

The 2026 Carnegie
Conference:
**Higher Ed
in Motion**



Co-Emcee



Emma Jones
EVP, Leadership



Trent Gilbert
VP Enrollment & Marketing Solutions

Our Hopes for You

You **build a community of peers** who are a resource to you after this week.

You **think strategically** about the student journey from recruitment, to success, to lives of meaning and purpose.

You **elevate your understanding** of the intersection between technology, innovation, and impact.

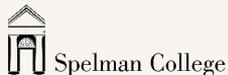
You **feel more prepared** to navigate what's next in higher ed.

You **take action** that makes a difference.



Carnegie Strategic Advisory Council

| The campus leaders ensuring our approach reflects real-world needs.



Carnegie Team

| Our team: your partners in helping students succeed.



Co-Emcee

Logistics

Misery is optional

Buzz don't ring!

Get Connected:
Disney Convention Center Guest

Strategy Sessions: Sign up at
Registration



INTRODUCING

Carnegie's Evolution

2026 and Beyond



Your Presenter



Tyler Borders

Chief Brand Officer

Leads Carnegie's branding solutions

Drinks multiple quad Americanos per day

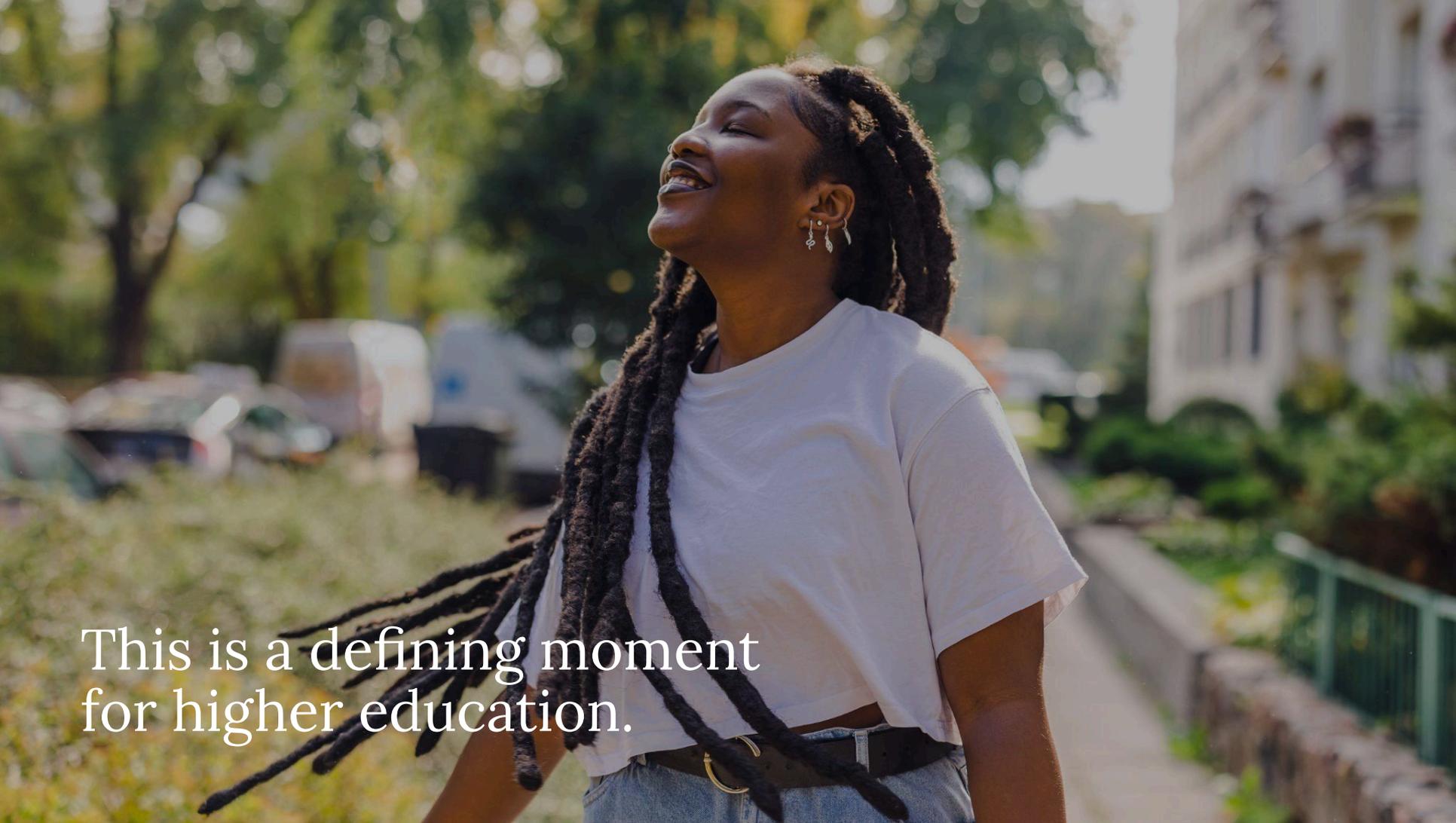
Served higher education for 17 years



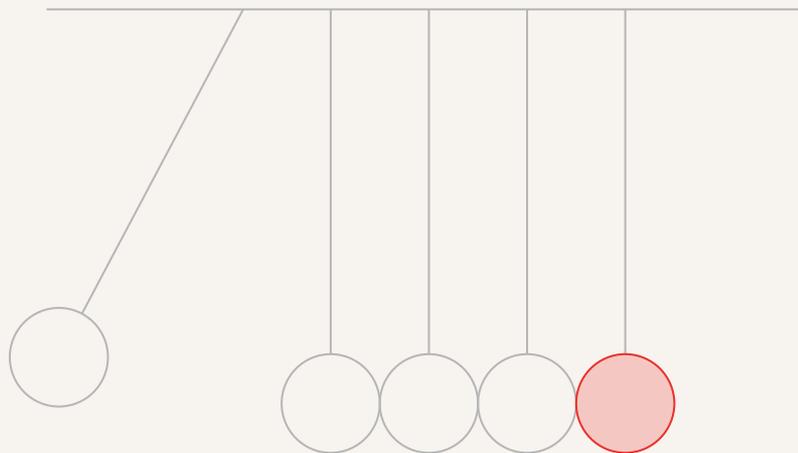
Higher education changed my life

From being the second person
in my family to earn a Bachelor's
degree, to taking this very stage 10
years ago, to this moment, and
beyond.



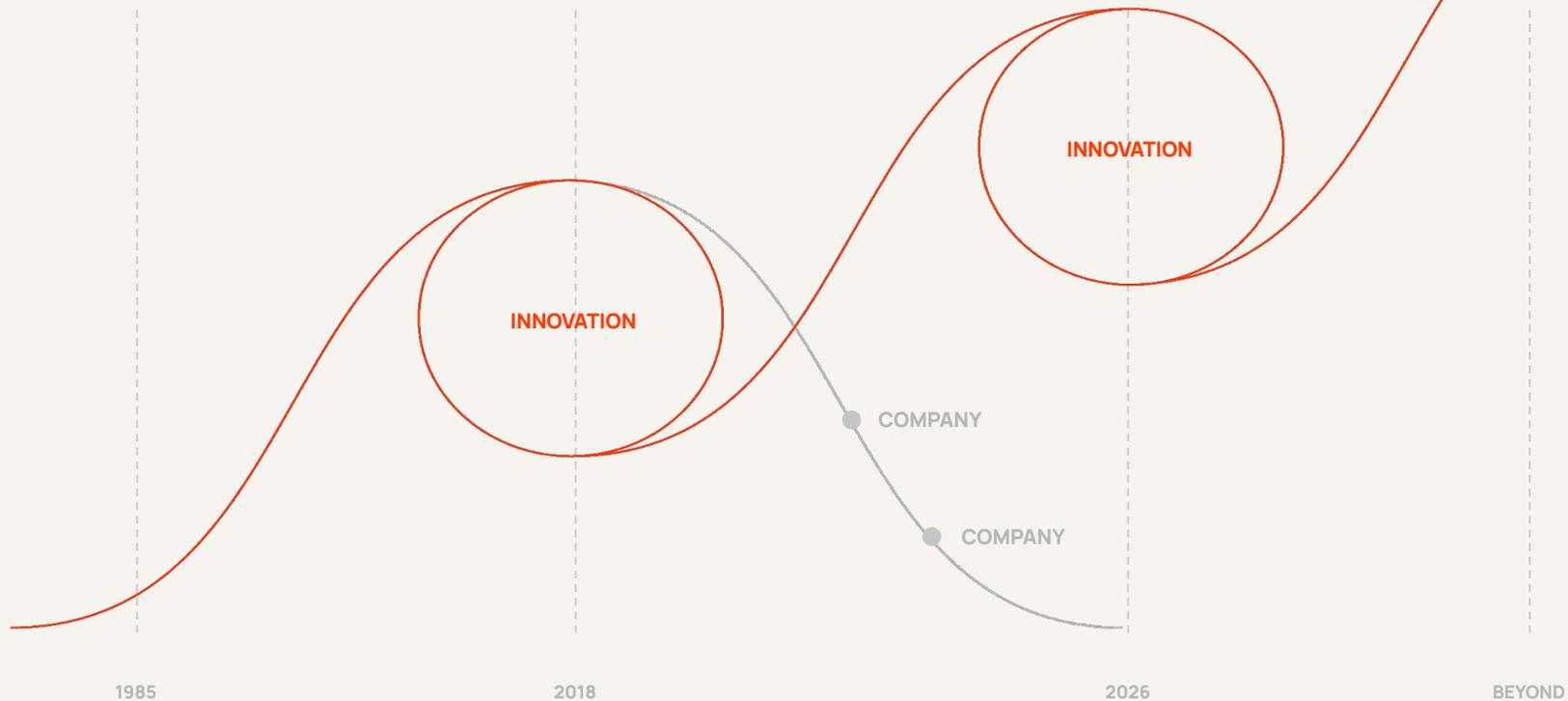
A young Black woman with long, dark dreadlocks is the central figure. She is wearing a white t-shirt and light blue jeans with a black belt. She is smiling broadly and looking upwards and to the left. The background is a bright, sunny outdoor setting with green trees and a blurred building. The text "This is a defining moment for higher education." is overlaid in the bottom left corner in a white, serif font.

This is a defining moment
for higher education.

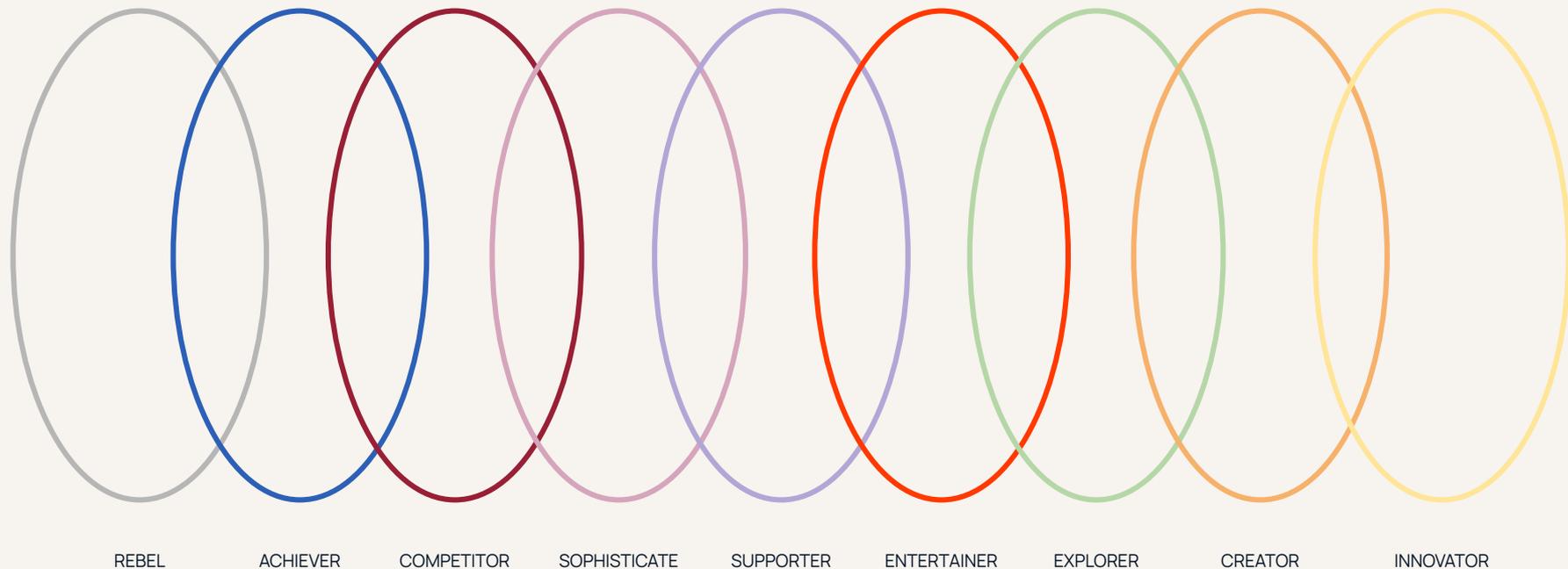


Moments like this require
reflection, adaption, change, innovation.

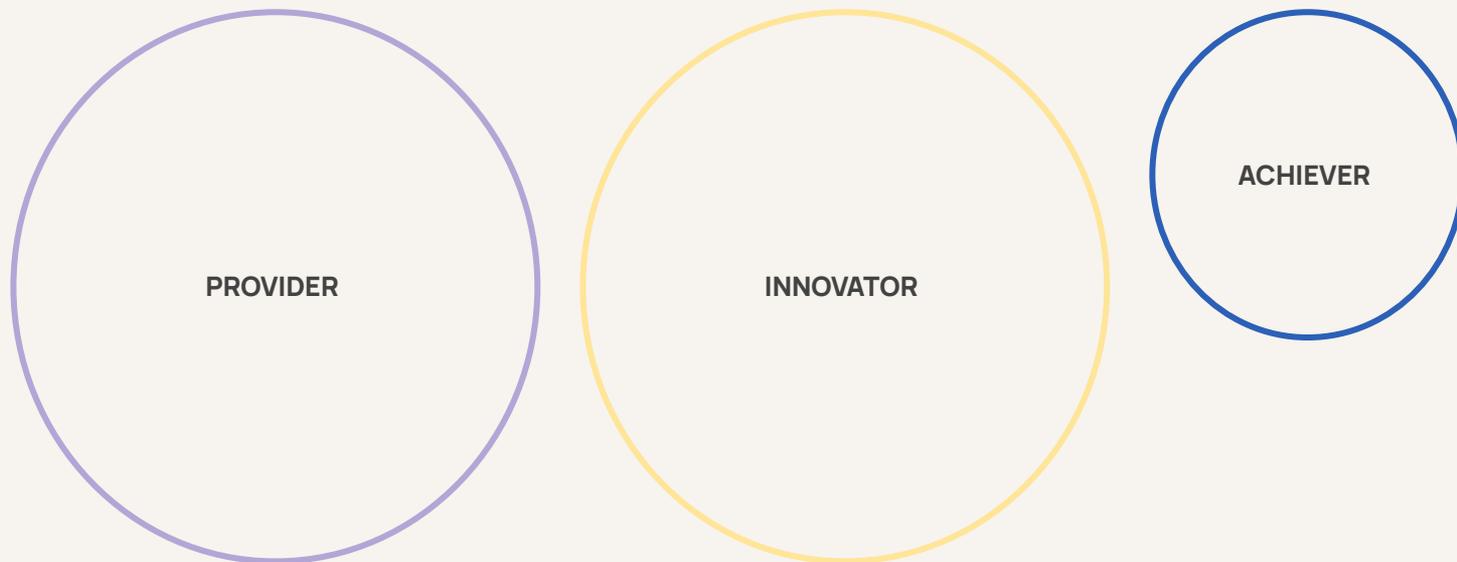
The Innovation S-Curve



Who are you?



Carnegie's Personality



Our North Star

Carnegie partners with institutions to solve their most important problems.



WHO WE ARE

We're the
Student
Connection
Company.

A student with long brown hair, wearing a red and white varsity jacket and a grey backpack, is walking away from the camera on a grassy college campus. In the background, there is a large, multi-story brick building with many windows. Other students are visible in the distance, some walking and some standing. The sky is clear and blue.

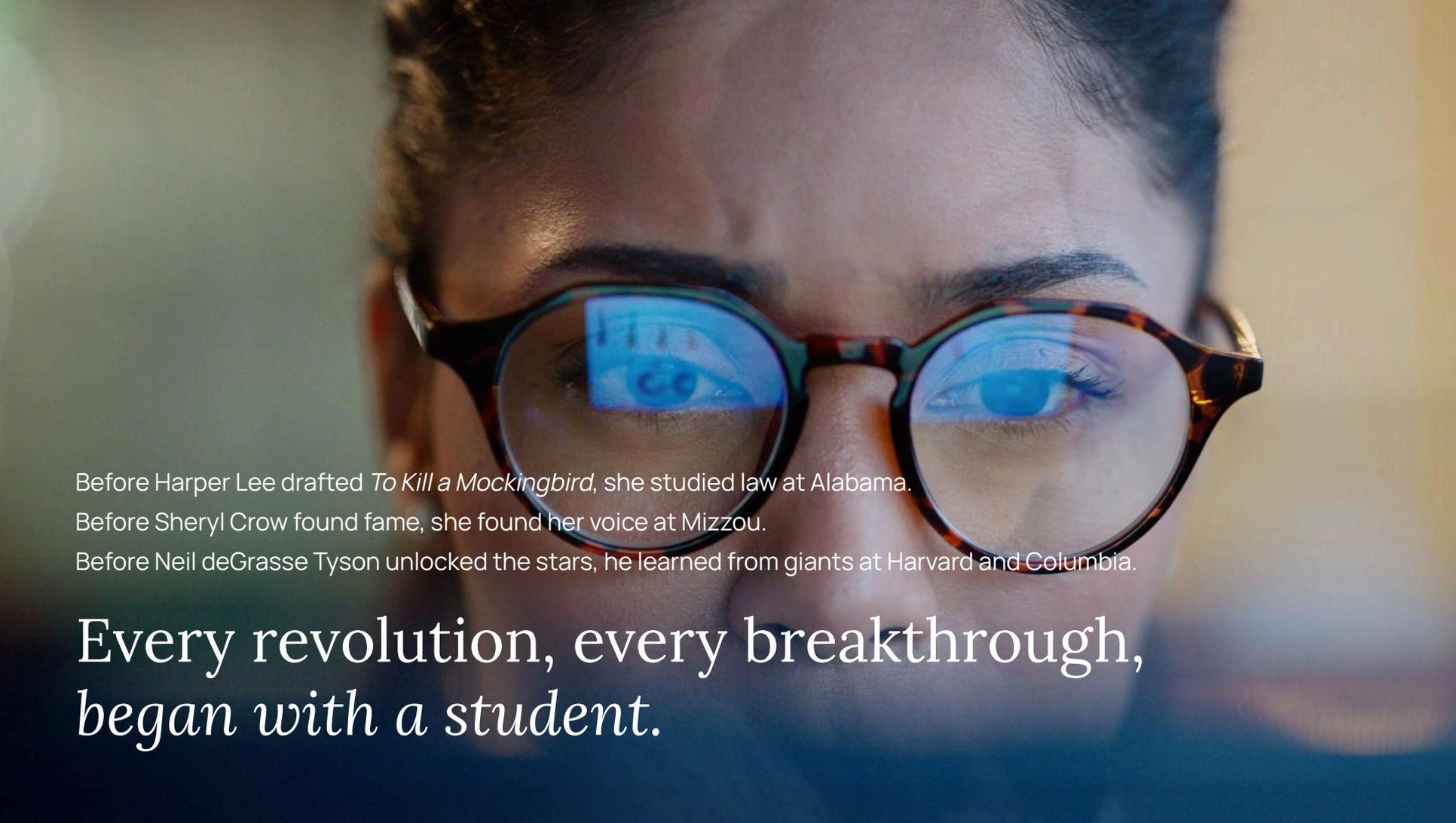
OUR PROMISE

To navigate
the *Now* and *Next* with you.



OUR BELIEF IS SIMPLE

When students *succeed*,
higher education *thrives*,
and the world *wins*.



Before Harper Lee drafted *To Kill a Mockingbird*, she studied law at Alabama.

Before Sheryl Crow found fame, she found her voice at Mizzou.

Before Neil deGrasse Tyson unlocked the stars, he learned from giants at Harvard and Columbia.

Every revolution, every breakthrough,
began with a student.

Drum Roll

Carnegie's new Anthem video



CARNEGIE

Navigating the Now and Next

Bird's Eye View: A Conversation with Paul LeBlanc & Ted Mitchell



Paul LeBlanc

Visiting Scholar and Special Advisor
Harvard University Graduate School of
Education



Ted Mitchell

President
American Council on Education

CARNEGIE

Navigating the Now and Next

Activating Your Experience

A Framework for Navigating Change



Why Talk About Change?

Change is the one constant in higher ed right now - and there are many reasons why.

Changing Student Needs & Demographics

Learners are more diverse than ever before, by age, racial and ethnic identity, economic status, and modality needs - our job is to anticipate and serve well.

Regulatory Destabilization & Legislative Uncertainty

Higher ed no longer holds a place of respect in the eyes of national leaders, and the impact is being felt across the sector.

Global Changes, Local Impacts

The borders of our campuses are more permeable than ever - higher education does not exist in vacuum, and must respond to - and help shape - the external environment.

What's the Impact of Change on You?

People are seeking certainty in an uncertain environment. Leadership energy is low, and we're living in a state of permacrisis.

So...
what can
you *do*?

Know Your Purpose, Keep Your Center

What are your non-negotiables, your values, your purpose in the work? What grounds you when things around you are unclear?

Lean Into Community

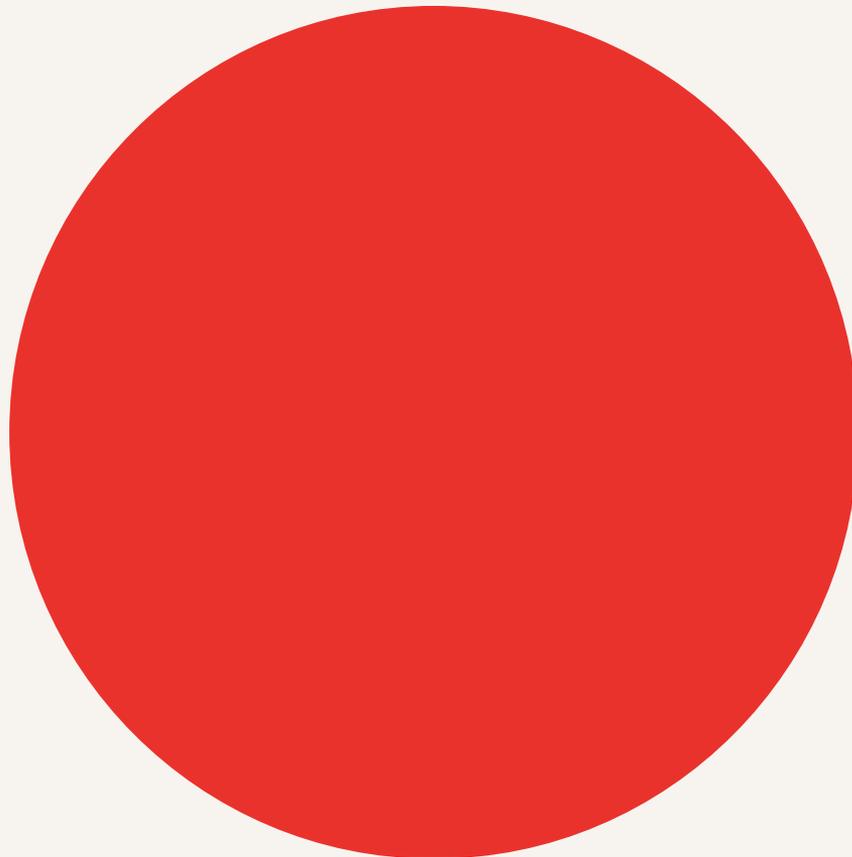
The power of connection during uncertainty can't be understated. Find your people and build a network of care.

Identify Tools & Frameworks to Bring Structure to the Chaos

Sense-making in the middle of complexity can help you clarify gaps, shape direction, and keep your eyes on outcomes.

Think of a Big Project...

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Finding Our Way

Navigating Complex Change

Vision

Directional clarity and a clear and compelling “why”

Skills

The observable abilities of the people in an environment to take action toward the vision

Resources

The human, capital, intellectual, and time resources to take action toward the vision

Action Plan

Clear pathways mapped to move from the current reality to the desired future

Incentives

Clear connections to stakeholder motivations

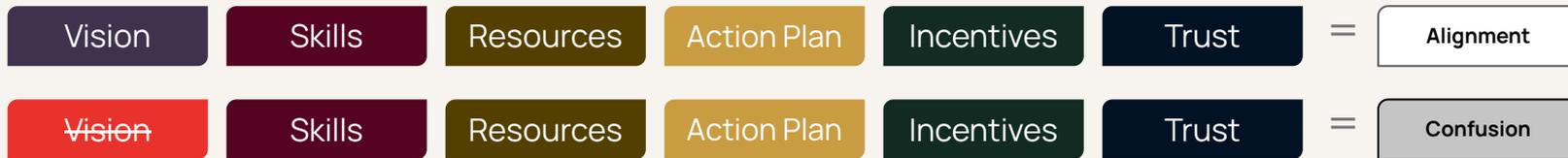
Trust

The expectation that others’ behaviors, motivations, and competence levels will result in positive outcomes

A Diagnostic Tool



A Diagnostic Tool



A Diagnostic Tool



A Diagnostic Tool



A Diagnostic Tool



A Diagnostic Tool



A Diagnostic Tool



Model for Complex Change



Questions to Consider *Today & Tomorrow*

+ Roadblocks

What in this change model is getting in the way of your or your institution's priorities?

+ Strengths

Where does your institution or team have the greatest strengths?

+ Application

As you learn through sessions at this conference, how can you apply this model to the implementation of new ideas?



A Diagnostic Tool



Teams and organizations move
at the speed of trust.

Steven Covey

Trust is built through behaviors and actions.



Transparency & Communication

Sharing meaningful information with appropriate context that acknowledges impact on people.



Reliability & Integrity

Keeping the promises we make, and showing up consistently for our teams and community.



Capability & Competence

Demonstrating ability to meet the demands of the work at hand, measuring progress and learning through failures.



Human Care & Connection

Showing appreciation for the uniqueness of each person or group, their needs, and their role in a community.

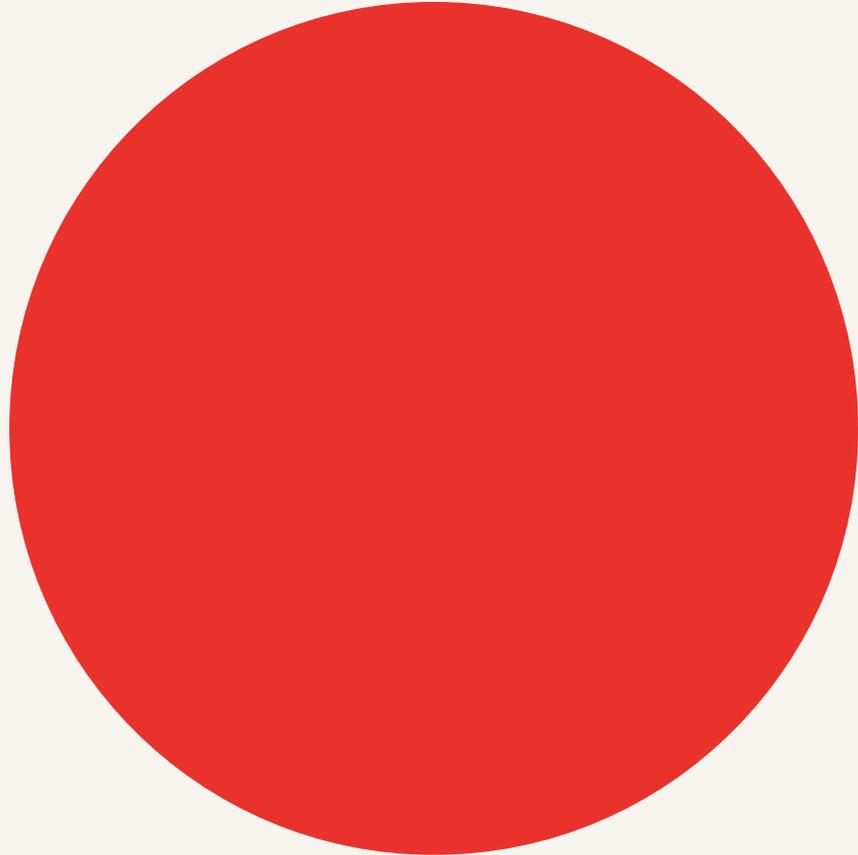


Vulnerability & Risk

Taking chances on ourselves and on others, modeling healthy risk-taking and an openness to change.

Model for Complex Change





Navigating
complex change
isn't *impossible*...

It just isn't *easy*.

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adipiscing elit, sed do eiusmod tempor
incididunt ut labore et dolore magna aliqua

Thank you.

Emma Jones

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CARNEGIE

Break



Higher
Education is one
of the most
transformative
personalized
experiences.

Modality. Class Schedule. Activities. Meal
Plans. Living Situation. Major. Study
Methods. Social Life.



Finding Our Way

Navigating Complex Change

