne Seales

Central Methodist University (MO)
Sandra Wald

Central Methodist University (MO)
Dori Waggoner

Central Methodist University (MO)
Grant Swicegood

Central Methodist University (MO)
Melissa Simons

Central Methodist University (MO)
Maryann Rustemeyer

Central Methodist University (MO)
Kavita S. Hatwalkar

Central Methodist University (MO)
Sally Hackman

Central Methodist University (MO)
Rita Gulstad

Central Methodist University (MO)
James Gordon

Central Methodist University (MO)
Stephanie Brink

Central Methodist University (MO)
Collin Brink

Central Methodist University (MO)
Julie Bennett

Champlain College (VT)
Monique M. Taylor

The College of St. Scholastica (MN)
Ryan Sandefer

Columbia College (MO)
Stephanie Woods

Columbia College (SC)
Gretchen Hendrickson

Eastern Mennonite University (VA)
Tynisha D. Willingham

Emory University-Oxford College (GA)
Erin Celeste Tarver

Emory University-Oxford College (GA)
Sarah Fankhauser

Hendrix College (AR)
Andres Alejandro Caro

Huntington University (IN)
Elijah Lee

Illinois College
Miranda Karban

Illinois College
Alex Moore

Illinois College
Suzanne Kell

Illinois College
Christopher Oldenburg

King's College (PA)
Scott J. Weiland

Lindenwood University (MO)
Gabriela E. Romero

Manchester University (IN)
Celia Cook-Huffman

Mars Hill University (NC)
Tracy S. Parkinson

Missouri Baptist University
Mary S. Vedamuthu

Missouri Baptist University
Janet Puls

Missouri Baptist University
Robin Elaine Murray

Missouri Baptist University
Nikki Johnson

Missouri Baptist University
Tara Hommelson

Missouri Baptist University
Caleb Hamilton

Missouri Valley College
Andrew J. Linsenbardt

Morningside University (IA)
Jay P. Moran

Morningside University (IA)
Rochelle L. Maynard

Morningside University (IA)
Amanda Haverhals

Newman University (KS)
Geri Tyrell

Newman University (KS)
Lori Steiner

Newman University (KS)
Joshua Papsdorf

Newman University (KS)
Jessica Bird

Otterbein University (OH)
Deborah Solomon

Queens University of Charlotte (NC)
Leah Morgan

Queens University of Charlotte (NC)
Dixie Abernathy

Rockford University (IL)
Jennifer Langworthy

Rockford University (IL)
Jacob Hardesty

Rockford University (IL)
Filiz Dik Saint

Mary-of-the-Woods College (IN)
Janet Clark

Texas Lutheran University
Kyle David Olson

Texas Lutheran University
E'Loria Simon-Campbell

University of Massachusetts-Boston
Tomas Materdey

Wartburg College (IA)
Zak Montgomery

Webster University (MO)
Kristen Anderson

Webster University (MO)
Elsa Fan Webster

University (MO)
Emily Thompson

Webster University (MO)
Marti Steed

Webster University (MO)
Stephanie C. Schroeder

Webster University (MO)
Muthoni K. Musangali

Webster University (MO)
Susan J. McFarlan

Webster University (MO)
Victoria Brown-Kennerly

Westminster College (PA)
Brittany Rowe-Cernevicius

Westminster College (PA)
Kristianne Kalata

William Woods University (MO)
Anthony Weed William

Woods University (MO)
Miriam O'Callaghan

Wingate University (NC)
Daina Nathaniel

Wisconsin Lutheran College
Jason Badura

WORKSHOP 2: JACKSONVILLE, FL (MAY 8–10) CANCELED

WORKSHOP 3: BALTIMORE, MD (MAY 20–22)

Arcadia University (PA)
Jeff Rutenbeck

Arkansas Tech University
Hamed Shojaei

Aurora University (IL)
J. Andrew Prall

Berklee College of Music (MA)
Alexandra Mitropoulos

Butler University (IN)
Jason Goldsmith

California Lutheran University
Earle Charles

Campbell University (NC)
Katherine L. Van Allen

Catawba College (NC)
Joanna Trammell

Columbia College (SC)
Tywana Chenault Hemby

Denison University (OH)
May Mei

Gallaudet University (DC)
Helen Thumann

Gallaudet University (DC)
Caroline Solomon

Gallaudet University (DC)
Daniel Koo

Gallaudet University (DC)
Emilia Chukwuma

Gallaudet University (DC)
Teresa Blankmeyer Burke

Gannon University (PA)
Luke Rosielle

Gettysburg College (PA)
Steven W. James

Haverford College (PA)
Roshan A. Jain

Hollins University (VA)
LeeRay Costa

Hollins University (VA)
Shelbie L. Wahl-Fouts

Hollins University (VA)
Elizabeth Gleim

Illinois College
Catharine E. O'Connell

Indiana Wesleyan University
Melvin Royer

John Brown University (AR)
Timothy Scott Wakefield

John Brown University (AR)
John Lee

Lane College (TN)
Karen Henning

Lane College (TN)
Alisa F. Hayes

Lane College (TN)
Karen Arnett Chachere

Lee University (TN)
Mikaele F. Iosia

Lewis University (IL)
Tennille Nicole Allen

Lewis University (IL)
Jung Kim

Lewis University (IL)
Lorri McMeel

Liberty University (VA)
Brendan Haynie

Liberty University (VA)
Ben Forrest

Moravian University (PA)
Faith Okpotor

Moravian University (PA)
Khristina H. Haddad

Morehouse College (GA)
Michael Douglas

Mount Saint Mary's University (CA)
Fred Ramirez

Mount Saint Mary's University (CA)
Stacey Peterson

Mount Saint Mary's University (CA)
Michael French

Muhlenberg College (PA)
Joseph M. Keane

Muhlenberg College (PA)
Daniel Leisawitz

Muskingum University (OH)
Cassie King

Nazareth University (NY)
Julie Kunisch

Nazareth University (NY)
Lisa Hiley

Nazareth University (NY)
Cory Cummings

Nazareth University (NY)
Hilda Chacon

Nazareth University (NY)
William Hudson

Nichols College (MA)
Julio Elias

Nichols College (MA)
Karin Curran

Norwich University (VT)
Sarah Gallant

Notre Dame of Maryland University
Ryan Schaaf

Notre Dame of Maryland University
Katelyn Quarry

Notre Dame of Maryland University
Hangkyo Lim

Notre Dame of Maryland University
Angelo Letizia

Notre Dame of Maryland University
Asish Kumar Dutta

Notre Dame of Maryland University
Alyssa Brumis

Notre Dame of Maryland University
Jennifer Bailey

Saint Anselm College (NH)
Kyle Hubbard

Saint Anselm College (NH)
Elizabeth Greguske

Simpson College (IA)
Mike Eckerty

Simpson College (IA)
Brian J. Steffen

St. Bonaventure University (NY)
René Hauser

St. Bonaventure University (NY)
Anne-Claire Fisher

St. Bonaventure University (NY)
Paul Brawdy

St. Bonaventure University (NY)
Kathryn Andrews

Texas Lutheran University
Sarah M. Ferguson

University of Saint Joseph (CT)
Jennifer Lynn Podoloff

Wake Forest University (NC)
Michael Gross

Wheaton College (IL)
Karen An-hwei

Lee Widener University (PA)
Mohamad Nazieh Jilati

Widener University (PA)
Babak Eslami

Wofford College (SC)
Carolyn M. Martsberger

York College of Pennsylvania
Kimberly Sutton

York College of Pennsylvania
Jessica Fautch

York College of Pennsylvania
Jennifer Engler

WORKSHOP 4:
TACOMA, WA (JUNE 3–5)

Bethel College (KA)
Christina Liu

California Lutheran University
Barbara Obermeier

California Lutheran University
Ran Lu-Andrews

California Lutheran University
Brian Collins

California Lutheran University
Leanne M. Neilson

Chicago State University (IL)
Mohammad Abdus Salam

Clarke University (IA)
Ellen Spencer

Colby-Sawyer College (NH)
Eden Wales Freedman

Ferrum College (VA)
Kevin Reilly

Franciscan Missionaries of Our Lady
University (LA)
Latonya Stallworth Dorsey

Franciscan Missionaries of Our Lady
University (LA)
Carla Armstead Harmon

Gannon University (PA)
Varun Kasaraneni

George Fox University (OR)
Rachel Rains Winslow

George Fox University (OR)
Mary Ann Peterson

George Fox University (OR)
Marvin Eans

George Fox University (OR)
Alexander Chung

Liberty University (VA)
Eric Brubaker

Messiah University (PA)
Cynthia A. Wells

Mount Saint Mary's University (CA)
Danielle Salomon

Mount Saint Mary's University (CA)
Philip Goldwhite

Mount Saint Mary's University (CA)
Lester Reams

Mount Saint Mary's University (CA)
Karyanne Webrew

Northeastern Illinois University
Russell Wartalski

Northwestern College (IA)
Jiying (Jenny) Song

Plymouth State University (NH)
Kate Murphy

Point Park University (PA)
Teresa A. Gregory

Reed College (OR)
Laura Zientek

Reed College (OR)
Kevin Holmes

St. Edward's University (TX)
Jessica Boyette-Davis

University of San Francisco (CA)
Darrick Smith

Ursuline College (OH)
Lita Yu

Ursuline College (OH)
Clark DeCapite

Wagner College (NY)
Tarshia L. Stanley

Washington & Jefferson College (PA)
Jeffrey A. Frick

Wisconsin Lutheran College
John D. Kolander

Faculty Development Programs

TEACHING INTERFAITH UNDERSTANDING FACULTY SEMINAR
2023–2024 Participants by Institution

Albertus Magnus College (CT)
Jon Sozek

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Travis Tamerius

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Jonathan Brumberg-Kraus

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[2024 Teaching Art in Context Grant Recipients](#)
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Alma College (MI)
Cedar Crest College (PA)
Coker University (SC)
Franklin & Marshall College (PA)
Kenyon College (OH)
Lebanon Valley College (PA)
Mary Baldwin University (VA)
Marymount Manhattan College (NY)
Philander Smith University (AR)
Saint Anselm College (NH)
Saint Mary's College (IN)
Southern Adventist University (TN)
University of Saint Francis (IN)
Viterbo University (WI)
Whitworth University (WA)

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Irem Kurtsal

Bryn Athyn College (PA)
Marcy Latta

Dominican University New York
Peter Antich

Elmhurst University (IL)
Katrina Sifferd

Elms College (MA)
Jason Murphy

High Point University (NC)
Amy MacArthur

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Wade Roberts

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Mark Phelan

Lenoir-Rhyne University (NC)
Michael Deckard

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Michael Miller

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Caroline Christoff

Ohio Dominican University
Jeremy Skrzypek

Pepperdine University (CA)
Garrett Pendergraft

Presbyterian College (SC)
Julie Meadows

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Christopher Conn

Spelman College (GA)
Gertrude Gonzales de Allen

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Robert Gruber

St. Edward's University (TX)
Jack Musselman

Texas Christian University
John Harris

University of Saint Joseph (CT)
Agnes Curry

University of St. Francis (IL)
Timothy Weldon

Ursuline College (OH)
Jacob Waldenmaier

Wagner College (NY)
Sarah Donovan

Wartburg College (IA)
Abbylynn Helgevold

Washington & Jefferson College (PA)
Hanna Kim

Widener University (PA)
Thomas Wilk

Wittenberg University (OH)
Kelley Annesley

Young Harris College (GA)
Christopher Lay

FUNDING THE FUTURE: WORKSHOP ON PROPOSAL DEVELOPMENT FOR COMPUTER SCIENTISTS AND GRANT OFFICERS

[2024 Participating Institutions](#)

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California Baptist University (CA)
Connecticut College (CT)
Cornell College (IA)
Denison University (OH)
Earlham College (IN)
Reed College (OR)
Rhodes College (TN)
St. Edward's University (TX)
The College of Wooster (OH)
The University of Findlay (OH)
University of Saint Mary (KS)
Warren Wilson (NC)

IMPROVING SCIENCE PEDAGOGY

[2024 Improving Science Pedagogy Grant Recipient Institutions](#)
Albright College (PA)
Bushnell University (OR)
Calvin University (MI)
Dean College (MA)
Eastern Mennonite University (VA)
Greenville University (IL)
Hanover College (IN)
Loras College (IA)
Marietta College (OH)
Presbyterian College (SC)
Saint Mary's College (IN)
Saint Vincent College (PA)
The University of Findlay (OH)
University of Dubuque (IA)
University of Saint Joseph (CT)
William Jewell College (MO)

Institutional Development Programs

LEGACIES OF AMERICAN SLAVERY: RECKONING WITH THE PAST

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

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

[July 2023 Public History Institute Participants by Institution](#)
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Tristen Davis
***Lyn Logan Grimes , Ohio History Collective**

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Corinne Wohlford Mason
Lisa Oliverio
***Nicholas W. Sacco, Ulysses S. Grant National Historic Site**

Franklin & Marshall College (PA)
Gretchel Hathaway
Louise LoBello
***Shianne Hargrove, African American Historical Society of Central Pennsylvania**

Randolph College (VA)
Gerard Sherayko
Lisa Broughman
***Deborah Smith, Jones Memorial Library**

Roger Williams University (RI)
Charlotte Carrington-Farmer
Elaine Brown Stiles
***Charles Roberts, Rhode Island Slave History Medallion Project**

Ursinus College (PA)
Patricia Ann Lott
Diane Skorina
***Aidsand Wright-Riggins, Borough of Collegeville (PA) and Bethlehem Baptist Church Virginia**

Union University
Cleve V. Tinsley IV
Mark A. DeYoung
***Shakia Gullette Warren, Black History Museum and Cultural Center of Virginia**

HUMANITIES RESEARCH FOR THE PUBLIC GOOD

[Sustaining Grants Awarded for 2022–2023](#)
Augustana University (SD)
Bethany College (KS)
Carlow University (PA)
Champlain College (VT)
Columbia College Chicago (IL)
Fontbonne University (MO)
Franklin College (IN)
Messiah University (PA)
Saint Mary's College (IN)
Saint Vincent College (PA)
Stevenson University (MD)
Trinity College (CT)
Tusculum University (TN)

CRAFTING DEMOCRATIC FUTURES

[Participating CIC Member Institutions](#)
Concordia College (MN)
Connecticut College
Wesleyan College (GA)
Wofford College (SC)

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

[CIC/North Carolina Independent Colleges and Universities \(NCICU\) Participating Institutions](#)
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Brevard College
Campbell University
Catawba College
Chowan University
Gardner-Webb University
Guilford College
Johnson C. Smith University
Louisburg College
Mars Hill University
Meredith College
Pfeiffer University
Salem College
Shaw University
William Peace University
Wingate University

[North Carolina Independent Colleges and Universities \(NCICU\) Community College Partners](#)
Asheville-Buncombe Technical Community College
Blue Ridge Community College
Central Piedmont Community College
Durham Technical Community College
Forsyth Technical Community College
Guilford Technical Community College

Isothermal Community College
Johnston Community College
Roanoke-Chowan Community College
Rowan-Cabarrus Community College
South Piedmont Community College
Stanly Community College
Wake Technical Community College
Wilson Community College

OHIO CONSORTIUM FOR TRANSFER
PATHWAYS TO THE LIBERAL ARTS

CIC/Ohio Foundation of Independent
Colleges (OFIC)
Participating Institutions
Ashland University
Baldwin Wallace University
Bluffton University
Capital University
Defiance College
Denison University
Hiram College
Lourdes University
Malone University
Muskingum University
Ohio Dominican University
Ohio Wesleyan University
Tiffin University
Ursuline College

CIC/Ohio Foundation of Independent
Community College Partners
Central Ohio Technical College
Clark State Community College
Columbus State Community College
Cuyahoga Community College
Lakeland Community College
Lorain County Community College
North Central State College
Northwest State Community College
Sinclair Community College
Stark State College
Terra State Community College

CONSORTIUM FOR WORK-BASED
LEARNING

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

Lane College (TN)
Lindenwood University (MO)
Mercy University (NY)
Morningside University (IA)
Nazareth University (NY)
Ohio Northern University (OH)
Point University (GA)
Roanoke College (VA)
St. Ambrose University (IA)
The College of Wooster (OH)
Viterbo University (WI)
Waynesburg University (PA)
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(through January 2024)

Celeste Schenck
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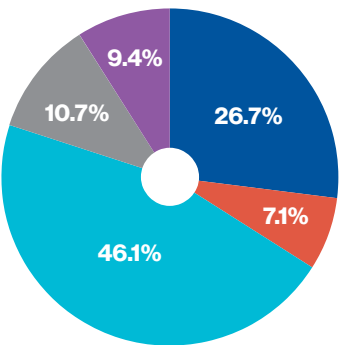
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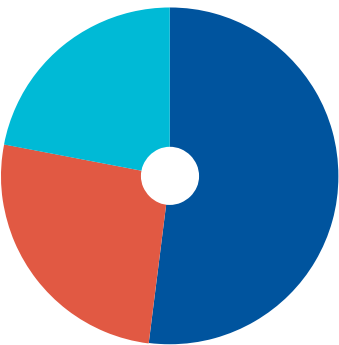
CIC Financial Statement

Statement of revenues, expenses, and change in assets without donor restrictions for the fiscal year ended June 30, 2024



REVENUES

Membership Dues	\$4,622,951
Participant Registration Fees	\$1,232,579
Foundation Grants and Corporate Support	\$7,993,513
Endowment Assets Released (4.5% Drawdown)	\$1,849,840
Interest, Dividends, and Other Income	\$1,631,665
Total Revenues	\$17,330,548



EXPENSES

Programs, Projects, and Services	\$8,869,592
Grants/Scholarships to Colleges, Universities, and State Council Members	\$4,546,816
Administrative and Supporting Services	\$3,748,598
Total Expenses	\$17,165,006

NET ASSETS

Change in Net Assets without Donor Restrictions	\$165,542
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A copy of the audited financial statements will be provided upon request.



The Council of
Independent Colleges

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