Dear friends,

Within this annual report is a glimpse of the work that the CCCU does every day in support of our members. Every aspect of what we do — whether it’s our advocacy around Capitol Hill, our professional development opportunities for current and future campus leaders, our communication sharing the story of Christian higher education, our investment in high-quality research and scholarship, our strategic partnerships with thought leaders, or our faith-integrated off-campus GlobalEd study programs — is dedicated to helping our institutions transform lives by faithfully relating scholarship and service to biblical truth.

In the Fall 2022 issue of CCCU’s Advance magazine, Peter Wehner explores the question of what Christianity can contribute to higher education. He describes the first-rate scholarship in every academic field; the way Christian colleges conserve and transmit the best of Christian thought; and the model they can provide in facilitating and encouraging truly free inquiry and expression. Why is that so? Wehner puts it this way:

At their best, Christian higher education institutions appreciate the fundamental purpose of education, which is to shape the human soul, to pursue the moral good, to love the right things. It is a deeply integrative view. Christian colleges are almost alone today in intentionally developing students who, in the words of the Hebrew prophet Micah, “act justly and love mercy and walk humbly with their God.”

We are honored to be your most valued partners in preserving and promoting this vision for Christ-centered higher education.

In this work together,

Shirley V. Hoogstra, J.D.
President,
CCCU
Since 1976, the CCCU has served as the leading national voice of Christian higher education. With campuses across the globe, including more than 150 in the U.S. and Canada and more than 30 from an additional 19 countries, CCCU institutions are accredited, comprehensive colleges and universities whose missions are Christ-centered and rooted in the historic Christian faith. The CCCU’s mission is to advance the cause of Christ-centered higher education and to help our institutions transform lives by faithfully relating scholarship and service to biblical truth.

To fulfill our mission and meet the needs of our institutions, we provide unique services for administration, faculty, students, and friends of Christian higher education.

**Advocacy** | We advocate for the right of each CCCU institution to practice its sincerely held religious beliefs and to participate fully in the public square without penalty.

**Professional Development** | Our conferences and leadership institutes develop skills, build peer connections, and foster a diverse, highly qualified pool of candidates for current and future leadership in Christian higher education.

**Communications** | As an effective and respected advocate for Christ-centered higher education in the U.S. and around the world, we highlight the contributions of our institutions to the common good.

**Research & Scholarship** | We enable faculty development and scholarship through projects, grants, and scholarly related initiatives intended to help faculty and institutions excel in their scholarship and integrate faith into their discipline. We also conduct, interpret, and disseminate research to foster institutional analysis and improvement.

**Experiential Education** | CCCU GlobalEd is a collection of faith-integrated, off-campus study programs that foster intellectual, cultural, vocational, and spiritual growth.

**Thought Partnerships** | As the leading national voice of Christian higher education, we foster deep, ongoing partnerships with organizations that align with our mission and values and benefit our members.

---

**THE LEADING NATIONAL VOICE OF CHRISTIAN HIGHER EDUCATION**

---

**CCCU INSTITUTIONS AT A GLANCE**

- **185+** colleges and universities
- **605,000+** students enrolled globally
- **10,000,000+** alumni around the world*
- **95,000+** faculty and staff employed globally

---

**U.S. INSTITUTIONS**

**INTERNATIONAL INSTITUTIONS**

- Australia
- Bolivia
- Dominican Republic
- Ghana
- Haiti
- Hungary
- Indonesia
- Israel
- Japan
- Kenya
- Lithuania
- Netherlands
- New Zealand
- South Korea
- Taiwan
- Uganda
- United Kingdom
- Zambia

---

*Alumni count is based on number of matriculated students since the CCCU’s founding in 1976.*
ADVOCACY

As the leading national voice for Christian higher education, the CCCU aims to be an effective, respected, and honest advocate for Christ-centered higher education both in the United States and around the world. The CCCU’s advocacy is primarily centered in the United States, although we represent our international institutions to the U.S. governmental agencies as the need arises. In all circumstances, the CCCU advocates the right of each of our institutions to practice their sincerely held religious beliefs. The CCCU is a non-partisan organization striving to work effectively with all political parties to advance the cause of Christ-centered education.

In fiscal year 2021-2022, our team:

**SENT**

55

Letters to Congress, the White House, the Treasury, and the Department of Education

**FILED**

11

Amicus Briefs to the Supreme Court and other federal courts

**VISITED**

40

Congressional offices in the House and Senate (and met twice with officials at the Department of Education)

Our Top Advocacy Priorities and Accomplishments This Year Include:

PROTECTING RELIGIOUS MISSION & CONVICTION

We submitted amicus briefs in cases relevant to Christian higher education and continue to engage the Biden administration about proposed Title IX amendments that expand discrimination protections based on sexual orientation, gender identity, sex stereotypes, and sex characteristics.

PROTECTING THE FINANCIAL HEALTH OF OUR INSTITUTIONS

We advocated for doubling the Pell Grant and tax code changes that support tax-free educational assistance benefits.

PROTECTING OUR STUDENTS

We continue to advocate for bipartisan comprehensive immigration reform, including a permanent legislative solution for DACA recipients. In spring 2022, we dispersed $4,400 in grant funds to seven CCCU institutions across the country to promote conversations and opportunities to think biblically about immigration.

2022 Legal and Public Policy Conference

The government relations team convened higher education leaders for the first CCCU Legal and Public Policy Conference since 2016. The conference hosted crucial conversations about ensuring mission fidelity and featured sessions on accreditation, protecting free speech, the upcoming Supreme Court landscape, pending litigation in lower courts, changes to Title IX, and two legal and public relations crisis simulations. Thanks to the positive response and support of our campuses, the CCCU looks forward to hosting this conference again in the future.
PROFESSIONAL DEVELOPMENT

The CCCU equips and empowers campus leaders and faculty in their work through high-quality professional development programs that develop skills, build connections, and share best practices and new ideas in the face of the challenges and opportunities of the day. Our conferences and our Leadership Development Institutes play a pivotal role in developing the next generation of Christian higher education leaders by training and equipping a diverse, highly qualified pool of candidates.

2022 INTERNATIONAL FORUM

Unique for this year was our 2022 International Forum, hosted once every four years.

1,195
Attendees

114
CCCU Institutions Represented

100
Sponsoring Partners

38
U.S. States Represented

7
Countries Represented

THOUGHT LEADERS AT THE 2022 INTERNATIONAL FORUM INCLUDED:

Adelle M. Banks
Production Editor and National Reporter, Religion News Service

Michelle Boorstein
Religion Reporter, The Washington Post

Justin Giboney
President, The AND Campaign

Ruth Graham
National Correspondent, The New York Times

Nathan Grawe
Author, Demographics and the Demand for Higher Education and The Agile College

Walter Kim
President, National Association of Evangelicals

Eboo Patel
Founder and President, Interfaith America

Robert D. Putnam
Malin Research Professor of Public Policy, Harvard University

Ben Sasse
U.S. Senator, Nebraska

Bryan Stevenson
Founder and Executive Director, Equal Justice Initiative

Jemar Tisby
Author, The Color of Compromise and How to Fight Racism

N.T. Wright
Senior Research Fellow, Wycliffe Hall, Oxford

OTHER 2021-22 EVENTS INCLUDED:

Multi-Ethnic Leadership Development Institute
Effectiveness in Leadership Institute for CCCU Executive Women Leaders
New Presidents Institute
Governance Institute
Commission on Technology Web Conference
Snezek Library Leadership Institute
Multiple webinars for a variety of campus leaders
COMMUNICATIONS

The CCCU believes that Christian higher education contributes in wonderful and unique ways to the good of the world and the United States. CCCU institutions practice a coherent approach to education in which they seamlessly weave together the development of the mind, spirit, body, and emotions in the quest not just for knowledge, but also for wisdom and faithfulness. CCCU institutions train future leaders who are deep thinkers and equipped doers, committed to working for the common good of their communities because of their faith in Jesus Christ. As the leading national voice for Christian higher education, the CCCU highlights this valuable work our institutions provide.

In 2021-22, we worked with a wide variety of journalists and media outlets, in both the faith-based and higher education sectors, to help shape stories about the work of the CCCU and value of Christian higher education. A few of the notable articles from the last year include:

- "A Conversation with David Brooks and Anne Snyder on the Value of Religious Education"
- "The Neighborly Faith Podcast: Shirley Hoogstra on Christian Colleges, Religious Diversity, and the Common Good"
- "It Takes a Campus: Pandemic Expands Mental Health Resources at Christian Colleges"
- "CCCU Criticizes News Article Claiming Biblical View of Marriage Is "Homophobic"
- "The Vanderbloemen Leadership Podcast: Tips for a Successful First Semester"
- "Seize the Day with Gus Lloyd (SiriusXM): Shirley Hoogstra on LGBTQ+ Issues and Prison Education Programs"

CCCU President Shirley Hoogstra also appeared on several radio and podcast episodes, including:

12,500+ Visits to the campaign website since launch
2,500+ Video views lasting at least 1 minute

LEARN MORE
Visit JourneyToDistinction.com to view more student stories and to learn how to share stories from your campus.

JOURNEY TO DISTINCTION
In March 2022, the CCCU launched our Journey to Distinction campaign, which shares student stories to highlight the uniqueness of Christian higher education as a catalyst to a fulfilling life of loving God and neighbor. Academic journeys begin from a variety of places and settings, and it is because of Christian colleges and universities that students are equipped for lives of service and witness—lives that embark on a journey of distinction.

STUDENT HIGHLIGHTS

ANGIE THOMAS
As she developed her writing skills on a Christian campus, Angie Thomas was also equipped with Christ-like boldness to say what she felt needed to be said. That led to her first novel, the bestseller The Hate U Give.

MORGAN CHAMPION
Unsure of what college life would be like with her cerebral palsy, Morgan Champion’s experience at a Christian campus was one of support, empathy, love, and the ability to pursue all her academic dreams.

PAUL LEBLANC
Paul LeBlanc’s dream of becoming a doctor isn’t only about physical healing, but providing spiritual and mental comfort as well. Attending a Christian college let him explore the connection of faith and science in his medical studies.

MEDIA COVERAGE

"A Conversation with David Brooks and Anne Snyder on the Value of Religious Education"
"The Neighborly Faith Podcast: Shirley Hoogstra on Christian Colleges, Religious Diversity, and the Common Good"
"It Takes a Campus: Pandemic Expands Mental Health Resources at Christian Colleges"
"CCCU Criticizes News Article Claiming Biblical View of Marriage Is "Homophobic"
"The Vanderbloemen Leadership Podcast: Tips for a Successful First Semester"
"Seize the Day with Gus Lloyd (SiriusXM): Shirley Hoogstra on LGBTQ+ Issues and Prison Education Programs"

LEARN MORE
Visit JourneyToDistinction.com to view more student stories and to learn how to share stories from your campus.
Through an array of initiatives, the CCCU promotes the development of high-quality academic research projects and provides opportunities for faculty to conduct innovative research with peers from other campuses. We also provide research on important topics like compensation, retention and graduation rates, and financial health so that administrators can have the most current information for leading highly successful campuses that employ best practices for student thriving and academic success. These projects are designed, developed and managed by the team at SCIO: Scholarship & Christianity In Oxford, the CCCU’s U.K. subsidiary.

INSTITUTIONAL RESEARCH
To help our member institutions gain a better understanding of key metrics and pursue their best path to institutional success, the CCCU has developed a collection of data and reports in a variety of areas. Some are public, while others are confidential for participating members only. This year’s reports included:
- State of STEM
- Campus Diversity Statistics 2021
- Report on Best Practices for Supporting Diversity in STEM Faculty Hiring and Retention at CCCU Institutions
- Campus Responses to COVID-19
- Salary and compensation surveys for faculty and key campus leaders
- Surveys on retention, graduation rates, and financial trends

FACULTY GRANTS
The CCCU enables faculty development and scholarship through institutes and grants intended to help faculty excel in their scholarship and integrate faith into their discipline.

CCCU Networking Grants for Christian Scholars
These grants encourage collaborative scholarship among faculty at CCCU institutions, connecting them with broader networks and supporting high-quality scholarship that brings Christian voices into contemporary academic conversations. In 2021-22, a total of $95,000 was awarded to four projects that included 17 scholars from seven CCCU institutions and two additional institutions.

Projects that Received Networking Grants in 2021-22:
- “Reframing Covenant for Nursing Theory and Practice”
- “Is ‘Wisdom Literature’ Dead? The Future of Israelite Wisdom Studies”
- “Understanding Resilience in Women Refugees”

Supporting Structures: Innovative Collaborations to Enhance STEM Research at CCCU Member Institutions
This three-year, $2.5M project (launched August 2021) is currently supporting 24 early-career STEM faculty from nine CCCU institutions, enabling them to pursue research by collaborating with major research institutions. It also supports a range of other campus activities geared toward helping campus communities tackle tough questions at the intersection of science and Christian faith and strives to increase faculty diversity in STEM fields.

ADDITIONAL INITIATIVES
- Council for Collaboration in Doctoral Education | This council promotes interaction and collaboration for the development and support of doctoral education programs at CCCU institutions. This year, the group held a webinar on Serving in Crisis and hosted its first in-person gathering since 2019.
- Library Leadership Council | This new council launched in September 2021 creates opportunities for cooperation and collaboration between libraries at CCCU institutions to take full advantage of knowledge and resources.
- Logos | This two-week workshop (made possible by funding from Steve and Jackie Green and offered in cooperation with the Museum of the Bible) provides graduate students and graduating seniors in biblical studies a deep dive into conversations on museums, biblical texts, vocation, and the Christian mind. In 2022, Logos met in Washington, D.C. for the first time. Going forward, it will alternate between D.C. and Oxford (where it has been offered by SCIO since 2013).
- CAP: Collaborative Assessment Project | CAP offers CCCU members a common set of campus assessments that provide empirical evidence that Christian higher education is indeed a significant and valuable enterprise. In 2022, CAP is hosted by the Thriving Project at Azusa Pacific University and sponsored by the CCCU. CAP includes a series of webinars for campus leaders to discuss the findings, implications, and potential follow-up actions arising from the data.
EXPERIENTIAL EDUCATION

CCCU GlobalEd is a collection of faith-integrated, off-campus study programs that foster intellectual, cultural, vocational, and spiritual growth. Our programs transform the way students experience the world and equip them to live out their Christian faith in today’s global society. More than 13,000 students have benefited from our academically rigorous, Christ-centered experiential education programs for the past 40 years.

BY THE NUMBERS

125
STUDENTS

48
CCCU INSTITUTIONS REPRESENTED

PROGRAM HIGHLIGHTS

American Studies Program (Washington, D.C.)
The American Studies Program (ASP) continues to provide students the opportunity to meld classroom learning—course topics last year included developing public policy and examining Christian civility in polarized times—with an extensive internship opportunity in D.C. ASP also welcomed Dr. Doug Koopman, who will serve as the director in residence for 2022-23.

Middle East Studies Program (Amman, Jordan)
The Middle East Studies Program (MESP) gives students the opportunity to experience the daily life, language, food, culture, religion, and politics of a region with ancient roots and modern significance. MESP continues to emphasize helping students understand interfaith relationships and exploring difficult issues in a complex, strategic region, as it has done for 30 years.

Scholarship & Christianity in Oxford (Oxford, United Kingdom)
Scholarship & Christianity in Oxford (SCIO) offers students a chance to study at Oxford, the oldest university in the English-speaking world, and dive into an academic experience steeped in tradition yet on the cutting edge of research and scholarship. SCIO participants join a community of faith engaged in serious learning, affirming their place as Christian scholars dealing with difficult and profound issues in their field of study.

IN THEIR WORDS

“My academic abilities and confidence have skyrocketed. I’ve learned to research more effectively, ask interesting questions, and make nuanced arguments in my essays. The courses and conversations here have helped me realize that I do want to continue my education, that I genuinely love academic work, that I am capable of it, and given me insight into the topics I really love learning about.”
– Fall 2022 SCIO participant

“I think the strength of MESP was the facilitating of hands-on experience of the things we learned [in the classroom]. If it was the Israel-Palestine conflict, we were encouraged to talk to Palestinians about what it means to them. If it was Islam, we were taken to mosques, had guest speakers all over the spectrum of Islam, and read the Quran for ourselves. That approach applied to anything we studied.”
– Spring 2022 MESP participant

“My ASP experience has genuinely made me a better person, a more faithful person, and a more hopeful person. The experiences and connections I was able to make have made me more confident in myself and more open to relationships with others. Those relationships have resulted in me being more confident for my future, knowing I have people in my corner in many different locations.”
– Fall 2022 ASP participant

IN THEIR WORDS

COMING IN 2023: SUMMER PROGRAMS FOR ALL GLOBALED LOCATIONS

• Middle East Studies Program | “The Middle East: The Crossroads of Religion, Culture, and History,” May 13 to June 4
• Oxford | “Best Practices in Encouraging Healthy and Diverse Dialogue on College Campuses,” May 21-27 or June 4-10

www.cccuglobaled.org
ADVEMENT

MESSAGE FROM THE CHIEF ADVANCEMENT OFFICER

JILL HARTNESS  | CHIEF ADVANCEMENT OFFICER

As you’ve seen in this report, the CCCU is hard at work in multiple areas. We advance Christian higher education by defending religious liberty and the critical role Christian education plays in an ever-changing world, fully supporting the belief that all Christian colleges and universities should enjoy the freedom to live out their mission without fear of government intervention. We develop and equip Christian education leaders and link them for greater collaboration, thereby leveraging our resources and impact. As a national association, we take seriously our role of preserving Christianity for the future, to the Glory of God and the good of the world.

As we look back on 2022, we celebrate the many ways our work has impacted Christian higher education:

• Convening 1,500+ Christian leaders at our International Forum, the largest gathering of Christian higher education professionals;
• Advancing religious liberty rights in the courts by submitting amicus briefs to the Supreme Court and other federal courts and letters to Congress, the White House, the Treasury, and the Department of Education;
• Advocating for an increase in Pell Grants that impact 1 out of 3 students at our institutions;
• Equipping the next generation of Christian higher education leaders through our annual Leadership Development Institutes; and
• Defending our institutions in the public square in the ongoing Hunter v. Department of Education case.

We affirm the need to preserve religious liberty and equip current and future Christian leaders. Christian higher education is critical for shaping the next generation to lead and live through the lens of faith. We need these faith-filled leaders to problem-solve with compassion and act for the well-being of the world out of a love for Jesus Christ. They are, and will be, the redemptive voices in this changing world.

We trust in the Lord’s faithfulness to provide for the future: We could not have achieved these successes without the unwavering support of donors like you, who care deeply about preserving Christianity for the future. As a national association, we will unwaveringly continue to step up to defend and protect our institutions. We need your financial support so we are equipped to respond to the emerging needs of Christian higher education. As good stewards of God’s resources, we have accrued legal fees of the Hunter v. Department of Education instead of our institutions to defend religious exemption on their behalf. Since 2020, we have spent over $800,000+ in legal fees, which continue to increase.

“The Lord is my strength and my shield; my heart trusts in Him, and I am helped; therefore, my heart exults, and with my song, I shall thank Him” - Psalm 28:7

Gratefully,
Jill Hartness

ADVEMENT BY THE NUMBERS

$2,210,916  FUNDS RAISED IN 2021-22

1.2%  $25,754  OTHER RESTRICTED DONATIONS

37.9%  $848,072  GRANTS

38.4%  $838,703  GRANTS: GOVERNMENT/COVID

22.5%  $498,387  UNRESTRICTED GIFTS

UNITE WITH US!

We need help to sustain our operations and stay on the leading edge of this meaningful and crucial work. We ask that you prayerfully consider a gift to support the CCCU as we build a war chest for current and brewing legal battles. When you support the CCCU, you are creating a unified voice that preserves and advances Christian higher education now and for future generations. Every gift makes a difference. Donate using the QR code below.
The Council for Christian Colleges & Universities commits itself to the highest standards of financial stewardship. We take seriously the important responsibility to prudently allocate and wisely invest the funds entrusted to us, and we are committed to balancing our spending with our income each year.

As part of our commitment to financial integrity, we retain a membership with the Evangelical Council for Financial Accountability (ECFA) and have an external audit completed annually. The information below represents operating activity of the CCCU. For full audited financial statements, contact the Accounting Department at accounting@cccu.org.

2021-22 REVENUE SUMMARY
TOTAL OPERATING SUPPORT & REVENUE $8,070,368 +64.7% FROM 2020-21

OPERATING SUPPORT & REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,652,771</td>
</tr>
<tr>
<td>UNRESTRICTED DONATIONS</td>
<td>$498,387</td>
</tr>
<tr>
<td>DUES</td>
<td>$2,035,776</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>$436,206</td>
</tr>
<tr>
<td>CONFERENCE FEES &amp; SPONSORSHIPS</td>
<td>$1,418,368</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$190,157</td>
</tr>
<tr>
<td>COVID RELIEF GRANTS</td>
<td>$838,703</td>
</tr>
</tbody>
</table>

2021-22 EXPENSE SUMMARY
TOTAL OPERATING EXPENSE $6,836,690 +55.9% FROM 2020-21

OPERATING EXPENSE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,476,086</td>
</tr>
<tr>
<td>CONFERENCES</td>
<td>$1,108,452</td>
</tr>
<tr>
<td>ADMINISTRATION, COMMUNICATIONS, &amp; SUPPORT SERVICES</td>
<td>$2,474,828</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$777,324</td>
</tr>
</tbody>
</table>

2021-22 REVENUE SUMMARY
TOTAL OPERATING SUPPORT & REVENUE $8,070,368 +64.7% FROM 2020-21

OPERATING SUPPORT & REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,652,771</td>
</tr>
<tr>
<td>UNRESTRICTED DONATIONS</td>
<td>$498,387</td>
</tr>
<tr>
<td>DUES</td>
<td>$2,035,776</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>$436,206</td>
</tr>
<tr>
<td>CONFERENCE FEES &amp; SPONSORSHIPS</td>
<td>$1,418,368</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$190,157</td>
</tr>
<tr>
<td>COVID RELIEF GRANTS</td>
<td>$838,703</td>
</tr>
</tbody>
</table>

2021-22 EXPENSE SUMMARY
TOTAL OPERATING EXPENSE $6,836,690 +55.9% FROM 2020-21

OPERATING EXPENSE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,476,086</td>
</tr>
<tr>
<td>CONFERENCES</td>
<td>$1,108,452</td>
</tr>
<tr>
<td>ADMINISTRATION, COMMUNICATIONS, &amp; SUPPORT SERVICES</td>
<td>$2,474,828</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$777,324</td>
</tr>
</tbody>
</table>

2021-22 REVENUE SUMMARY
TOTAL OPERATING SUPPORT & REVENUE $8,070,368 +64.7% FROM 2020-21

OPERATING SUPPORT & REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,652,771</td>
</tr>
<tr>
<td>UNRESTRICTED DONATIONS</td>
<td>$498,387</td>
</tr>
<tr>
<td>DUES</td>
<td>$2,035,776</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>$436,206</td>
</tr>
<tr>
<td>CONFERENCE FEES &amp; SPONSORSHIPS</td>
<td>$1,418,368</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$190,157</td>
</tr>
<tr>
<td>COVID RELIEF GRANTS</td>
<td>$838,703</td>
</tr>
</tbody>
</table>

2021-22 EXPENSE SUMMARY
TOTAL OPERATING EXPENSE $6,836,690 +55.9% FROM 2020-21

OPERATING EXPENSE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,476,086</td>
</tr>
<tr>
<td>CONFERENCES</td>
<td>$1,108,452</td>
</tr>
<tr>
<td>ADMINISTRATION, COMMUNICATIONS, &amp; SUPPORT SERVICES</td>
<td>$2,474,828</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$777,324</td>
</tr>
</tbody>
</table>

2021-22 REVENUE SUMMARY
TOTAL OPERATING SUPPORT & REVENUE $8,070,368 +64.7% FROM 2020-21

OPERATING SUPPORT & REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,652,771</td>
</tr>
<tr>
<td>UNRESTRICTED DONATIONS</td>
<td>$498,387</td>
</tr>
<tr>
<td>DUES</td>
<td>$2,035,776</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>$436,206</td>
</tr>
<tr>
<td>CONFERENCE FEES &amp; SPONSORSHIPS</td>
<td>$1,418,368</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$190,157</td>
</tr>
<tr>
<td>COVID RELIEF GRANTS</td>
<td>$838,703</td>
</tr>
</tbody>
</table>

2021-22 EXPENSE SUMMARY
TOTAL OPERATING EXPENSE $6,836,690 +55.9% FROM 2020-21

OPERATING EXPENSE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,476,086</td>
</tr>
<tr>
<td>CONFERENCES</td>
<td>$1,108,452</td>
</tr>
<tr>
<td>ADMINISTRATION, COMMUNICATIONS, &amp; SUPPORT SERVICES</td>
<td>$2,474,828</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$777,324</td>
</tr>
</tbody>
</table>

2021-22 REVENUE SUMMARY
TOTAL OPERATING SUPPORT & REVENUE $8,070,368 +64.7% FROM 2020-21

OPERATING SUPPORT & REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,652,771</td>
</tr>
<tr>
<td>UNRESTRICTED DONATIONS</td>
<td>$498,387</td>
</tr>
<tr>
<td>DUES</td>
<td>$2,035,776</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>$436,206</td>
</tr>
<tr>
<td>CONFERENCE FEES &amp; SPONSORSHIPS</td>
<td>$1,418,368</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$190,157</td>
</tr>
<tr>
<td>COVID RELIEF GRANTS</td>
<td>$838,703</td>
</tr>
</tbody>
</table>

2021-22 EXPENSE SUMMARY
TOTAL OPERATING EXPENSE $6,836,690 +55.9% FROM 2020-21

OPERATING EXPENSE BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRAMS</td>
<td>$2,476,086</td>
</tr>
<tr>
<td>CONFERENCES</td>
<td>$1,108,452</td>
</tr>
<tr>
<td>ADMINISTRATION, COMMUNICATIONS, &amp; SUPPORT SERVICES</td>
<td>$2,474,828</td>
</tr>
<tr>
<td>ADVOCACY &amp; GOVERNMENT RELATIONS</td>
<td>$777,324</td>
</tr>
</tbody>
</table>
THOUGHT PARTNERS

As the leading national voice of Christian higher education, we foster deep, ongoing partnerships with organizations that align with our mission and values and benefit our members. These partnerships take on various forms to best meet the needs of our member institutions and their communities. Some of our partnerships in 2021-22 include:

Kern Family Foundation & Windrider Institute International Forum Theater Experience

At the CCCU’s International Forum, the Kern Family Foundation and the Windrider Institute partnered with the CCCU to provide the Windrider Theater, a multi-day experience for conference attendees to immerse themselves in short films connected to conference themes, including faith and work, advocacy, and leadership. They also hosted a concurrent session with David Kinnaman on faith, work, and economics.

Interfaith America

Faith in the Vaccine Ambassadors Program

The CCCU and Interfaith America partnered in promoting Interfaith America’s Faith in the Vaccine Ambassadors program, which provided educators with the support necessary to mentor a cohort of students interested in engaging conversations and questions within their communities about vaccines, vaccine hesitancy, and vaccine access issues.

American Immigration Council

Inclusion Innovation Collaborative

Thanks to the support of the American Immigration Council, the CCCU became part of the Inclusion Innovation Collaborative to support the development and scaling of projects that build more inclusive and welcoming communities across the U.S. After a successful first year, the CCCU received additional funding in May 2021 to fund another cohort of CCCU institutions to participate in the program. Participating institutions created new community partnerships or expanded existing ones; engaged faculty, students, administrators, and community members in developing their engagement and understanding; and developed curriculum and co-curriculum activities as well.

The Council of Independent Colleges administers the Network for Vocation in Undergraduate Education (NetVUE), a national network of colleges and universities formed to enrich the intellectual and theological exploration of vocation among undergraduates. This partnership reflects a shared belief in the importance of educating future leaders who are theologically literate, whose attitudes and behaviors are shaped by their values and commitments, and who are eager to sustain a life of service that is guided by a sense of calling.

THANK YOU TO OUR 2021-22 PARTNERS

American Immigration Council
Christian Community Credit Union
Council of Independent Colleges & NetVUE
Interfaith America
John Templeton Foundation
Kern Family Foundation
M.J. Murdock Family Trust
Steve & Jackie Green
Walter & Darline Hansen
Windrider Institute

MEMBER TYPE KEY
No symbol = Governing Member
✓ = Associate Member
★ = Collaborative Partner
= International Affiliate
✓ = New member in 2021-22

NORTHERN STATES

UNITED STATES OF AMERICA

ALABAMA
Feather River University
Samford University

ARIZONA
Arizona Christian University

ARKANSAS
Central Baptist College
Harding University
John Brown University
Ouachita Baptist University

CALIFORNIA
Azusa Pacific University
Biola University
California Baptist University
Concordia University Irvine
Fresno Pacific University
Fuller Theological Seminary
Hope International University
Life Pacific University
Los Angeles Pacific University
Pepperdine University
Point Loma Nazarene University
San Diego Christian College
Simpson University
Vanguard University of Southern California
Westmont College
William Carey University

COLORADO
Colorado Christian University
Denver Seminary

FLORIDA
Palm Beach Atlantic University
Southeastern University
Warner University

GEORGIA
Covenant College
Emmanuel College
Point University
Toccoa Falls College

IDAHO
Northwest Nazarene University

ILLINOIS
Concordia University - Chicago
Greenville University
Judson University
Lincoln Christian University
 Moody Bible Institute
 North Park University
 Olivet Nazarene University
 Trinity Christian College
 Trinity International University
 Wheaton College

INDIANA
Anderson University - IN
Bethel University - IN
Grace College & Seminary
Huntington University
Indiana Wesleyan University
Taylor University

IOWA
Dordt University
Northwestern College

KANSAS
Central Christian College of Kansas
Friends University
McPherson College
Northwestern College
Olivet Nazarene University
Sterling College
Tabor College - KS

KENTUCKY
Asbury Theological Seminary
Asbury University
Campbellsville University
Kentucky Christian University

MASSACHUSETTS
Eastern Nazarene College
Gordon College
Gordon-Conwell Theological Seminary

MICHIGAN
Calvin University
Concordia University - Ann Arbor
Cornerstone University
Kuyper College
Spring Arbor University

MINNESOTA
Bethany Lutheran College
Bethel University - MN
Crown College
Martin Luther College
North Central University
University of Northwestern - St. Paul

MISSISSIPPI
Belhaven University
Mississippi College

MISSOURI
College of the Ozarks
Evangel University
Hannibal-LaGrange University
Missouri Baptist University
Ozark Christian College
Southwest Baptist University

NEBRASKA
Concordia University - NE
York University

NEW MEXICO
University of the Southwest

NEW YORK
Hunter College
Albany University
Roberts Wesleyan University
The King’s College

NORTH CAROLINA
Campbell University
Mid-Atlantic Christian University
Montreat College

OHIO
Malone University
Mount Vernon Nazarene University
Ohio Christian University

OKLAHOMA
Oklahoma Baptist University
Oklahoma Christian University
Oklahoma City University

OREGON
Bushnell University
Corban University
George Fox University
Multnomah University
Warner Pacific University

THANK YOU TO OUR 2021-22 PARTNERS

American Immigration Council
Christian Community Credit Union
Council of Independent Colleges & NetVUE
Interfaith America
John Templeton Foundation
Kern Family Foundation
M.J. Murdock Family Trust
Steve & Jackie Green
Walter & Darline Hansen
Windrider Institute

MEMBER TYPE KEY
No symbol = Governing Member
✓ = Associate Member
★ = Collaborative Partner
= International Affiliate
✓ = New member in 2021-22
### CONNEXION INSTITUTIONS, CONT'D

**PENNSYLVANIA**
- Cairn University
- Clarion University
- Geneva College
- Messiah University
- University of Valley Forge

**SOUTH CAROLINA**
- Anderson University
- Charleston Southern University
- Columbia International University
- Endicott College
- Southern Wesleyan University

**TENNESSEE**
- Johnson University
- King University
- Lee University
- Lipscomb University
- Milligan University
- Southern Adventist University
- Trevecca Nazarene University

**TENNESSEE**
- Abilene Christian University
- Baylor University
- Dallas Baptist University
- Dallas Theological Seminary
- East Texas Baptist University
- Hardin-Simmons University
- Houston Baptist University
- Howard Payne University
- LaGrange College
- Lubbock Christian University
- The King’s University
- University of Mary Hardin-Baylor
- Wayland Baptist University

**VIRGINIA**
- Bluefield University
- Regent University

**WASHINGTON**
- Northwest University
- Seattle Pacific University
- Walla Walla University
- Whitworth University

**WISCONSIN**
- Concordia University - WI
- Wisconsin Lutheran College

**CANADA**

**ALBERTA**
- Ambrose University
- Prairie Christian College
- The King’s University

**BRITISH COLUMBIA**
- Trinity Western University

**MANITOBA**
- Booth University College
- Providence University College

**NEW BRUNSWICK**
- Crandall University

**ONTARIO**
- McMaster Divinity College
- Redeemer University
- Tyndale University

**SASKATCHEWAN**
- Briercrest College and Seminary

**INTERNATIONAL INSTITUTIONS**

**AUSTRALIA**
- Alphacrucis College
- Avondale University
- Christian Heritage College
- Eastern College College of Australia
- Excelsior College
- Morling College
- Morling College
- Tabor College - AUS

**BOLIVIA**
- Universidad Evangélica Boliviana

**DOMINICAN REPUBLIC**
- Universidad Nacional Evangélica

**GHANA**
- Central University College

**HAI scanning_error
- Emmaus University of Haiti
- North Haiti Christian University
- Queens College

**HUNGARY**
- John Wesley Theological College
- Kossuth J. Kegler University of the Reformed Church in Hungary

**INDONESIA**
- Universitas Pelita Harapan

**ISRAEL**
- Jerusalem University College
- University of the Holy Land

**JAPAN**
- Tokyo Christian University

**KENYA**
- Africa International University
- Africa Nazarene University
- Daystar University

**LITHUANIA**
- LCC International University

**NETHERLANDS**
- Christelijke Hogeschool Ede

**NEW ZEALAND**
- Laidlaw College

**SOUTH KOREA**
- Bokjeok University - South Korea
- Handong Global University
- KBS University
- Presbyterian University and Theological Seminary
- Seoul Theological University

**TAIWAN**
- Christ’s College Taipei
- Sheng-tse Christian College
- Tunghai University

**UGANDA**
- Uganda Christian University

**UNITED KINGDOM**
- Liverpool Hope University
- Wycliffe Hall

**ZAMBIA**
- Northrise University