

Adapting ■ Aligning ■ Advancing



2025 Presidents Retreat  
November 17 - 19, 2025

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Emory Conference Center Hotel  
Atlanta, Georgia

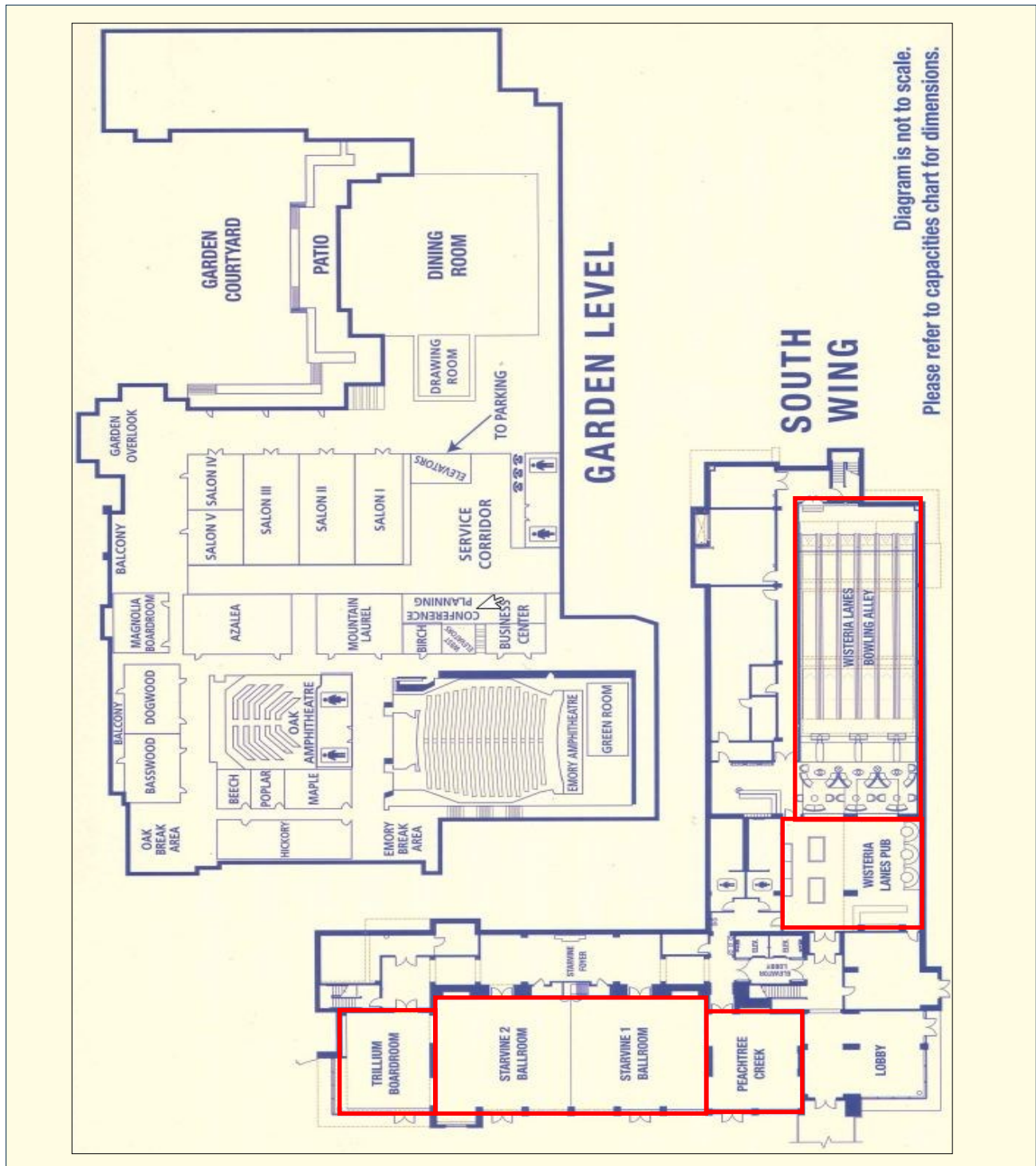


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# Emory Conference Center Floorplan



All Retreat activities will take place in the rooms highlighted above.



# Welcome Presidents

Welcome to the 2025 APCU Presidents Retreat!

This year, we take a long, hard look at how we can align Presbyterian institutions—secondary schools, colleges, and seminaries—in more strategic ways. We'll discuss a pilot project taking shape in the Southwest as well as existing partnerships between APCU schools and Presbyterian seminaries. Finally, we'll consider whether the APCU can provide greater value by expanding our network to include institutions at multiple rungs of the education ladder, including those located in countries like Columbia, Indonesia, the Czech Republic, and South Korea.

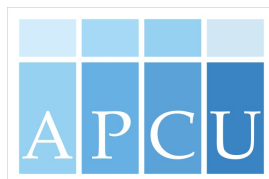
In addition to this conversation, we'll also explore the evolving role of artificial intelligence and how it can enhance our existing higher ed business model. And speaking of that model, Doug Moore, an expert on assessing financial and operational viability, will offer some thoughtful insights that can help our presidents assess whether a particular type of alliance—merger, acquisition, or partnership—might help to ensure the long-term viability of their institutions.

Of course, we'll also devote time to learning more about the value available to APCU schools through our strategic partners. It's no longer a question of whether a college or university should seek partnerships with higher education service providers, but instead a question of which providers will help you solve problems in the most efficient and effective manner.

I look forward to enjoying time with you during this year's Retreat and thank-you for your ongoing support of the APCU.



Jeffrey E. Arnold  
Executive Director  
Association of Presbyterian Colleges and Universities



# Conference Schedule: Monday — Tuesday

## Monday, November 17

1:00 p.m. – 4:30 p.m.

**APCU Board Luncheon and Meeting (Directors only)**

5:30 p.m. – 7:30 p.m.

**Welcome Reception & Recreation**

## Tuesday, November 18

7:00 a.m. – 8:30 a.m.

**Breakfast**

8:30 a.m. – 8:45 a.m.

**Welcome & Introductions**

8:45 a.m. – 10:45 a.m.

**Strategic Conversations with APCU Strategic Partners**

10:45 a.m. – 11:00 a.m.

**Break**

11:00 a.m. – 12:00 p.m.

**Session #1: Sustainability Project Update**

Jeff Arnold, APCU

Dave Raney, Nuventive

12:00 p.m. – 1:00 p.m.

**Lunch**

1:00 p.m. – 2:15 p.m.

**Session #2a: Presbyterian Articulation/Integration Discussion**

José Irizarry, Austin Presbyterian Seminary

Joey King, Presbyterian Pan American School

Charlie McCormick, Schreiner University

2:15 p.m. – 2:30 p.m.

**Break**

2:30 p.m. – 3:45 p.m.

**Session #2b: Presbyterian Articulation/Integration Discussion**

Anita Gustafson, Presbyterian College

Asa Lee, Pittsburgh Theological Seminary

Andrew Pomerville, Louisville Presbyterian Seminary

3:45 p.m. – 4:00 p.m.

**Break**

4:00 p.m. – 4:30 p.m.

**Session #2c: Presbyterian Articulation/Integration Wrap-up**

Wes Fugate, Wilson College

Sue Rivera, Macalester College

4:30 p.m. – 6:00 p.m.

**Free Time**

6:00 p.m. – 8:00 p.m.

**Reception & Dinner**

## Conference Schedule: Wednesday

### Wednesday, November 19

7:00 a.m. – 8:30 a.m.	Breakfast
8:30 a.m. – 9:30 a.m.	<b>Session #3: Making Sense of Federal Policy &amp; Procedure</b> Barbara Mistick, NAICU
9:30 a.m. – 9:45 a.m.	Break
9:45 a.m. – 10:45 a.m.	<b>Session #4: Integrating Artificial Intelligence into your Operation</b> Travis Frampton, University of Dubuque
10:45 a.m. – 11:00 a.m.	Break
11:00 a.m. – 12:00 p.m.	<b>Session #5: Keeping the Doors Open: The 5 Metrics that can Predict your Institution's Fate</b> Doug Moore, The Highland Group
12:00 p.m. – 1:30 p.m.	Lunch

## Monday Highlights

### APCU Board Meeting (**Directors only**):

#### *Trillium Boardroom*

The APCU Board of Directors will be reviewing the year-to-date budget, considering changes to the association's by-laws, and discussing ways to maintain and enhance the vibrancy of the APCU.

### Opening Reception:

#### *Wisteria Lanes*

All Retreat participants are invited to enjoy an evening of food, fellowship, and fun as we take over the pub, billiard tables, and bowling alley at Emory Conference Center. You'll have an opportunity to renew old acquaintances and make new friends while you enjoy a picnic-style dinner and some good old fashioned recreation.



## Tuesday Highlights

### Strategic Conversations with APCU Partners

The APCU maintains preferred relationships with a number of carefully vetted higher education service providers that have a proven track record of success in our sector. Our presidents will have an opportunity to learn more about many of these partners through a rotating set of strategic conversations. In particular, the partners will provide examples of processes they can refine, savings they can generate, and problems they can solve.



### Session I:

#### *The APCU Sustainability Update*

**Dave Raney**, Nuventive; **Jeff Arnold**, APCU

The APCU launched its Sustainability Initiative in the spring of 2025. Currently, 24 APCU member institutions are sharing stories about their environmental sustainability projects through the Nuventive Sustainability Platform. This session will review the objectives of the Sustainability Initiative and reinforce the ease at which information can be shared so that all participating APCU schools can identify and adopt effective practices to move their efforts forward.



**Dr. David Raney** has been involved in business creation since completing formal medical training. He founded two innovative programs at the Children's Hospital of Denver before joining the faculty at the University of Pittsburgh Medical Center, where numerous new programs/business units were created under his leadership. In addition to serving as CEO at Nuventive since its inception in 2000, Dave has led the growth of a medical software line and a human services software & consulting company.



**Jeff Arnold** serves as the executive director of the Association of Presbyterian Colleges and Universities (APCU). He has previously served as vice president for business strategy at Ruffalo Noel Levitz; as co-owner and chief financial officer for 422 Group LLC, an enrollment management technology and consulting firm; and as the executive director of higher education marketing for The College Board. He holds degrees from Duquesne University, Penn State University, and Waynesburg University.



## Tuesday Highlights, continued

### Session IIa:

#### Presbyterian Articulation/Integration Discussion

**José Irizarry**, Austin Seminary; **Joey King**, Presbyterian Pan American School; **Charlie McCormick**, Schreiner University

This session will describe a 7-year pilot program being developed by Presbyterian Pan American School and Schreiner University that would allow students to complete their first year of undergraduate study at Pan Am before matriculating to Schreiner for the remaining three years of degree work. In addition, students at Schreiner who feel called to ministry would find a similar opportunity available through Austin Presbyterian Seminary. Participants will discuss the viability of replicating this model across other Presbyterian schools, colleges, and seminaries.



**José Irizarry** has served as Austin Seminary's tenth president since 2023. He has previously served as Vice President of Education at the Board of Pensions of the Presbyterian Church (U.S.A.) and held teaching and administrative positions at various educational and theological institutions including The University of Cambridge (Visiting Fellow), Lutheran School of Theology, the Pacific School of Religion, and McCormick Theological Seminary. He earned degrees from the University of Puerto Rico (BA), McCormick Theological Seminary (MDiv), and Northwestern University (PhD).



**Joey King** serves as president of Presbyterian Pan American School. Previously, he served as the 18th president of Lyon College. He also served as senior advisor to the president of Emory & Henry College and as the executive director of the National Institute for Technology in Liberal Education. Dr. King is co-author, together with Dr. Brian Mitchell, of *Leadership Matters: Confronting the Hard Choices Facing Higher Education*, from Johns Hopkins University Press. He holds a Ph.D. from the University of Washington and a B.A. from Southwestern University.



**Charlie McCormick** has served as president of Schreiner University since 2017. He previously served as provost at Schreiner and before that as a faculty member and dean at Cabrini College in Philadelphia. He holds a bachelor's degree in English from Abilene Christian University, an M.A. in anthropology from Texas A&M, and a Ph.D. in folklore from the University of Pennsylvania.



Presbyterian chaplains gather at Pittsburgh Theological Seminary for fellowship and renewal.

Tuesday Highlights continue on the next page.



## Tuesday Highlights, continued



### Session IIb:

#### Presbyterian Articulation/Integration Discussion, continued

**Anita Gustafson**, Presbyterian College; **Asa Lee**, Pittsburgh Theological Seminary; **Andrew Pomerville**, Louisville Seminary

The themes of integration and acceleration will continue in this session that addresses opportunities for tighter alignment between Presbyterian colleges/universities and Presbyterian seminaries. Participants will engage in a conversation about how Presbyterian educational institutions can be better aligned to serve students. Examples of existing college/seminary partnerships will be shared and options for tighter integration—including the expansion of APCU membership to include Presbyterian secondary schools and seminaries—will be discussed.



**Anita Gustafson** has served as president of Presbyterian College since 2024. She previously served as the dean of the College of Liberal Arts and Sciences and professor of history at Mercer University. Gustafson earned her doctorate and master's degrees in history from Northwestern University in Evanston, Ill. She holds a bachelor's degree with majors in economics and Swedish and a minor in history from North Park University in Chicago



**Asa Lee** serves as president and professor of theological formation for ministry at Pittsburgh Theological Seminary. Before coming to Pittsburgh in 2021, he served for eight years at Wesley Theological Seminary—first as assistant director of programs for the church leadership center, then as associate dean for community life, director of African American Church Studies, and vice president for campus administration. He holds degrees from Virginia Theological Seminary, Wesley Theological Seminary, and Hampton University. Dr. Lee is an ordained minister in the Progressive National Baptist Convention.



**Andrew Pomerville** has served as president of Louisville Presbyterian Theological Seminary since 2023. Prior to his appointment, Andrew served as the founding director of the Center for College and Community Engagement, Assistant Vice President for Community Engagement, and Senior Chaplain at Alma College in Michigan. Andrew is a graduate of three Presbyterian schools: Alma College (2001), Princeton Theological Seminary (2007), and Pittsburgh Theological Seminary.

## Tuesday Highlights, continued

### Session IIc:

#### Presbyterian Articulation/Integration Discussion, continued

**Wes Fugate**, Wilson College; **Suzanne Rivera**, PMacalester College

This session will summarize key takeaways from the previous two sessions and engage all Retreat participants in a “white boarding” exercise to identify options that would support tighter integration across all types of Presbyterian schools, summarize partnership opportunities between/among Presbyterian schools that warrant further investigation, and define next-steps that the APCU can undertake to move the alignment process forward.



**Wesley Fugate** has served as president of Wilson College in Pennsylvania since 2020. He previously served as vice president for student affairs at Randolph College in Lynchburg, Va. Under his leadership, Wilson launched a new strategic plan, Future Wilson: The Phoenix Rises. As a result of this planning process, the College has reached record enrollments and five years of balanced budgets. He holds degrees from Centre College, Vanderbilt University, and the University of Georgia.



**Suzanne Rivera** has served as president of the Macalester College since July of 2021. She had academic and leadership roles at Case Western Reserve University, Ohio; UT Southwestern Medical School, and the University of California-Irvine. She is a nationally recognized academic leader, and an advocate for equitable access to higher education. Sue earned a BA from Brown University, a MSW from the University of California–Berkeley, and a PhD in public affairs from the University of Texas at Dallas.

### Reception & Dinner

**Frank Spencer**, Presbyterian Board of Pensions

Presidents and APCU guests are invited to enjoy an evening of food and fellowship, courtesy of the Presbyterian Board of Pensions. The dinner will allow us to celebrate the participation of guests from several Presbyterian-founded secondary schools and seminaries. The Board of Pension’s CEO, Rev. Dr. Frank Spencer, will share a message with the group based upon his extensive experience in the non-profit sector and his love for faith-inspired higher education.



**Rev. Dr. Frank Spencer** is the first minister of the Word and Sacrament to lead the Board of Pensions since the Reverend J. Phillips Noble served as Co-President with Arthur M. Ryan in 1987 and 1988. He previously served as President and CEO of Habitat for Humanity of Charlotte, which is among Habitat's largest and most dynamic in the United States. Prior to that, Dr. Spencer spent 15 years in healthcare real estate with Cogdell Spencer Inc., rising to CEO when the company went public in 2005. Dr. Spencer earned the Doctor of Ministry and the Master of Divinity at Union

Presbyterian Seminary, Charlotte. He holds a B.A. with honors in German from the University of North Carolina, Chapel Hill, where he was a Morehead Scholar, and is a Baker Scholar graduate of Harvard Business School.



## Wednesday Highlights

### Session III:

#### *What's Happening in Washington and Why It Matters for APCU Schools*

**Barbara Mistick**, National Association of Independent Colleges and Universities

Independent higher education is navigating a pivotal moment in Washington, with new policies shaping student aid, regulation, and the value conversation around higher education. NAICU President Barbara Mistick will share an insider's view of the federal landscape and what it means for independent colleges. As presidents of Presbyterian institutions, your voices carry both moral and policy influence. This session will explore how your leadership can amplify advocacy efforts and help ensure that mission-driven institutions continue to thrive amid national change.



**Barbara Mistick** is a former APCU Board Chair who became president of NAICU in September of 2019. During the course of her 31-year career in the public, private, and nonprofit sectors, Barbara has been an entrepreneur, educator and leader at institutions such as Wilson College (PA), where she served as president, the Carnegie Library of Pittsburgh, Carnegie Mellon University (PA), Seton Hill University (PA), and various businesses she managed and/or founded. She is also the author of *Stretch: How to Future-Proof Yourself for Tomorrow's Workplace*.

### Session IV:

#### *AI, Student Learning, and Reimagining the Higher Education Business Model*

**Travis Frampton**, University of Dubuque

For more than a century, higher education has been sustained by a business model built around tuition revenue charged for credit hours of instruction—a model that monetizes content delivery. Artificial intelligence is rapidly dismantling that foundation. As AI becomes a ubiquitous, personalized, and adaptive source of knowledge, the traditional value proposition of colleges and universities—access to information and credentialing—faces profound disruption.



**Travis Frampton** has served as president of the University of Dubuque since 2024. Prior to his appointment at UD, Travis served as provost and vice president for academic affairs at Schreiner University from July 2019 to May 2024. He earned a bachelor of arts in religion from Samford University, a master of arts in religion from Yale Divinity School, and a dual doctor of philosophy degree in philosophy and religion from Erasmus Universiteit Rotterdam (philosophy) in the Netherlands and Baylor University (religion) in Texas.



The 2025 graduates of the APCU Leadership Institute post with participating APCU Presidents.

## Wednesday Highlights, continued

### Session V:

#### *AI, Keeping the Doors Open: The 5 Metrics that can Predict your Institution's Fate*

**Doug Moore**, The Highland Group

We are all buried in data, most of it useless and hard to work with on a day-to-day basis. No President has the time or inclination to slog through endless spreadsheets to discover the ONE or TWO critical numbers he or she truly needs to make informed decisions about the fate of the institution. In this session, we will discuss 5 easy-to-digest metrics that every President needs to know DAILY in order to keep the school alive.



**Doug Moore** is a 25-year veteran of “end of operations” consulting for a wide spectrum of industries. In 2018, Moore began to focus on Higher Education, particularly the effects of the enrollment cliff on smaller schools. Beginning in May of 2023, Doug led the wind-down operations at Iowa Wesleyan University and subsequently has worked with dozens of schools contemplating mergers, acquisitions and partnerships. Doug is a graduate of the Pennsylvania State University.

## Retreat Participants

### APCU Presidents

Vanessa Beasley, Trinity University  
Bryan Coker, Maryville College  
Travis Frampton, University of Dubuque  
Wesley Fugate, Wilson College  
Cindy Gnadinger, Carroll University  
Anita Gustafson, Presbyterian College  
Susan Hasseler, Muskingum University  
David Hayes, Coe College

Lake Lambert, Hanover College  
Douglas Lee, Waynesburg University  
Charlie McCormick, Schreiner University  
Scott McQuilkin, Whitworth University  
Joe Odenwald, Alma College  
Yolanda Page, Stillman College  
Suzanne Rivera, Macalester College  
Melissa Taverner, Lyon College

### APCU Guests

Francisco Cardona Acosta, American College of Bogotá  
Elizabeth Escogne, Menaul School  
Chris Ferrara, Menaul School  
José Irizarry, Austin Seminary

Joey King, Presbyterian Pan American School  
Asa Lee, Pittsburgh Theological Seminary  
Andrew Pomerville, Louisville Theological Seminary  
Hanna Scanlon, Menaul School  
Frank Spencer, Presbyterian Board of Pensions

### Strategic Partner Representatives

Peter Agircola, Gray Decision Intelligence  
Kelsey Anderson, Carnegie  
Glen Bell, Presbyterian Foundation  
Matt Boisvert, Pharos Resources  
Alan Cuerton, Academic Search Inc.  
Susan Deniker, Steptoe & Johnson PLLC  
Angela Duffy, Presbyterian Foundation / New Covenant

Keith Edwards, Presbyterian Board of Pensions  
Trent Gilbert, Credo / Carnegie  
Jessica Mireles, JM Partner Solutions  
Steve Probst, Gray Decision Intelligence  
David Raney, Nuventive  
Joe Street, Nuventive  
Janet Toole, Presbyterian Board of Pensions  
Barron Wood, National Management Resources



## APCU Strategic Partners

The APCU is proud to partner with the following organizations to deliver increased value to our member institutions. Each one has made a strong commitment to support the work of the APCU, and each one has been carefully vetted to ensure that it provides appropriate solutions to meet the needs of APCU schools. You can learn more about each of them by visiting the Strategic Partnerships page on the APCU website.



At **Academic Innovators** our goal is to re-imagine how higher education works by respecting campus culture, historic traditions, and the capacity of college and university campuses to adapt, change and evolve. If a college faces a challenge, we work with the institution as thought partners to meet their challenge and turn it into an opportunity.



**Academic Search** is one of the nation's oldest firms and has helped place hundreds of leaders at higher education institutions across the country and world. We're here to provide the highest level of search to our clients, and to assist in enriching the pipeline of potential leaders for higher education.



**The Board of Pensions** provides benefits for PC(USA) churches, agencies, and affiliated employers. With a range of offerings designed to promote holistic well-being, including medical, retirement, and death & disability plans, as well as assistance and education programs, the Board serves approximately 65,000 individuals through the PC(USA).



**Credo** is a comprehensive higher education consulting firm that specializes in working with independent colleges and universities. We have partnered with presidents and cabinet members around the country, garnering unprecedented access to and trust with independent higher education leadership.



For over 50 years, **Educational & Institutional Insurance Administrators (EIIA)** has been protecting the promise of higher education by offering our members a sophisticated range of insurance and risk management services and advocating for them in the insurance marketplace.



**Gray DI** supplies innovative, leading-edge software that provides easy access to data streams critical to academic program evaluation and management. Our college and university partners rely on us to provide better tools and data, a proven and customizable process, and expert facilitation to help decision makers develop institutional strategies, select programs, pick locations, and prepare curricula.



**JM Partner Solutions** specializes in providing tailored solutions to meet specific enrollment and revenue challenges. Rather than taking a one-size-fits-all approach, we take time to understand the unique needs and goals of each client and develop customized strategies to help them achieve success.



By taking the time to learn the needs of those we serve, **Metz Culinary Management** provides unsurpassed service that we believe exceeds the needs and expectations of everyone we serve. Variety. Nutrition. Value. Convenience. Expect a remarkable



With more than thirty years of experience in campus facilities management across the nation, **National** has risen to the top of its class. Our staff of professionals partners with your current team and integrates with your community.



**Nuventive's** planning and improvement software helps higher education institutions use information to innovate and continuously advance their most pressing initiatives, from strategic planning to accreditation, learning outcomes, program review, COVID-19 response, and more.



**Pharos Resources** has an innovative software and philosophy that will enable you to identify at-risk students, eliminate silos, connect students with touchpoint relationships, and improve student care, retention, and graduation.



The **Presbyterian Foundation** works hard to strengthen congregations and related mission and ministry efforts by developing gifts and managing funds on their behalf. We work with them to build communities of generosity among their members and constituents.



The **Presbyterian Investment and Loan Program, Inc. (ILP)** is a provides low-cost loans to congregations and related entities of PC (USA). We provide loans for the construction or purchase of buildings, renovations, and even refinancing of existing debt.



**Stephoe & Johnson** offers highly specialized experience in areas of the law that are becoming increasingly important for colleges and universities, including Title IX and discrimination matters, employment and labor issues, intellectual property and copyright concerns, records and data security, and litigation.

# Being Presbyterian Related

Because we are Presbyterian-related, our institutions value learning, faith, service, and connection to each other, the Church, and the world, honoring the dignity and worth of every person.

*Because:* We don't value learning and all faith traditions represented on our campuses in spite of our church-relatedness. *It is because we are Presbyterian-related* that we value and cherish all inquiry and welcome and encourage all faith communities.

*Learning, faith, and service:* This order is important. We are schools, not churches, and our primary mission is education. *Learning comes first.* Nevertheless, as church-related institutions we are concerned to educate whole people for the whole world. We strive to graduate students who are not only academically well-prepared but also spiritually and socially mature participants in the religious and civic communities of which they are a part.

*Connection:* We value our relationships with the Presbyterian Church and with other schools who share a similar relationship. *We are not, and do not wish to be, identical institutions.* Yet we appreciate our common connections and commitments. We benefit from our mutual relationship, we are all grateful for the historic and ongoing support of the Presbyterian Church, and we are committed to maintaining that relationship.

*World:* Our connection to the world is both social and environmental. *We seek to serve the whole world through our service to each student.* We understand ourselves to be part of a global community of teaching, learning, and inquiry. We also work to exhibit, embody, and encourage environmental responsibility on our campuses and beyond. As was stated above, we strive to educate whole people for the whole world.

Honoring our efforts to live out our commitment to learning, faith, service, and connection take place in the context of our ongoing and pervasive commitment to honor the dignity and worth of all people. Our schools are resources and instruments through which the Presbyterian Church (USA) serves the world as we serve each of our students in all their magnificent variety and particularity.