



THE AICUP SPOTLIGHT

Monthly Newsletter

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March 2026 - Volume 16, Issue 3

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Latest from AICUP

New AICUP Staff Member:

Cale Nelson is the new VP of Finance & Member Services at AICUP with core responsibilities in the areas of the Association finances, member group purchasing, member collaboration and member service program development. Cale has been onboard since October 20th to ensure a smooth transition. Cale joins AICUP with deep roots in the association's member institutions.



He earned both his bachelor's degree and his master's degree from Saint Francis University of Pennsylvania, followed by a doctoral degree in Higher Education Administration from Immaculata University. He has served at two additional AICUP member institutions—Dickinson College and Ursinus College—holding senior positions across finance, human resources, and administration.

Rental of Office Space at AICUP Headquarters

AICUP is seeking a tenant or tenants(s) for offices at 101 North Front Street, Harrisburg, PA (the James McCormick Mansion/home to AICUP). One space

offers one executive office on first floor with view of the river and private bathroom and access to the conference room.

AICUP would be very interested in securing a tenant that is a member college, but any interest from a current Corporate Affiliate or Endorsed Program Provider would also be welcomed. For more information about this space and/or to schedule a visit, please contact [Nichole Duffy](#).

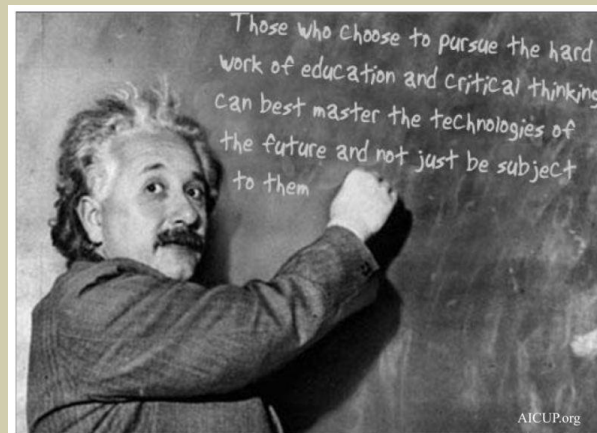
Add AICUP to Email Safe Sender List

AICUP asks that you make sure AICUP is on your college or university's email safe sender list. This will ensure that important AICUP communications arrive in your email inbox.

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From the AICUP Comms Desk



Why College Remains America's Best Investment - Despite the Skeptics

What happens when students use an A.I. agent to do all their schoolwork for them? The "Einstein" agent is marketed to attend lectures and take tests for students, and it's touted as so "convenient" that you don't even have to be bothered to cut & paste.

"Those who choose to pursue the hard work of education and critical thinking can best master the technologies of the future and not just be subject to them," wrote AICUP President Tom Foley in a [recent opinion piece](#).

Exercising the mind and learning material for yourself is still a mark of distinction.

Terence Tao—widely considered the world’s greatest living mathematician, and someone who is bullish on AI tools—had this to say in an interview for [The Atlantic](#): "AI tools are like taking a helicopter to drop you off at the site. You miss all the benefits of the journey itself. You just get right to the destination, which actually was only just a part of the value of solving these problems."

It's only too ironic that this AI agent is called Einstein, because it doesn't take an Einstein to realize that Einstein wouldn't have been Einstein if he'd relied on someone else to do his thinking for him.

Don't rush out to buy this AI tool just yet, because as one reporter pointed out: "It's unclear if the company's boasts hold water. The AI industry is fraught with half-baked vibe-coded projects and deceptive claims."

And remember, AI hallucinates — like, *a lot*. As Tom Foley points out, another benefit for students who choose the hard work of education and critical thinking is that they can learn to identify AI's hallucinations and distinguish between substance and slop.

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Campus Leaders Webinar Series

AICUP's Campus Leaders Webinar Series is designed to increase engagement with our member schools while delivering timely, practical solutions. Featuring insights from your colleagues on other member campuses, endorsed and AMP program providers and corporate affiliates, each session will highlight resources and strategies tailored specifically for AICUP institutions. Join us to stay informed, connected, and equipped to meet today's campus challenges.

April 1st [What if Higher Ed Played Banana Ball?](#)

April 7th [From Blue Jays to Bright Futures: Hatching a Podcast](#)
for Enrollment & Engagement

April 8th [The Other Side of Energy - Lets Talk Gas](#)

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Virtual Clery Act Training Seminar ~Clery Center

April 13-16, 2026

2:00 - 3:30 PM

[Register](#)

Clery's Virtual Clery Act Training Seminar (VCATS) combines live, online instruction with interactive elements to deliver Clery Center's most comprehensive training without the need for travel. Over four live sessions, participants engage in real-time discussions, breakout groups, case study analysis, and online resources.

You'll network with peers, consult directly with instructors (during live sessions and privately during virtual office hours), and apply what you learn through interactive activities. A provided Workbook helps you document strategies and checklists to carry forward in your daily work.

[Learn More & Register](#)

Fees:

- \$649 per registrant
- \$489 for Member registrants

Member Rate: Clery Center [Institutional Members](#) receive five (5) free registrations and [Individual Members](#) receive a 25% discount that can be applied to any Clery Center [Clery Act Training Seminar, training, or workshop](#). Institutional Members then receive 25% off additional training registrations after their initial five have been used.

Clery Center is committed to making our training accessible to all participants. English Closed Captioning will be provided and other reasonable accommodations will be considered as requested.

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Act 153 - Background Screenings ~CBY Professional Services

Back in 2014 when Act 153 was enacted, AICUP worked with CBY Professional Services to assist AICUP member colleges provide the mandated employment background checks consisting of

- PA State Police
- PA Child Abuse
- FBI Clearances

Since then 40+ AICUP member schools have participated in the AICUP Act 153 Compliance Program. In 2025 alone, 30 member schools ordered 5,642 clearances saving \$61,297.

CBY Systems offers other services as well in the areas of culture & leadership, financial operations and collections.

Sign Up for CBY's [Executive Webinar Series](#) with upcoming topics such as Hiring Without Risk - Background Screening & Brand Protection on April 16th.



offers diverse portfolio of background screening options providing the mandated employment background checks consisting of PA State Police, PA Child Abuse and FBI clearances in accordance with the PA Dept. of General Services to keep the member institutions in compliance with Act 153.

CBY provides ongoing customer service to monitor the entire process acting as an extension of you HR department to ensure the process is completed by treating this as a professional service and not merely selling it as a product. CBY should not be considered a vendor, but a partner to AICUP members. CBY also has the capacity to serve in critical support functions and back-office services by acting in the space of CFO, CEO, HRO, Leadership Development for teams and D.O.T Compliance.

Contact: Susan Davis, sdavis@cby.com or 717-843-8685



Achieve Sustainability Goals with Comprehensive Carbon Reductions Solutions ~Constellation

Achieving sustainability goals is a top priority for many businesses, and implementing the right strategy is essential. Constellation offers a variety of

environmental products that make it easy to reduce your carbon footprint and optimize your sustainability strategy.

By leveraging our short- and long-term solutions, you can align your strategy with your company's needs and sustainability timeline. This approach starts with understanding your unique mission and operational goals, and then we design a custom plan that meets your objectives.

[Read More](#)

[Latest Weekly Energy Industry Summary](#)



is the endorsed energy supplier to assist AICUP members with managing energy costs in new and powerful ways to achieve budget certainty, cost savings and financial protection with a full range of integrated energy solutions.

Contact: Blaire Miller, blaire.miller@constellation.com or 855-836-2658

Check out the AICUP webinar *Achieving Operational Goals through Utility Bill Management* [Recording](#) | [Slide Deck](#)

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NACCOP Annual Conference **~D. Stafford & Associates**

The NACCOP Annual Conference is held every July (**July 15-17, 2026**) in Baltimore (to ensure easy access for the U.S. Department of Education and other officials from the Federal Government).

This 3 day conference offers expert training and guidance each year on compliance with Federal Laws and Regulations pertaining to campus safety and security, including but not limited to:

- The Clery Act
- Violence Against Women Act
- The Drug Free Schools and Communities Act
- Title IX and Title VI

Pre & Post conference workshops are also scheduled.

[More info & to register](#)

[D. Stafford & Associates](#) (DSA) is the endorsed program provider for AICUP's **Title IX Coordinator/Investigator Training**. DSA offers a series of intensive training classes for Title IX coordinators and for investigators who are responsible for conducting and overseeing Title IX compliance and sexual misconduct investigations on campus.

[Upcoming Training](#)

Contact: Dolores Stafford, dolores@dstaffordandassociates.com or 302-344-5809

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EdTech Procurement Done Right

~*JourneyEd*

Convenience access over 100,000 technology products for schools so you can have the time and money-saving convenience of a one-stop shop to manage all vendors. We empower schools to make the most of their budgets with transparent pricing and educational discounts.

Expertise from IT networks to classrooms to IT labs, you work with a trusted partner in your school's success who understands school's procure differently on different time frames with limited budgets.

Support get swift, priority and expert EdTech sales and service support for your school. JourneyEd guarantees a response from a dedicated specialist within one business day, ensuring your technology needs are addressed quickly. Get access to the expertise and resources to solve your school's specific EdTech challenges.



provides AICUP members with contractual pricing for commonly used software products from vendors such as Microsoft, Adobe, and VMWare.

Contact: Jason Watson at jwatson@journeyed.com or 800-876-3507, ext.7111

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New Services *~KeystoneREN*

KeystoneREN recently turned up a new 100G peering at Philly IX, a neutral internet exchange for network service providers. This new peering service marks the next phase of service expansion for KeystoneREN and delivers further peering capacity to customers for accessing major cloud providers including Google, Akamai, Facebook, Netflix, AWS and Azure. Additional peerings will continue to be added. This new peering is in addition to the existing peerings KeystoneREN customers already receive through the Internet2 Peering Exchange (I2PX) and Internet2 Cloud Connect.

Cybersecurity, Governance Risk and Compliance Services

KeystoneREN is pleased to offer Cybersecurity and Governance Risk and Compliance (GRC) services to Research and Education institutions through a partnership with a mission-driven local cybersecurity/GRC and IT services consulting firm. We provide services for campuses seeking project based work, virtual/fractional CISO services, or other flexible frameworks to meet every sized need and budget. Contact us today for an initial consultation and requirements discussion if you are seeking these services.

Quantum Network Expansion

KeystoneREN is joining other Research and Education Networks (RENs) and network operators across the nation in a effort to accelerate quantum ready infrastructure in our states and regions toward a national quantum network. If you're new to quantum networking and you want to understand some of the national quantum network expansion efforts underway watch this replay of a recent webinar for the Fiber Broadband Association called "Is Your Fiber Ready for Quantum?" (watch [here](#)).

[KeystoneREN](#) is a nonprofit organization that provides educational institutions and other research centers with unparalleled access to Internet2, and promotes the innovative use of digital technologies across the state. The driving focus of KeystoneREN is to advance research and education networks and bring connectivity to underserved areas, empowering communities across the state.

Contact: Jennifer Oxenford, joxenford@keystoneren.org or 717-963-7490

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AICUP Long Term Care Program *~The Voluntary Benefits Shop*

The Long-Term Care (LTC) Insurance Program has been an AICUP Board-endorsed program since 2006. Mike VanGavree, the founder of the original program remains actively involved, and has aligned with The Voluntary Benefits Shop (The VB Shop) to provide this best-in-class program to the member institutions.

What to know:

1. AICUP's new Life with Long-Term Care program, available to all member schools at no cost
2. The Voluntary Benefit Shop's preferred underwriting offer, which gives AICUP members' full and part-time staff access to guaranteed issue policies (no health question to qualify)
3. Our fully managed employee education and engagement campaigns, to help your staff make informed choices
4. Our dedicated account management and client advocate teams that oversee implementation, education enrollment and support for these programs



The Long-Term Care (LTC) Insurance Program has been an AICUP Board-endorsed program since 2006. Mike VanGavree, the founder of the original program remains actively involved, and has aligned with The Voluntary Benefits Shop (The VB Shop) to provide this best-in-class program to the member institutions. If you have questions and would like to have a one-on-one meeting to further discuss the plan before seeing a quote:

Contact Bill Spiro, bspiro@thevbshop.com or 443-760-4258

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PAICU MEP Momentum Is Growing — Be Part of It!

The momentum behind the PAICU Multiple Employer Retirement Program (MEP) continues to grow across Pennsylvania — and that growing leverage is driving plan expenses down.

Participating employees are the immediate and direct beneficiaries, and campuses that join gain access to a stronger, more cost-effective retirement solution.

To learn more — whether you are exploring participation or are a current member seeking updates and deeper engagement — ***join Cale Nelson at his weekly PAICU MEP Zoom meeting every Tuesday at 2:30 PM.*** These sessions provide a convenient opportunity to explore the program, ask questions, share insights, and stay informed about ongoing developments.

If your school has already enrolled, join the zoom to ask questions, seek clarification and maximize the PAICU MEP advantage!

We encourage you to take another close look at this program — run by AICUP members, for AICUP members.

AICUP Member Zoom-Ins
Tuesdays, 2:30 to 3:30 PM

[Join Here](#)

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AICUP Health Choice:
A Smarter Alternative to Group Health Insurance



Modernize your health benefits with ICHRA

A smarter alternative to group health insurance

The ICHRA is a group health benefit that offers more flexibility, choice, and control than traditional group funding strategies.

With an ICHRA, employers can offer a defined, tax-free allowance. Employees use that allowance to purchase the coverage that best fits their needs.

Scan to watch:
How ICHRA Works



How ICHRA reduces costs for universities

1

Predictable budgeting
Control costs by setting your own contributions

2

No penalties for claims
Groups are not penalized for high utilization

3

Avoid premium hikes
Stop unpredictable rate increases year after year

Model the move to ICHRA confidently

“Our university has saved in excess of \$500,000 each of the past two years while still providing comparable and exceptional benefits to our faculty and staff. This has been transformational for our university.”

Get a clear picture of how ICHRA could work for you. A financial analysis models your current benefit spend against an ICHRA approach, so you can make an informed, data-backed decision.

What you'll need to get started:

- Your employee census
- Current summary of benefits and rate grids
- Current employer and employee contribution structure

 **Ready to explore your options?** Get a personalized quote [here](#).



is an independent insurance agency offering a comprehensive suite of insurance and risk management solutions through Check: Life, Health – Group Benefits, Auto, Property & Casualty, Workers Compensation, Cyber Supplemental/Employee-Paid Benefits, Individual Coverage Health Reimbursement Arrangement plans (ICHRAs).

Contact: David Baily, dbaily@bailyagency.com or 724-627-6121

Check out their AICUP webinar ICHRA, An Alternative Way of Funding Health Insurance [Recording](#) | [Slide Deck](#)

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Beyond the Books: Libraries as the New Heart of Campus Life

Today's academic libraries play a critical role in advancing student success. No longer simply quiet spaces for study, they are dynamic learning environments that foster collaboration, academic support, community building, and access to essential campus services.

By integrating tutoring, advising, technology, flexible study areas, and welcoming social spaces, modern libraries remove barriers and create the conditions students need to thrive — academically and personally.

This session explores how intentional design is transforming libraries into integrated hubs that strengthen engagement, persistence, and overall student achievement.

[Recording](#)

[Slide Deck](#)



is a full-service Design firm specializing in Master Planning, Architecture, Interior Design and Site Planning for Mission Driven Institutions. To date, we have worked with 20 AICUP members to further their Missions with projects that build their individual brands and attract the students they desire most. Our mission is to provide “Extraordinary Solutions for Ordinary Budgets” and it is our commitment to deliver something wonderful to your school, no matter how limited your funding might be.

Kimmel Architecture is the provider of the AICUP Member Preferred Program (AMP) MasterConcept Plan™.

Contact: Buck Collins, bcollins@kimmelarch.com or 215-262-4072

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AICUP Cybersecurity Day

ePlus Offices
150 S Warner Road
King of Prussia
THURSDAY, APRIL 2ND
9:30AM - 2:00 PM



Strengthen Cyber Resilience w/AICUP's End-to-End Security Program

Thursday, April 2, 2026
9:30 a.m. - 2:00 p.m. EDT
ePlus King of Prussia Offices
150 South Warner Road

[Register](#)

Join us at the ePlus office in King of Prussia on Thursday, April 2, 9:30 a.m. - 2:00 p.m., to learn about the **AICUP Data Security Software Program**. This program offers top-tier cybersecurity solutions at significant discounts. There will be three sessions covering the value of front-end protection (**SentinelOne**), in-line protection (**Zscaler**), and back-end protection (**Rubrik**).

[Agenda](#)

This program mirrors the certified Pennsylvania Association of Intermediate Units (PAIU)/PAIMS offering in Pennsylvania that serves K-12 schools. Since its launch, participating schools have collectively saved more than \$10 million annually while strengthening their cybersecurity posture.

In partnership with AICUP, our vision is to deliver similar cost savings and security improvements to private higher education institutions across Pennsylvania.



[ePlus Technology, Inc.](#) serves as the lead for the AICUP Data Security Software Program. From Cloud and Data Center, Security, Collaboration, Networking and AI, to Digital Transformation, Managed and Professional Services or Financing, we bring a vast perspective that helps organizations design, orchestrate and seamlessly implement versatile technology solutions.

Our unparalleled expertise has been refined over more than three decades, allowing customers to maximize the return on their technology investments. With a dedicated SLED practice of Account Executives and SLED Operations Professionals, ePlus knows SLED, Contracts and works to keep our customers in compliance with grants and funding.

Contact: Brandon Holmes, BHolmes@EPLUS.com or 484-358-6410

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Preserve You Mission. Shape What Comes Next

At small college conferences across the country, at least one session outlines the 'broken business model' of traditional, residential undergraduate education. It is evident that enrollment pressure, margin compression, faculty capacity constraints, and shifting student expectations are reshaping the economic foundations of higher education.

I tend to nod along with these common pronouncements, because I too believe that small colleges need to pursue significant transformation.

However, I've started to hear something beyond acknowledgement of a broken business model that I disagree with. I've heard college presidents and financial consultants begin to suggest the residential undergraduate experience is beyond repair. This axiom gaining traction suggests that the only way to achieve long-term sustainability is through large, auxiliary revenue streams that subsidize the deficit-producing, traditional undergraduate model. New graduate programs, microcredentials, more fundraising.

These initiatives have proven critical for many campuses, but this axiom implies that the path to prosperity lies in non-core activities. The deeper assumption embedded in this belief is that colleges have lost control of the undergraduate experience as a sustainable driver of fulfilling their mission.

[Read More](#)



is the ***AICUP Member Preferred Program (AMP)***

Provider of the Academic Program Sharing Program. They help colleges expand affordable, in-demand academic programs that attract and retain students in today's competitive environment. Their catalog includes programs in fields such as Artificial Intelligence, Cybersecurity, Digital Marketing, and Public Health. To date, more than 120 colleges across the U.S. have worked with Rize, serving over 13,500 students through its innovative online program-sharing model.

In addition to course sharing, Rize provides enrollment and academic services designed to help institutions generate new revenue and improve student outcomes.

Partner colleges report positive results, including stronger retention, measurable enrollment growth, and higher student satisfaction.

Rize is extending discounted subscription pricing to AICUP members, with **savings of up to 25%**. Discounts scale as institutions add additional programs, providing flexibility and value.

Contact: Charlie Anastasi, canastasi@rize.education or 215-595-6012

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The Alera Group

Healthcare Collaboration & Risk Mitigation

Health4Edu is a group captive that helps colleges and universities better manage healthcare costs without sacrificing plan flexibility or institutional independence. By pooling risk and leveraging collective data, participating institutions gain:

- Greater predictability in healthcare budgets
- Reduced volatility from high-cost claims
- Increased confidence in self-funding strategies

Today, Health4Edu supports 18 institutions, delivering long-term financial sustainability while improving the faculty and staff benefits experience.

Alera Group works with AICUP members to share insights from Health4Edu and introduce additional strategies that help control healthcare spend and enhance employee outcomes.

Upcoming webinars related to Employee Benefits and Property & Casualty [go here](#).

Health4Edu

[Alera Group](#) is dedicated to understanding our clients' business needs, human resource objectives, financial goals, and long-term strategic plans. We strive to find new and innovative ways for employers to offer high quality, affordable benefits to their employees now and in the years to come. We are focused on all areas of Employee Benefits. Alera Group Pittsburgh provides the best of both worlds – national scope combined with local service. Our mission is to transform the client experience by providing a greater depth and breadth of resources, innovative

thinking, and constant collaboration, while maintaining strong local relationships.

Contact: Donald Balla, don.balla@aleraqroup.com or 412-430-3070

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Aspect Consulting

Colleges and universities don't just need advice right now. They need experienced people who understand how campuses actually function — and who can step in when critical offices are stretched thin.

At ASPECT, we support business and data teams across campus, particularly in areas that keep institutions operating day to day:

- Finance
- Financial Aid
- Human Resources
- Payroll
- Registrar
- Accounts Receivable
- Advancement and Admissions

These offices manage compliance, cash flow, enrollment, and the student experience. When staffing gaps or system challenges arise, the impact is immediate.

We provide higher ed professionals with real, hands-on experience in these functional areas — people who have worked inside colleges and understand both the business processes and the **systems** institutions rely on.

Need help packaging students in Financial Aid?

Support running payroll?

Assistance in Finance or the Registrar's office during a transition?

We augment teams with practitioners who can contribute immediately — operationally and strategically. Sometimes institutions don't need a consultant. They need capable reinforcements.



Technical & Functional Solutions for Higher Education provides low cost/high quality higher education functional

and technical support across the entire campus ecosystem; specializing in Academic ERP/CRM/LMS systems.

Contact: Chris Bressi, cbressi@aspect-consulting.com or 610-783-0600 ext.130

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Ellucian

Join thousands of higher education leaders, partners, and peers in Denver, Colorado, April 19–22, 2026 as we come together to Advance Infinite Possibilities for learners and institutions around the world.

What to expect:

- ✦ Inspiring keynotes from education and industry thought leaders
- ✦ Hands-on learning with Ellucian solutions
- ✦ Global networking opportunities
- ✦ Product innovations shaping the future of student success

Register [here](#)

The [Ellucian Live 2026 Content Catalog](#) is now available!

Ellucian helps higher education institutions like yours excel. We collaborate with over 2,500 institutions worldwide, offering innovative solutions for student information systems, finance, HR, and more. Ellucian empowers your institution to enhance decision-making, streamline operations, and drive student success.

Contact: Tony Grosso, tony.grosso@ellucian.com

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Forvis Mazars

What 2025 Taught About College Mergers

The landscape for higher education mergers, acquisitions, and other strategic partnerships became clearer in 2025. From July to December, the [higher education practice at Forvis Mazars](#) spoke at a half-dozen industry events about this issue and launched the [Higher Education Strategic Partnership Hub](#) to help institutions learn more about their opportunities and refine their strategies. It gave our professionals an opportunity to listen to understand, as well as share what we're hearing.

[Read More](#)



is an independent member of Forvis Mazars Global, a leading global professional services network. Ranked among the largest public accounting firms in the United States, the firm's 7,000 dedicated team members provide an Unmatched Client Experience® through the delivery of assurance, tax, and consulting services for clients in all 50 states and internationally through the global network. From small private colleges to large public universities, our team works with hundreds of educational institutions, demonstrating deep industry knowledge.

We're not a "one-and-done" service—we're your dedicated collaborator. Our skilled professionals are committed to reliable and consistent communication, providing you with guidance to help your school stay on track with your goals. We listen, respond, and consult with purpose—to help your school achieve its mission.

Contact: Adam Smith, adam.smith@us.forvismazars.com or 260-460-4047

Check out their AICUP webinar Trends in College & University Closures [Recording](#) | [Slide Deck](#)

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Jenzabar

Get the Checklist to Make Going Live Easier

Institutions like yours need modern technology to enable agility and power student success. Your best bet to ensuring the seamless implementation of new software?

[Get everyone aligned and communicate objectives early on.](#)

Download our checklist, [The Secret to a Successful Software Implementation](#), and learn how to:

- Prepare your entire campus for a new software deployment.
- Build the best project team and establish communication standards.
- Collaborate with a technology partner and seamlessly go live with new software.

Plan for the future once new software is live.

[Download the Checklist](#)



Unlock the next wave of higher education software with Jenzabar One, a flexible, unified-cloud ready platform, exclusive to higher education.

Contact: Nicole Stewart, Nicole.Stewart@jenzabar.com or 908-216-0453

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RLPS Architects

Bridging Generations: Senior Living & Higher Education Partnerships

During a recent webinar, panelists discussed how Higher Education institutions and Life Plan Communities can collaborate in bold, innovative ways to drive intergenerational connections and strengthen campus communities.

To read a summary of salient points and to view a recording of the webinar, go [here](#).

Whether your institution is exploring new revenue opportunities, seeking deeper community engagement, or envisioning expanded lifelong learning, this blog offers insights to help inform your strategy.



for over 70 years, RLPS Architects has created innovative and inspiring spaces to live and learn for educational institutions. From our offices in Lancaster and Pittsburgh, Pennsylvania, we provide architecture, master planning and interior design services, designing spaces to support and enhance the diverse needs of campus life.

RLPS values the client relationships we have built over the years and our team remains passionate about providing innovative spaces that stimulate learning, inspire faculty growth and serve the community of each institution.

Contact: Sarah Rine, srine@rlps.com or 717-560-9501

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Scott Healy & Associates

What Today's Higher Ed Leaders Are Prioritizing (and Why It Matters)

Across independent colleges and universities, leadership priorities continue to evolve as **financial pressures, demographic shifts, and a tumultuous political environment** prompt institutions to reexamine how they operate and serve their communities. Changing expectations from students, employees, and external stakeholders further shape this landscape. While each institution faces unique challenges, several themes consistently emerge among senior leaders nationwide.

Enrollment stability and program relevance remain top concerns. Leaders focus on aligning academic offerings with student demand, workforce needs, and institutional mission. This includes market-informed program development, stronger recruitment strategies, and improved retention through student support and engagement.

Staff and faculty retention has also moved to the forefront. Leaders emphasize workplace culture, professional development, and sustainable workloads, recognizing that continuity and morale among staff and faculty directly impact student success and operational effectiveness.

Fiscal stewardship and resource alignment continue to shape decision-making. Rather than short-term cost cutting, leaders prioritize long-range financial planning, diversified income streams, data-informed budgeting, and transparent communication, which support both institutional stability and stakeholder trust.

Community engagement and institutional identity are gaining renewed attention. Leaders strengthen partnerships with local communities, alumni, and employers, reinforcing institutional value while advancing mission-driven goals.

Taken together, these priorities reflect a broader shift in higher education leadership. Today's leaders are expected to balance strategy with empathy, innovation with stewardship, and urgency with long-term vision. **As colleges and universities navigate a changing landscape, thoughtful and values-driven leadership remains one of the most powerful differentiators for institutional success.**

We would love to hear what your institution is prioritizing - drop us a note at chris@scotthealy.com



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(SH&A) is a nationally trusted leader in higher education executive searches and interim placements. Founded in 1998, SH&A is dedicated to helping your institution achieve their strategic goals. As a boutique firm by design, SH&A is led by three generations of the Healy family and supported by a team of seasoned higher education professionals.

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Workday

All in on Community & Collaboration

This article highlights the power of the Workday customer community as a collaborative network where organizations support and learn from one another. Through forums, shared solutions, and events, customers exchange ideas, troubleshoot challenges, and share best practices based on real-world experience. This peer-driven environment helps organizations solve problems faster, improve processes, and learn how others are using the platform. The community encourages open collaboration, allowing customers to contribute knowledge, influence improvements, and collectively advance how institutions and organizations operate

and innovate.

[Read More](#)

 continues to expand its presence in higher education, with more than **580 institutions** leveraging the platform and over **90 live on Workday Student**. Notably, **13 AICUP institutions** are already part of the growing Workday community. To better support smaller colleges and universities, Workday has introduced new programs designed to address common challenges such as financial constraints, limited resources, and the need for accelerated implementation timelines.

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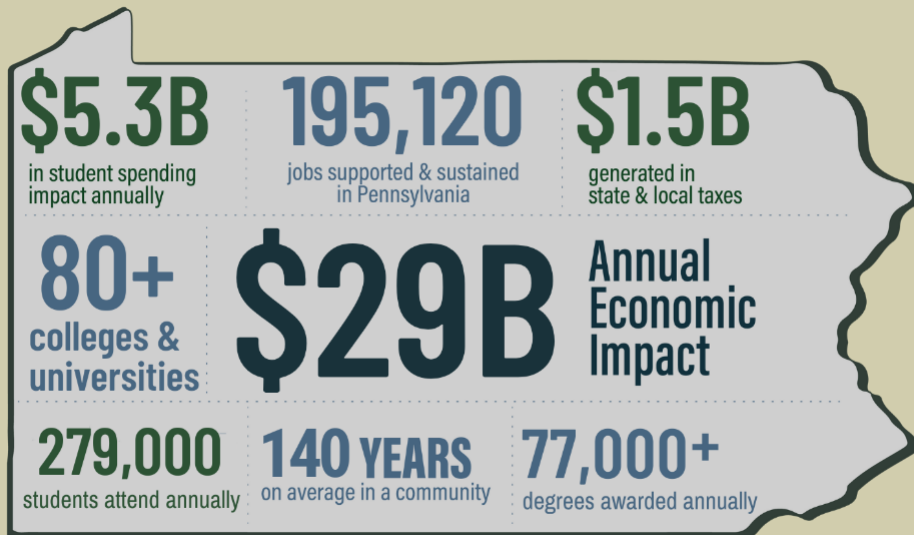


AICUP 2025 Economic Impact Report

~Tom Foley, AICUP President

With all the troublesome news for higher ed at the national level, the latest AICUP Economic Impact Report offers GREAT news for our member schools. The [report](#) on PA's 80+ independent nonprofit schools concludes these AICUP schools support almost 200,000 jobs in Pennsylvania every year, generate an annual economic impact of \$29 billion for the state's economy (that's larger than the entire budget of 28 states), and provides a stunning 158-to-1 return on PA taxpayer investment.

The report confirms independent nonprofit schools don't just prepare the workforce of tomorrow, they enhance Pennsylvania's economy today.



AICUP schools employ 1 in 33 workers in Pennsylvania, they supply 39,000 new PA workers every year, they're the top employer in 3 counties, and among the top 25 employers in 19 counties. In fact, the PA Chamber of Commerce and Industry named higher education "the fifth largest industry" in Pennsylvania, and AICUP schools constitute half the entire sector. AICUP graduates in this "industry" are an inclusive bunch:

- 45% of PA teacher cert candidates
- 47% of low-income students pursuing bachelor's degrees in PA
- 52% of working age adult students' re-skilling/up-skilling in PA
- 55% of all minority students pursuing bachelor's degrees in PA
- 58% of STEM graduates in PA • 69% of all PA nursing degrees

PA should celebrate this asset that has made our state the second-top net importer of students in the nation (for over 30 years) and the 2025 Wall Street Journal's third ranked state for quality outcomes in higher education. Don't take my word for it—look at the data.

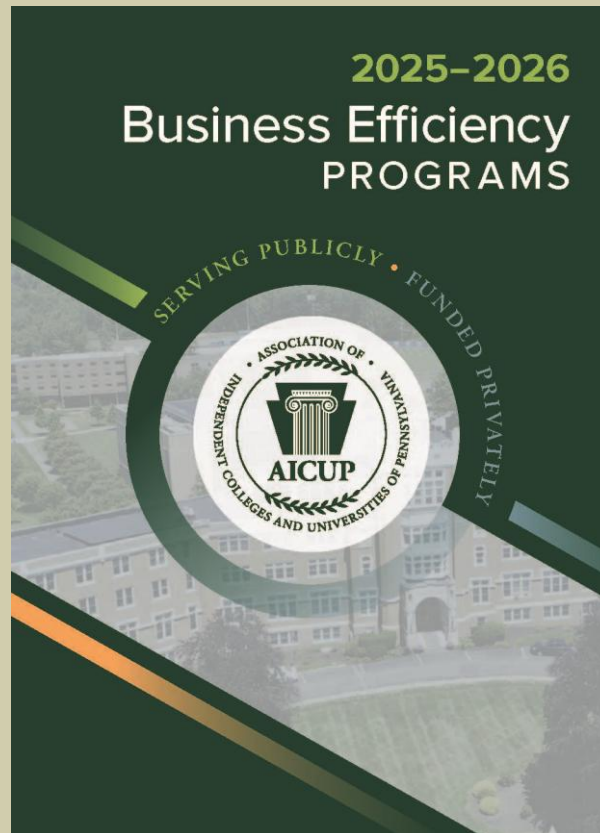
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The AICUP Efficiency Programs Manual!

Every year AICUP delivers an annual report on AICUP's collaborative and business efficiency programs through the [Business Efficiency Programs Manual](#) publication. Within this report we share the success of these efforts and the measurable value offered by each. This report does not attempt to calculate savings or increased revenue from AICUP's advocacy before state and federal governments. Read President Tom Foley's full overview [here](#).



This Business Efficiency Program Manual outlines: 1) the range of business efficiency and research programs AICUP sponsors for members; 2) institutional participation rates; and 3) the estimated cost-savings per institution from those programs. It is important to measure these programs over time as part of the normal performance measurement of our AICUP work. Our findings are as follows:

- **39 PROGRAMS**—In 2024, AICUP offered thirty-nine (39) different cost savings programs of which, 29 are vendor-driven and the remaining 10 are driven by AICUP staff activities.
- **\$43.8M ANNUAL SAVINGS**—Thirty-seven (37) of these programs leveraged volume and lowered costs in a way that could be documented resulting in \$43.8M of calculable savings in 2024.
- **33:1 ROI ON FY 2024 DUES**—\$43.8M of calculable 2024 savings equates to an average savings of \$476,229 per AICUP member or roughly 33 times the average 2024

membership dues (\$14,433).

- **All AICUP MEMBER PARTICIPATION**—Eighteen (18) of these programs provided service to 35 or more AICUP members and only six (6) programs had participation of less than 10 AICUP members. ***AICUP Members and Associate Members participated in at least one of these 39 programs.***

It is, of course, not possible to quantify savings on all programs or activities, but our business efficiency team (Tim Alexander and Kelly Carli) once again did their best to quantify dollar-based savings measurement for all but three (3) of these programs. Not all colleges experienced the same level of participation or savings. Hence, the aggregate and average savings figures in this report reflect conservative assumptions.

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