

2026 Presidents Institute

A Deeper Purpose



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The Council of Independent Colleges

Trust Building During Times of Institutional Change



The Council of
Independent Colleges

A Deeper Purpose

2026 Presidents Institute

Today's Speakers



Emma Jones
*Executive Vice President, Leadership
Carnegie*



Shannon Lundeen
*President
Stephens College*



Matt vandenBerg
*President
Ohio Wesleyan University*



Suzanne Walsh
*President
City University of Seattle*

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.

But there's often
distance between
trustworthy
behavior...



Institutional Muck

and trust in an
organization.

Crisis as a
Catalyst

Action

Risk-Taking

Storytelling

Humor

Trust-building
through change

Some themes emerged in conversation...

Q&A

Thank you.

Emma Jones

ejones@carnegiehighered.com

210 Littleton Road, Suite 100 Westford, MA 01886

978-692-5092 | info@carnegiehighered.com

carnegiehighered.com

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Thank you for attending this session!