



COUNCIL FOR CHRISTIAN
COLLEGES & UNIVERSITIES



**PRESIDENT'S
REPORT**

2026

SYNERGY IS STRENGTH

The Council for Christian Colleges and Universities (CCCC) is an association representing over 170 institutions in 20 countries around the world, with more than 130 in the United States. 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 Christian higher education and to help our institutions transform lives by faithfully relating scholarship and service to biblical truth. As a representative serving our members and Christian higher education as a whole, we provide a unified platform to highlight the contributions of our institutions and students to the common good.

DISTINCTIVES AND DISTINCTIONS

Demographics at a glance among CCCU member institutions:

170+

Colleges and Universities

10M+

Alumni

95,000

Faculty and staff employed globally

605,000

Total students enrolled globally



“

Christian higher education is so much more than academic excellence—it is a shared, unshakeable commitment to helping students find their full identities in Jesus as they prepare to fulfill God's purpose for their lives. Across more than 170 CCCU member schools, we unite to shape lives that reflect Christ and prepare students to serve their communities and the world with wisdom, compassion and integrity.

—Phil Schubert, Ed.D.

President, Abilene Christian University
Chair, CCCU Board of Directors

Dear Friends,

Many of you may remember the timeless fable, “The Bundle of Sticks.” In this story, a father gathers his sons and hands each one a single stick, asking them to snap it in two. Each does so with ease. But when the father binds several sticks together into a bundle and invites them to break it, no amount of effort can bend, let alone break, the unified collection.

This enduring lesson beautifully illustrates a profound truth: true strength is found in unity and shared purpose. Scripture echoes this wisdom in Ecclesiastes 4:12:

“a cord of three strands is not quickly broken.”

As the CCCU commemorates its 50th anniversary amidst a season marked by both promise and uncertainty for higher education, the principles originally set forth in our articles of incorporation as what was then called the Christian College Coalition remain strikingly relevant: “to promote cooperation among member institutions as a means

of encouraging and supporting... the integration of faith, learning, and living.”

Our global membership is wonderfully diverse—reflecting a multitude of sizes, programs, and communities served. Yet, we are united by a singular clarity on what matters most: a truly transformative education is rooted in biblical truth, enriched by the pursuit of knowledge, strengthened by skill-building and professional development, and embodied by CCCU graduates who seek higher purpose with Christian character—living out, in the words of the prophet Micah, the call to “act justly and love mercy and walk humbly with their God.”

This shared vision not only steers our collective mission, but also inspires every institution to pursue excellence, foster innovation, and serve faithfully. This vision shapes the CCCU's commitment to its members in the years to come—providing opportunities that maximize value and extend limited resources; renewing an emphasis on integrating faith and leadership development; and standing resolute as advocates for Christ-centered education,



both in the United States and across the globe.

To distill this wisdom, consider another enduring proverb: If you wish to travel quickly, go alone; if you aspire to journey far, go together.

With deep gratitude for the privilege of walking alongside you on this journey.

Blessings,

David A. Hoag, PhD
President, CCCU



EQUIPPING THE NEXT GENERATION OF GLOBAL CHRISTIAN LEADERS

LEAD BY LEARNING: LDIs AT A GLANCE

Leadership in Christian higher education is more than simply a calling or a commission—it requires cultivation, preparation and peer support. In navigating the complexities and challenges ahead for colleges and universities, it is also imperative that senior leaders are broadening the locus of authority within their organization—raising up the next generation of campus administrators who not only embody and embrace institutional mission and a focus on students, but who have learned how to lead. These future leaders must be equipped with the discernment and skill to steer their communities with conviction and grace.

Over its 50-year history the CCCU has convened programs and professional development opportunities for everyone from new presidents to campus experts in recruitment, fundraising and communications. In the years ahead, we will continue to adapt and innovate our portfolio of programs that responds to emerging needs and reflects the leading edge of faithful leadership development.

Founded in the late 1990s, the CCCU's Leadership Development Institutes (LDIs) have brought together nearly 800 emerging leaders in Christian higher education for four-day sessions exploring the latest leadership literature and real-word scenarios, while facilitating deeper discussions with peers and mentors and the opportunity to explore the spiritual dimensions of leading individuals and organizations. The current portfolio of leadership and training platforms include:

New! Executive Leadership Institute (ELI)

The 2026 CCCU Executive Leadership Institute—to be held June 4-8, 2026 at the Billy Graham Training Center at The Cove in Asheville, North Carolina—is designed to nurture leaders who are discerning their calling, deepening their gifts, and preparing to guide their campuses with clarity and conviction. This new institute is tailored to senior leaders from CCCU institutions including provosts, vice presidents, deans, and other cabinet-level administrators who are already serving in significant leadership roles and are exploring the capability to elevate their contribution. Through rich conversations on strategy, board partnerships, financial stewardship, and the complexities of modern higher education—woven together with intentional spiritual formation—participants leave renewed in purpose and strengthened for the road ahead.



FOR COMPLETE
ELI DETAILS,
SCAN HERE:



The Leadership Development Institute (LDI)

The signature program for equipping emerging leaders from member institutions to step into greater leadership responsibility within Christian higher education returns again in June 2026. This year-long mentorship and professional development program helps participants build the skills, confidence, and vision needed to serve their campuses with excellence. Also held at The Cove in Asheville, approximately 30-35 participants will gather June 8-12 for a panoply of programming that includes keynote sessions, workshops, spiritual formation opportunities, and peer collaboration. The 2025 event drew **33 emerging leaders** representing **23 different member institutions** to the Cedar Springs Christian Retreat Center in Sumas, WA.

1998 - 2024
FORMER LDI PARTICIPANTS

22 BECAME CHRISTIAN COLLEGE PRESIDENTS
111 MOVED TO CABINET LEVEL ROLES



SCAN THIS CODE
TO LEARN MORE

"I believe the LDIs' integration of Christian faith with professional leadership development is its most powerful contribution. Participants benefit from hearing from and engaging with outstanding, currently practicing Christian college leaders in a program that is intentionally interwoven with prayer, worship, and the building of Christian community."
—Dr. Wayne D. Lewis Jr., Houghton University

PREPARING NEW PRESIDENTS

In July 2025, the CCCU hosted its latest New Presidents Institute in Vail, Colorado. New institutional leaders representing 12 different CCCU member institutions joined three seasoned leaders with a collective experience of more than 50 years in the presidency—Dr. Chip Pollard (John Brown University), Dr. Amy Bragg Carey (Friends University), and Dr. Andy Westmoreland, who led Samford University for 15 years. Designed to equip and encourage leaders new to this unique role, the Institute featured robust content, thoughtful discussions, and special opportunities to engage with peers who understand the joys and burdens of the Christian college.



SAVE THE DATE!

The 2026 NPI will be held again in Vail, CO from July 13-16. The New Presidents Institute is designed specifically for presidential teams, usually the president and their spouse, and provides an intimate setting where mentors and senior presidents share experience, wisdom, and encouragement to participants while also growing fellowship relationship and building spiritual growth.

ADDING VALUE BREAKING GROUND

When the CCCU was founded in 1976 (known first as the Christian College Coalition), the objective was to establish a unified voice in representing the interests and needs of Christian universities with government decision makers and stakeholders in higher education at large. It was a bold undertaking that intuitively sought to leverage enduring wisdom—in unity there is strength, and the whole is greater than the sum of its parts.

Fifty years later, the CCCU continues augmenting its role as the leading voice for Christian higher education by also seeking the leading edge of innovation—to create opportunities that anticipate and address needs of member institutions by adding value and extending the effectiveness of constrained resources in serving our shared mission for a greater good.

The latest highlights:

A CONTINUED DEEP FOCUS ON FAITH INTEGRATION

In identifying essential markers in navigating the road ahead for the CCCU and its institutions, President David Hoag has emphasized how the thoughtful integration of faith and learning “lies at the very heart of Christian higher education.” To better focus the organization’s efforts in supporting this longstanding distinctive, the CCCU is developing a new Center for Faith and Learning with the goal of empowering educators and inspiring students to seamlessly integrate the Christian faith into their learning, work, and lifelong journey of discipleship. The Center will offer resources, gatherings, and events and highlight shared stories of impact that will aid, encourage, and equip CCCU member institutions to further implement the eternal impact faith in Christ Jesus provides throughout their higher education and lifelong experiences.

Additionally, in April 2025 the CCCU launched two new advisory boards designed to support member institutions as they advance their missions and oversee the integration of faith and learning on their campuses:

The **Mission Self-Study Advisory Board** will help institutions think and act in terms of mission advancement, rather than simply taking a defensive posture—especially for educators who model for students how to engage with the broader culture.

The **Faith Integration Advisory Board** seeks to shape the CCCU’s long-term vision for the integration of faith and learning, guiding the development of new initiatives, providing thought leadership, and supporting faculty and administrators of CCCU institutions in this vital work.

ONLINE DASHBOARD FOR THE ANNUAL SALARY SURVEY

The Annual Confidential Salary Surveys are a free member benefit available to all North American CCCU members, designed to provide essential salary data across multiple roles. Beginning in 2026, the salary data will be delivered through a fully online, private, and easy-to-navigate dashboard, providing statistics to help CCCU member institutions with their salary and budget decisions.

NEW FOR 2026: THE SUSTAINABILITY INDEX

The CCCU and Education Alliance recently developed a new resource called the Sustainability Index. Utilizing publicly available data, the Sustainability Index presents a unified score intended to help boards and presidents of member schools assess their own institutional vitality at a given point in time. The Index divides data into two categories: Financial Resiliency and Sustainability—assessing an institution’s financial metrics—and Educational Quality and Student Success, which considers factors such as graduation and retention rates, student- faculty ratios, and other quantifiable data. Intended to serve as a confidential tool for the presidents and boards of member institutions, the Index aims to help institutional leaders accurately assess the current performance of their institutions and to support data-informed strategic decision-making for the institution’s future.

The Sustainability Index draws from the work of Dr. James Samels, the founder and CEO of the Education Alliance and the Samels Group, who has written and consulted extensively on strategies in managing institutional stressors. He describes the index as “a predictive tool to look ahead,” equating it to “the difference between looking in your rearview mirror versus looking over the horizon.”



Scan the code to learn more

FACULTY SABBATICAL OPPORTUNITY WITH THE LANIER THEOLOGICAL LIBRARY

This partnership between the CCCU Research and Scholarship team and the Lanier Libraries (located in Houston, TX, and Oxford, UK) offers faculty from CCCU member institutions substantial opportunities to utilize their research space and expansive collections with a special housing bonus—a 50% discount from normal market rates in Oxford or with free housing in Houston.

At the Lanier Theological Library in Houston, TX, faculty apartments will be available year-round. At Yarnton Manor (near Oxford), faculty apartments will be available for a semester duration and in some cases year-round.

This special opportunity is primarily intended for full-time faculty on long-term (or annually renewing) contracts, though applications from part-time faculty will also be considered. Preference will be given to faculty in Bible and theology, but faculty from other academic disciplines may also apply.

Scan the code to visit the CCCU research initiatives page and navigate to the Lanier Library Sabbatical section.



FINANCIAL SOLUTIONS

Sovereign Insurance Consortium

Offering an effective economy of scale, CCCU schools in the consortium share property and liability insurance which provides enhanced coverage for general liability, flood, earthquake, business income, cyber risk, and many more potential risks which can be expensive to insure against. Members who have joined the consortium have saved between \$30,000 and \$152,000 annually compared to prior costs.

Group Purchasing Organization and Valued Partners Directory

In collaboration with Centrinel, LLC, the CCCU is creating a Group Purchasing Organization (GPO) that enables member schools to leverage collective buying power and achieve meaningful cost savings (from 5 to 25%) on essential IT products and services provided through Microsoft, Cisco, Dell, Azure Cloud, and more.

Additionally, our expansive list of valued partners—some of whom have been with the CCCU for decades—offer schools the ability to obtain specialized services at preferred rates with organizations familiar with aiding faith-based institutions.

To learn more or pursue one of these opportunities, contact **Dr. Jeff Clawson, Assistant Vice President for Membership, Grants, and Research**, at jclawson@cccu.org or (202) 381-0598.



SUSTAINING EXCELLENCE SUCCEEDING TOGETHER

One of the more substantive features of membership in the CCCU is often overlooked—an array of shared services which can provide synergy, access to opportunities not available on an individual campus, and the ability to find new ways for substantial cost savings for participating institutions.

EXTENDED COMMUNITY & OUTREACH

Virtual Networking Groups

Most campus challenges are not unique. Harness the power of peer support through a comprehensive set of affinity groups with options for everyone from alumni professionals to executive assistants. These groups offer the ability to seek answers to common issues, share resources, and collaborate on new projects.

Career Center

Curated on a dedicated web resource, the CCCU's Career Center promotes thousands of openings to 100,000+ website visitors annually and is searchable by categories that include institution/company name, as well as location, job type and title, and salary range. Visit <https://careers.cccu.org> to learn more about posting or pursuing a position.

SHARED EDUCATIONAL OPPORTUNITIES

Online Education

For the last two decades online education has been an engine driving greater opportunities and innovation in delivering content, especially to non-traditional students. The CCCU has partnered with the education technology company CampusEDU to provide state-of-

the-art program development, working directly with campuses to create online courses and provide them with a suite of tools to connect with and reach this generation of learners through a compelling virtual learning environment.

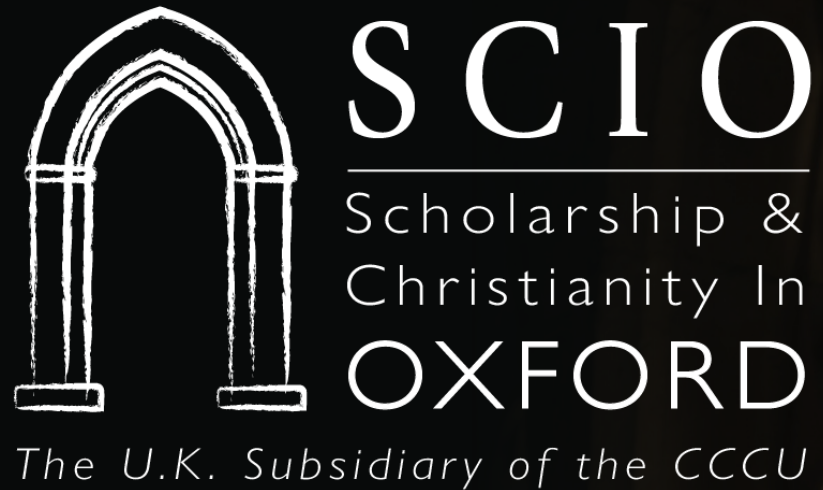
Online Course Sharing

This is a network of more than 100 faith-based institutions offering more than 5,000 online courses. Participating institutions can tap a conduit for academic innovation for their own programs and increase revenue by enrolling and retaining more students.

Tuition Waiver Exchange Program

One of the CCCU's seminal benefits programs remains in the selection of shared services. Faculty members, staff, and administrators can send their dependents to participating institutions, receiving a waiver of the institution's usual tuition. Students admitted under the program are automatically renewed for up to four years as long as the student remains in good standing with the receiving institution and at least one parent remains a full-time employee of a participating institution.

Explore these actionable member benefits, and many more, at <https://www.cccu.org/programs-services/>



SCIO: SCHOLARSHIP & CHRISTIANITY IN OXFORD

As the CCCU's signature study abroad program, Scholarship and Christianity in Oxford (SCIO) offers more than just an immersive experience at an unparalleled historic locale. Oxford is an ancient university city and leading academic center, and SCIO's programs provide students with a unique opportunity to be part of an academic Christian community like no other. Oxford is a place shaped by academic traditions over nine centuries and now blends innovation with a deeply rooted intellectual heritage.

From this inspirational setting, SCIO provides a profound academic, spiritual and life experience inside and outside the classroom. It also provides a scholarly opportunity that is faith-engaged, culturally aware, civically minded and academically rich. SCIO offers fall and spring semester programs and a summer option.

Importantly, students who complete the program not only grow in faith, and intellect but also enhance their resume in showcasing their

capabilities for an increasingly global marketplace. With a commitment to advance the Christian mind, SCIO advances the intellectual development and opportunities of academic leaders from member campuses—undergraduates and graduates. SCIO has also offered numerous rich academic opportunities to over 500 faculty and senior leaders.

For a deeper dive on SCIO, or to refer qualified students, use the QR code.

Scan the code to learn more



AVAILABLE AGAIN IN 2026: NETWORKING GRANTS FOR CHRISTIAN SCHOLARS

These grants seek to encourage collaborative scholarship among faculty members serving at CCCU member institutions and to connect these scholars with broader networks, bringing Christian voices into contemporary academic conversations. Applicants can choose from two options—planning grants (up to two one-year grants of \$5,000 maximum) or up to two three-year initiative grants (with max funding of \$30,000) to implement research projects. The CCCU Networking Grants are made possible by the significant endowment of Walter and Darlene Hansen, in memory of his parents, Ken and Jean Hansen.

Application deadline is Friday, June 5th 2026. For more on this opportunity and a history of these grants (which extend back to 1999), see <https://www.cccu.org/campus-grants/networking-grants>

RESEARCH AT THE CCCU

The CCCU's research and scholarship team provides a variety of services that support academic activity at member schools and has raised more than \$12 million for projects since 2011. These have included:

- grant-funded faculty development opportunities in Oxford at SCIO
- institutional research reports on the CCCU members as an aggregate, along with individual reports provided to members on their own institutional sustainability
- participation in the Collaborative Assessment Project
- networking grants to support multi-institution faculty research projects
- sabbatical leave opportunities
- support for honors and library directors

A CHAMPION AND LEADING VOICE FOR CHRISTIAN HIGHER EDUCATION IN 2025

From its earliest incarnation fifty years ago, the CCCU has worked proactively and strategically to be an effective, respected and compelling advocate for Christ-centered higher education. Our longstanding relationships and policy expertise enable us to engage national leaders on the issues most essential to the flourishing of our institutions and the students they serve—from religious freedom and institutional autonomy to financial aid and tax policy.

KEY HIGHLIGHTS FROM ADVOCACY ENGAGEMENT IN 2025

Reducing Regulatory Burden Through Strategic Advocacy

The CCCU advocates for regulations that are fair, limited in scope, and fiscally responsible, while recognizing and respecting the distinct mission of Christian higher education. Over the past year, we have submitted multiple comment letters across federal agencies, including recommendations to reduce new IPEDS reporting burdens, a comprehensive deregulation proposal to the Office of Management and Budget, and targeted suggestions to the Department of Education on regulations that should be streamlined or eliminated. These efforts reflect our commitment to ensuring that federal policy supports, rather than hinders, the ability of Christ-centered institutions to carry out their mission with excellence and integrity.

Major Win for Religious Hiring

The Ninth Circuit issued a landmark ruling in the Union Gospel Mission case, affirming that religious organizations may hire all positions in alignment with their faith commitments. The CCCU filed an amicus brief supporting the position that non-ministerial employees can be hired for mission, and the court unanimously agreed that the First Amendment protects these mission-driven hiring decisions. Legal experts are calling this the most significant ruling on religious hiring since Our Lady of Guadalupe.

This outcome strengthens the legal foundation that allows Christ-centered institutions to maintain their identity and mission, and it reflects the strategic advocacy work the CCCU continues to lead on behalf of our campuses.

Supporting Equal Access

The CCCU joined a broad coalition of faith-based organizations in sending a letter to Congressman Tim Walberg (R-MI) and Senators James Lankford (R-OK) and Tim Scott (R-SC) urging support for the Equal Campus Access Act. The coalition stressed that “faith-based student organizations should not face discrimination on college campuses solely because they require their leaders to agree with their core religious beliefs.” This unified advocacy prompted Senators Lankford and Scott to introduce the Equal Campus Access Act of 2025, which ensures that public colleges “grant religious student organizations the same rights as every other student group.”

Advocating for a Holistic Understanding of Higher Education

Recent federal proposals that reduce higher education to a narrow set of financial metrics highlight the need for the CCCU to continue advocating for a broader, truer, more holistic vision. Christian higher education unites rigorous academics with spiritual and moral formation, shaping students not only in what they do, but in who they become. This integration of faith and learning cultivates wisdom, character, and purpose.

Our institutions prepare graduates to serve as redemptive leaders for the common good, pursuing human flourishing in their communities, their vocations, and the world. This is the story we champion in Washington: that the value of higher education cannot be measured by financial earnings alone.

“Send forth your light and truth and let them guide me.”

Psalm 43:3

“My experience at Charleston Southern University taught me that education rooted in faith produces more than knowledge—it also produces hope, resilience, and purpose. Christian higher education equips students to serve in every sphere of life, and that is why I fight to make sure these schools have the freedom to prepare graduates who live out their God-given calling boldly through their careers, in their communities, and around the world.”

Senator Tim Scott, South Carolina

Would you partner in the mission and work of the CCCU?

Your investment makes a real difference. Join with us today!”





Council for Christian
Colleges & Universities
20 M St SE
Suite 350
Washington, DC 20003

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