

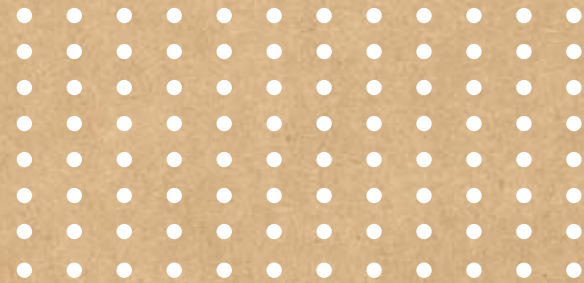
Presented in collaboration with the



**Academy for Innovative
Higher Education Leadership**
ARIZONA STATE UNIVERSITY
GEORGETOWN UNIVERSITY

**JUNE
14-16**

SAN DIEGO, CA
HILTON SAN DIEGO BAYFRONT



2017 UPCEA

Summit

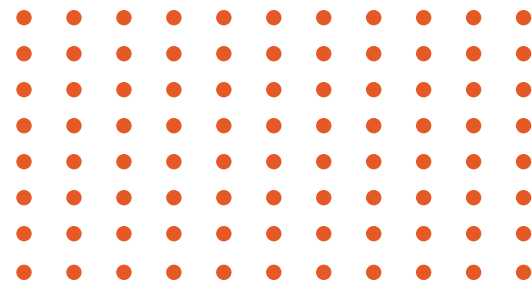
**FOR ONLINE
LEADERSHIP**

2017 UPCEA

Summit

FOR ONLINE
LEADERSHIP

JUNE 14–16, 2017 | HILTON SAN DIEGO BAYFRONT | SAN DIEGO, CA



Welcome to the 2017 UPCEA Summit for Online Leadership!

We welcome you to a summit meeting of university leaders — vice presidents, deans, and other senior staff directly engaged in the management and delivery of online programs — to address the key topics and issues affecting the online enterprise.

This week, we will focus on groundbreaking models of successful leadership development, enabling professionals to foster a culture of innovation, creativity, and curiosity throughout their organizations. We encourage you to embrace the challenges presented by our field today as you define and develop an institutional strategy for online learning.

Through high-level sessions featuring national and international leaders, we will assess challenges and opportunities, and help set an agenda for the future that will preserve quality and access while offering affordability and innovation to the students of today and tomorrow.

Welcome to San Diego, and the fourth annual Summit for Online Leadership!

Robert J. Hansen

CEO



Jeffrey J. Selingo

Special Advisor, Arizona State University

Visiting Scholar, Georgia Tech's Center for 21st Century Universities



**Academy for Innovative
Higher Education Leadership**
ARIZONA STATE UNIVERSITY
GEORGETOWN UNIVERSITY

Schedule At A Glance

Wednesday, June 14, 2017

8:00 AM–5:00 PM	Registration Open
9:00–12:00 PM	Pre-Conferences: <ul style="list-style-type: none"> • UPCEA Online Leadership Roundtable • UPCEA eDesign Collaborative ThinkTank
2:00 PM	Opening General Session The Next Wave: Navigating the Challenges of a New Era for Higher Education <i>Jeffrey J. Selingo</i> , Author, visiting scholar at Georgia Tech's Center for 21st Century Universities, and special advisor to the Arizona State University-Georgetown University's Academy for Innovative Higher Education Leadership
3:30 PM–6:30 PM	Exhibit Hall Open
3:30 PM	Coffee and Networking in Exhibit Hall
4:00 PM	Concurrent Session I
5:00 PM	Opening Reception <i>Hosted by Exhibitors and Sponsors</i>

Thursday, June 15, 2017

8:30 AM–4:45 PM	Registration Open
8:30 AM–4:45 PM	Exhibit Hall Open
8:30 AM	Continental Breakfast
9:00 AM	General Session Taking the 'Alternative' out of Alternative Credentials: Packaging, Describing, and Differentiating Talent Development for a New Era of Learners and Employers <i>Pat Leonard</i> , Senior Advisor, Global Business Development, Credly <i>Matthew Pittinsky</i> , CEO, Parchment <i>Catherine Cho Yoo</i> , Senior Director of Strategic Partnerships, edX <i>Holly Zanville</i> , Senior Advisor for Credentialing and Workforce Development, Lumina Foundation
10:15 AM	Concurrent Session II
11:15 AM	Coffee and Networking in Exhibit Hall
11:30 AM	Concurrent Session III
12:30 PM	Lunch and General Session Choosing in a Modern World <i>Sheena Iyengar</i> , Inaugural S.T. Lee Professor of Business, Columbia University, Author of "The Art of Choosing"
2:00 PM	Concurrent Session IV
3:00 PM	Coffee and Networking in Exhibit Hall

- 3:30 PM General Session
Building a Scalable, Accessible, and Community Oriented Online Degree: A Story About Georgia Tech's OMS CS
Dr. Charles Isbell, Professor and Senior Associate Dean at College of Computing, Georgia Institute of Technology
- 4:45 PM Reception **(Sponsored by Blackboard)**
- 6:00 PM Dinner Groups

Friday, June 16, 2017

- 8:00 AM–11:15 AM Registration Open
- 8:00 AM–12:15 PM Exhibit Hall Open
- 8:00 AM School Spirit Breakfast in Exhibit Hall
- 8:30 AM Concurrent Session V
- 9:30 AM Coffee and Networking in Exhibit Hall
- 10:00 AM Concurrent Session VI
- 11:15 AM Closing General Session
The Future of Higher Education: What Yesterday Tells Us About Tomorrow
Arthur Levine, President, Woodrow Wilson Foundation
- 12:15 PM Adjourn

Summit At A Glance

Registration Desk Hours

- WEDNESDAY, JUNE 14 8:00 AM–5:00 PM
- THURSDAY, JUNE 15 8:30 AM–4:45 PM
- FRIDAY, JUNE 16 8:00 AM–11:15 AM

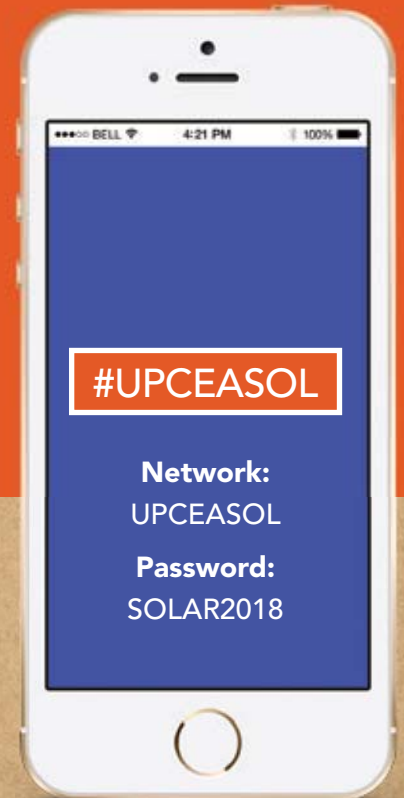
Exhibit Hall Hours

- WEDNESDAY, JUNE 14 3:30 PM–6:30 PM
- THURSDAY, JUNE 15 8:30 AM–4:45 PM
- FRIDAY, JUNE 16 8:00 AM–12:15 PM

Get Online at the Summit

To help you get the most out of the Summit, we're pleased to offer free wireless internet in all meeting and session rooms, as well as the Exhibit Hall.

Network: UPCEASOL
Password: SOLAR2018



Continue the Conversation Online!

Don't miss out on conversations with fellow attendees and speakers during and between sessions. Use **#UPCEASOL** on Twitter.





**Thank you to all
of our institutional
sponsors!**



CHAPMAN UNIVERSITY SYSTEM

UCLA Extension

UC San Diego | Extension

**Thank you to all
of our overall
event sponsors!**

Blackboard

insidetrack

JENZABAR



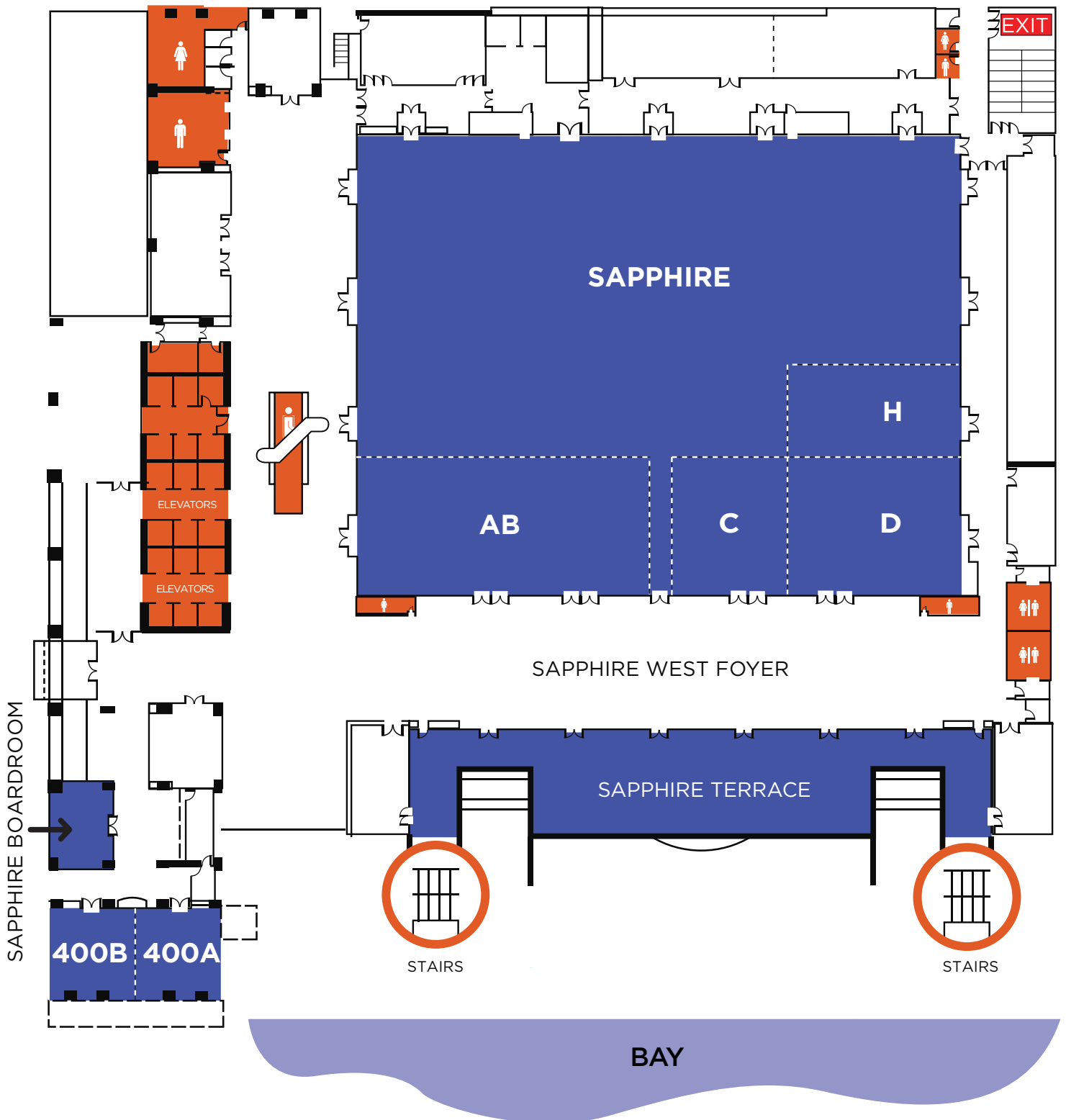
Summit At A Glance

Go Mobile with the 2017 Summit App
Create your own schedule, connect with your fellow attendees,
and stay up-to-date with announcements and schedule
changes with the 2017 Summit app.

Download **Guidebook** in the Apple App Store or
Google Play, or visit guidebook.com/getit. After the app
downloads, open it. Then search for and select
"2017 UPCEA Summit for Online Leadership."

Venue Floorplan

Hilton San Diego Bayfront | Sapphire Level (Level 4)



Summit Schedule

Wednesday
& Thursday

Wednesday, June 14, 2017

8:00 AM–5:00 PM

Registration Open

9:00–12:00 PM

Pre-Conferences:

- UPCEA Online Leadership Roundtable
- UPCEA eDesign Collaborative ThinkTank

2:00 PM

Opening General Session

Sapphire AB

The Next Wave: Navigating the Challenges of a New Era for Higher Education

Jeffrey J. Selingo, Author, visiting scholar at Georgia Tech's Center for 21st Century Universities, and special advisor to the Arizona State University-Georgetown University's Academy for Innovative Higher Education Leadership

Jeffrey J. Selingo has written about higher education for two decades. He is the author of three books, the newest of which, *There Is Life After College* (HarperCollins, 2016), is a *New York Times* bestseller. Named one of LinkedIn's "must-know influencers" of 2016, Jeff is a regular contributor to the *Washington Post*, a special advisor and professor of practice at Arizona State University, and a visiting scholar at Georgia Tech's Center for 21st Century Universities.

3:30 PM–6:30 PM

Exhibit Hall Open

3:30 PM

Coffee and Networking in Exhibit Hall

Sapphire West Foyer

4:00 PM

Concurrent Session I

Education in the Age of Fake News and Disputed Facts
400 A&B

Lee Rainie, director of Internet, Science and Technology research at the Pew Research Center, will describe the Center's research about public views related to facts and trust after the 2016 election. He will explore how education is affected as students face challenges finding and using knowledge. In addition, he will cover the Center's latest research about how ubiquitous technology shapes the new information landscape.

Lee Rainie, Pew Research Center

Moderator: **Bob Hansen**, UPCEA

Evolution of Learning Design

Curated by the UPCEA eDesign Collaborative

Sapphire C

The growth of online learning models has broadened the skillset required for developing digital learning experiences beyond instructional design. This session will explore structures and frameworks for learning design teams to address the next generation of digital educational challenges; and how user and data-informed design decision making, prototyping, beta and pilot releases can impact student experiences.

Wayne Anderson, Arizona State University

Jocelyn Rojeck, Arizona State University

Moderator: **Gary Chinn**, Pennsylvania State University

The Universe of Alternative Credentials I: Trends and Analysis
Sapphire D

Business, industry and changing demographics suggest the demand for traditional four year degrees will remain flat or decline, while alternative credentials will increase. Suppliers of alternative credentialing can come from a number of places, but will higher education keep pace? This presentation is a follow-up to a joint study conducted by UPCEA and Pearson. The 2016 study showed that many institutions were not strangers to certificates, but had only just begun to invest in badging and micro-credentialing and most had not integrated alternative credentialing into their strategic planning processes. In this session, we will present the findings from the 2017 survey and will discuss emerging trends in alternative credentialing.

Jim Fong, UPCEA

Peter Janzow, Pearson VUE

Moderator: **Veronica Diaz**, EDUCAUSE

Additional materials
and resources for many sessions
are available online! Visit
<http://bit.ly/2017SOLFLIPPED>
for more information.

Opportunities and Challenges of Expanding Internationally

Sapphire H

As U.S. universities expand their online and other continuing education programs internationally, regulatory and compliance as well as cultural norms of partner institutions must be managed. Our panelists will share the opportunities and challenges that exist in these new markets.

Jason Ruckert, Embry-Riddle Aeronautical University

Mitsue Shiokawa-Baklan, Old Dominion University

Moderator: **Wayne Smutz**, University of California Los Angeles

5:00 PM

Opening Reception Hosted by Exhibitors and Sponsors

Sapphire West Foyer

Thursday, June 15, 2017

8:30 AM–4:45 PM

Registration Open

8:30 AM–4:45 PM

Exhibit Hall Open

8:30 AM

Continental Breakfast

Sapphire West Foyer

Grab breakfast in the Sapphire West Foyer and then join your colleagues in Sapphire AB for breakfast and conversation.

9:00 AM

General Session

Sapphire AB

Taking the 'Alternative' out of Alternative Credentials: Packaging, Describing, and Differentiating Talent Development for a New Era of Learners and Employers

Pat Leonard, Senior Advisor, Global Business Development, Credly

Matthew Pittinsky, CEO, Parchment

Catherine Cho Yoo, Senior Director of Strategic Partnerships, edX

Holly Zanville, Senior Advisor for Credentialing and Workforce
Development, Lumina Foundation

For decades, professional and continuing educators have been providing alternative credentials in the form of certificate programs. More recently alternative credentials have become a hot topic due to partnerships between higher education and industry, new non-postsecondary providers, and the immediate need to address the skills gap in today's workforce. Join us for a discussion of how non-traditional credential providers are shaping the alternative credential movement.

10:15 AM

Concurrent Session II

The Bleeding Edge: What Technology Should You Keep Your Eye On?

400 A&B

Online administrators don't always have time to keep up with the latest innovations and disruptors that will influence our work in the future. Join us for an exploration into the technologies online leaders should keep on their radar.

Ray Schroeder, University of Illinois-Springfield

Jason Rhode, Northern Illinois University

Moderator: **Emily Bembeneck**, University of Chicago

Credential Engine: Transparency in the Credentialing Marketplace

Sapphire C

Credential Engine connects with and complements other initiatives currently underway to improve the credentialing marketplace. Through the work of advisory groups, registry participants, and expert staff, Credential Engine is a key driver in the credential revolution. Join our special guests as they highlight their work on credential transparency and discuss the registry itself and the "WorkIt" app which will allow users to search for information on the credentials offered by providers, both within and outside higher education.

Scott Cheney, Credential Engine

Moderator: **Holly Zanville**, Lumina Foundation

Summit Schedule

Thursday
continued

State of the (Instructional Design) Union

Curated by the UPCEA eDesign Collaborative

Sapphire D

In this session, eDC leaders will review findings from recent surveys and studies focused on instructional design and will lead a discussion on professional development. Attendees will leave with a greater understanding of the professional development needs of eDesign teams.

Camille Funk, University of Southern California Bovard College;

Director, UPCEA eDesign Collaborative

Olysha Magruder, Johns Hopkins University

Moderator: **Obiageli Sneed**, Arizona State University

Legislative and Regulatory Briefing

Sapphire H

The administration has been in office for nearly six months and has not yet revealed their plans for higher education. Join our presenters as they discuss the key individuals influencing higher education policy in the Trump Administration and Congress. We will discuss the big issues vexing higher education leaders: HEA, financial aid, privacy, new delivery models and providers, and affordability. Participants will leave with a greater understanding of the political climate and how they can influence higher education policies on the horizon.

Chris Murray, Thompson Coburn LLP

Van Davis, Blackboard

Moderator: **Karen Sibley**, Brown University

11:15 AM

Coffee and Networking in Exhibit Hall

Sapphire West Foyer

11:30 AM

Concurrent Session III

Making a 'Significant Difference' in Faculty Research Focused on Online

400 A&B

Occasionally online administrators will observe that research focused on online learning and/or operations lacks rigor and impact. But what role do we have as administrators in seeding research opportunities that are relevant to our work? Are we supporting research collaborations between online team members and faculty? In what ways can we support research projects that can be included in tenure and promotion documents for faculty members and inform our work as online administrators? Join our presenters as they share the ways they encourage online research at their institutions. Participants will discuss how they can take steps to support research collaborations on their campuses.

Katie Linder, Oregon State University

Ray Schroeder, University of Illinois-Springfield

Moderator: **Shaun Moore**, Oakland University

Online Strategy: Opportunities and Alignment with Institutional Mission

Sapphire C

Leaders are always reflecting on past decisions as they build better online enterprises. We make the best decisions given ambiguous or nonexistent data and pivot when necessary to create opportunities for our institutions and learners. Join three leaders who will share how they strive to align their online units with their institution's mission and goals — beyond mere enrollment growth. We will focus on four areas of the Hallmarks of Excellence in Online Leadership (Advocacy and Leadership, Entrepreneurial Initiatives, Faculty Support and Student Support) to provide context and guide our discussion on the opportunities to position online units for new opportunities.

Debbie Cavalier, Berklee College of Music

Witt Salley, Maryland University of Integrative Health

Lisa Templeton, Oregon State University

Moderator: **Julie Uranis**, UPCEA

Additional materials
and resources for many sessions
are available online! Visit
<http://bit.ly/2017SOLFLIPPED>
for more information.

Show & Tell: Budget Models and Org Charts

Sapphire D

At tables, participants will share the opportunities and challenges of their operational and budget models. Participants should be prepared to provide context to their operations by sharing a recent version of their org chart, relevant operational data (e.g., # of degree programs, # of faculty teaching) and a 2–5 minute elevator speech regarding their budget model and any unique attributes that make their budget model particularly advantageous or challenging for their operations.

Lead Discussants:

J. Kim McNutt, California State University—Dominguez Hills

D.Terry Rawls, Appalachian State University

Facilitators:

Vickie Cook, University of Illinois-Springfield

Asim Ali, Auburn University

Patrice Miles, Georgia Institute of Technology

Beth Laves, Western Kentucky University

Redesigning Faculty Development Through Adaptive Leadership

Sapphire H

Capella University launched a re-envisioned model for faculty development that creates the conceptual map for professional development/training, performance management, and recognition/career pathways with integrated metrics and applicable, to varying extents, to all faculty — full-time, part-time, and adjunct. Join us for an interesting and thought-provoking conversation on faculty development that focuses on the role of faculty and the dynamic and transparent conversations necessary to create an impactful schema for understanding and advancing the roles of online faculty. Discussion will include how tenants of adaptive leadership (Heifetz, Harvard Kennedy School) informed the bottom-up process of creating this schema. Participants will leave this session with a blueprint for rethinking how to re-enliven their faculty development program and a deeper understanding of faculty roles and data necessary to align professional development with faculty goals.

Laura Sankovich, Capella University

Ying Iverson, Capella University

Moderator: **Dave Cillay**, Washington State University

12:30 PM

Lunch and General Session

Sapphire AB

Choosing in a Modern World

Sheena Iyengar, Inaugural S.T. Lee Professor of Business, Columbia University, Author of “The Art of Choosing”
Sheena S. Iyengar is the inaugural S.T. Lee Professor of Business in the Columbia Business School. She has taught on a wide variety of topics, including leadership, decision making, creativity, innovation, and globalization.

Considered one of the world’s leading experts on choice, Dr. Iyengar’s core research focusses on the psychology of choice and decision-making, addressing how humans face challenges in a world where they are inundated with options. Her book, *The Art of Choosing*, explores topics such as, why choice is powerful and where its power comes from, the ways in which people make choices, and the relationship between how we choose and who we are. Dr. Iyengar has also turned her attention to tackling issues in the business world through the lenses of network analysis and diversity-inspired research.

2:00 PM

Concurrent Session IV

Debunking Online Quality Myths: Using Data to Inform and Promote Growth

400 A&B

Despite the rapid growth in online education over the past decade, many faculty and academic leaders still perceive online classes as less rigorous and academically inferior to face-to-face education. Growing your institution’s portfolio of online classes and programs is impossible without faculty support. In this presentation we will discuss how the Indiana University model for online education allows us to compare key metrics and trends between students who participate in the online space and those who do not. We consider three common myths regarding online student demographics, measures of online student success (including retention and graduation rates), and online course completion rates. After sharing our data-driven approach to measuring the effectiveness of our online programs and courses, we’ll open the floor for a broader discussion of how data and business intelligence tools can inform your campus community about the value and place of online education within the larger context of enrollment management, enrollment growth, and student success.

Sharon Wavle, Indiana University

Chris Foley, Indiana University

Moderator: **Duane Dunn**, Kansas State University

Summit Schedule

Thursday continued
& Friday

The Event Horizon of Higher Education: Conversations with Leaders on the Learners of the Future

Sapphire C

UPCEA and its members can plan for what it will take to succeed over the next five years or so. Can we anticipate what years 5–20 will look like? The macro demographic global trends of AI, education, technology connectivity, and knowledge work suggest that in 20 years from now (or less) the USA will have a very small percentage of the global education market. Join our panelists as they discuss who we are serving and what we are serving them with in 2040 when the majority of working age learners will be outside the United States. We will discuss the infrastructure and leadership needed in anticipation of the learners that are rapidly becoming a reality for higher education. Further, we will discuss what impact today's opportunities will have on tomorrow's challenges (if any).

Karan Powell, American Public University System

Rovy Branon, University of Washington

Lead Discussant: **Hunt Lambert**, Harvard University

Using Adaptive Learning to Personalize the Learner Experience

Sapphire D

Adaptive Learning is being adopted throughout campuses — face-to-face, blended, competency-based, extension, and online. The versatility of the technology is that it can personalize learning for students no matter how or where they learn. Understanding what students know and what they need to learn is fundamental to scaffolding knowledge and assessing learning. Learn from multiple examples of universities who are scaling adaptive learning from entry level courses to graduate programs. Join us as we discuss adaptive learning and the resources necessary to implement adaptive learning on your campus.

Cristi Ford, University of Maryland University College

Dale Johnson, Arizona State University

Karen Vignare, Association of Public and Land-Grant Universities

Emma Zone, Colorado Technical University

Moderator: **Camille Funk**, University of Southern California Bovard College; Director of UPCEA's eDesign Collaborative

The 411 on OPMs

Sapphire H

Join us for a candid conversation among UPCEA members focused on the topic of Online Program Managers (OPMs). We'll discuss the current trends with regard to these partnerships, the considerations a leader should have when exploring partnerships with OPMs, and key factors institutions should consider before entering into an agreement. Presenters will share a decision tree, a list of things to consider or include in OPM contracts, and discuss the pros/cons of these relationships.

James Broomall, University of Delaware

Richard Novak, Rutgers University

Moderator: **Tyler Ritter**, University of North Carolina at Chapel Hill

3:00 PM

Coffee and Networking in Exhibit Hall

Sapphire West Foyer

3:30 PM

General Session

Sapphire AB

Building a Scalable, Accessible, and Community Oriented Online Degree: A Story About Georgia Tech's OMS CS

Dr. Charles Isbell, Professor and Senior Associate Dean at College of Computing, Georgia Institute of Technology

Dr. Isbell's research interests are varied, but recently he has been building autonomous agents that engage in life-long learning when in the presence of thousands of other intelligent agents, including humans. His work has been featured in the popular media, including the *New York Times* and the *Washington Post*, as well as in technical collections where he has been recognized with two best paper awards. Charles also pursues reform in computing education. He was a developer of Threads, Georgia Tech's structuring principle for computing curricula and one of the key developers in Georgia Tech's new MOOC-supported Masters of Science in Computer Science. Both efforts support his interest in accessibility of higher education.

Additional materials
and resources for many sessions
are available online! Visit
<http://bit.ly/2017SOLFLIPPED>
for more information.

4:45 PM

Reception — Sponsored by Blackboard

Blackboard

Sapphire Terrace

6:00 PM

Dinner Groups

Meet in hotel lobby

Friday, June 16, 2017

7:30 AM–8:30 AM

Coffee with Colleagues

Sapphire H

Grab your breakfast in the Sapphire West Foyer and gather with colleagues to explore opportunities to support women in leadership and developing the pipeline of women leaders in higher education.

8:00 AM

School Spirit Breakfast in Exhibit Hall

Sapphire West Foyer

Grab breakfast in the Sapphire West Foyer and then join your colleagues in Sapphire AB for breakfast and conversation.

8:00 AM–11:15 AM

Registration Open

8:00 AM–12:15 PM

Exhibit Hall Open

8:30 AM

Concurrent Session V

Fostering International Student Success in Online Learning Environments: Effective Strategies and Best Practices
400 A&B

While there has been ample research on the international student experience in on-ground classrooms, we have much to learn regarding the online experience of international students. This session explores international students' experiences with, and the perceptions they have, of online instruction and learning.

Marissa Lombardi, Assistant Teaching Professor,
Northeastern University

Moderator: **Beth Mulherrin**, University of Maryland
University College

Building an Accessibility Infrastructure

Sapphire C

Building infrastructure for online course accessibility is an important step in moving from a reactive to proactive strategy for online course accessibility. In this session, presenters will share how they built their infrastructure and lead a discussion on the opportunities and challenges they faced at their own institutions.

Beth Laves, Western Kentucky University

Justin Louder, Texas Tech University

Scott Ready, Blackboard

Moderator: **Roxanne Morrison**, University of San Diego

The Universe of Alternative Credentials II: Institutional and System Perspectives

Sapphire D

For decades, professional and continuing educators have been providing alternative credentials in the form of certificate programs. More recently alternative credentials have become a hot topic for online educators in part due to the MOOC movement, partnerships between higher education and industry, and the immediate need to address the skills gap in today's workforce. Join us for a discussion of the opportunities online educators have to collaborate on new initiatives.

Brian Fleming, Southern New Hampshire University

Marni Baker Stein, University of Texas System

Joellen Shendy, University of Maryland University College

Moderator: **Amy Heitzman**, UPCEA

Summit Schedule

Friday
continued

9:30 AM

Coffee and Networking in Exhibit Hall

Sapphire West Foyer

10:00 AM

Concurrent Session VI

Quality Assurance: Using a Continuum of Excellence to Shape Institutional Online Efforts

Sapphire C

Online leaders care about creating quality online experiences for those engaged in online teaching and learning. Often, quality initiatives are episodic and lack scalability as well as assessment. Join our presenters as they discuss the structures and facets of quality that leaders need to think about to institutionalize quality efforts. Using *Quality Matters* and the *UPCEA Hallmarks of Excellence in Online Leadership* we will discuss the online enterprise from a quality assurance perspective and how leaders can drive institutional conversations.

Deb Adair, *Quality Matters*

Vickie Cook, *University of Illinois — Springfield*

Moderator: **Mary Niemiec**, *University of Nebraska*

Think Your Students Are Learning? How Do you Know? Approachable, Science-Based Tools for Teaching Adult Learners 400 A&B

How do you know your students are actually learning? This interactive session offers powerful teaching strategies that leverage the unique ways in which the brains of adult learners work. Dr. Friederichs shows how these strategies, rooted in recent discoveries of neuroscience, can be easily adopted by instructors in post-traditional programs to maximize their effectiveness in online teaching. No prior knowledge of brain science is needed to understand and apply these techniques! Participants will leave this fun and exciting workshop with a toolkit of useful tips designed to enrich their post-traditional teaching practice, and — more importantly — ensure that learning is taking place!

Allison Friederichs, *University of Denver*

Moderator: **Joe Miera**, *University of New Mexico*

Perspectives on the Online Enterprise

Sapphire D

UPCEA's corporate partners spend countless hours working with institutions of all sizes and classifications as well as the students they serve. They have the unique ability to inform higher education leaders of the trends and opportunities that exist in the highly competitive space of online education. Join UPCEA's corporate partners, experts in all aspects of online program management, for an engaging, thoughtful, and structured dialogue on the 'bigger picture' focused on some of the critical factors that can make or break your institution's online enterprise. We'll discuss emerging markets, trends in the industry, and a host of strategic decisions being made on campuses around the country.

Aaron Edwards, *Keypath Education*

Nicole Foerschler Horn, *JMH Consulting*

Dave Jarrat, *InsideTrack*

Brett Frazier, *Pearson*

Jacqueline Hammond, *Blackboard*

Lee Maxey, *MindMax*

Moderator: **Ted Rockwell**, *University of Colorado — Boulder*

11:15 AM

Closing General Session

Sapphire AB

The Future of Higher Education:

What Yesterday Tells Us About Tomorrow

Arthur Levine, *President, Woodrow Wilson Foundation*

Arthur Levine, president of the Woodrow Wilson National Fellowship Foundation and president emeritus of Teachers College, Columbia University, is nationally known for his work on the preparation of school leaders, teachers, and education researchers. He has also written and spoken widely on the undergraduate experience, the changing nature of teaching and learning, access to higher education, and equity in the schools. His work has appeared in such publications as *The New York Times*; *The Los Angeles Times*; *The Wall Street Journal*; *Education Week*; *Inside Higher Education*; and *The Chronicle of Higher Education*. The most recent of his 12 books is *Generation on a Tightrope, A Portrait of Today's College Student* (with Diane R. Dean).

12:15 PM

Adjourn

National Council Advisory Board

SUSAN ALDRIDGE

Drexel University

MARNI BAKER STEIN

University of Texas System

KAREN BULL

Syracuse University

JOHN CARON

Johns Hopkins University

VAN DAVIS

Blackboard, Inc.

PATRICIA FELDMAN

Arizona State University

CRISTI FORD

University of Maryland University College

JONATHAN KAPLAN

Walden University

JOSH KIM

Dartmouth University

JUSTIN LOUDER

Texas Tech University

CARIN NUERNBERG

Berklee College of Music

AL POWELL

Colorado State University

JASON RHODE

Northern Illinois University

TED ROCKWELL

University of Colorado — Boulder

JASON RUCKERT

Embry-Riddle Aeronautical University

WITT SALLEY

Maryland Institute for Integrative Health

NANCY SALZMAN

Brandman University

BECKY TAKEDA-TINKER

Colorado State University Global Campus

Thank you to Blackboard for your sponsorship.

Blackboard

Exhibitors

All Campus

www.allcampus.com

All Campus partners with leading, traditional higher education institutions to grow online enrollment and maximize market share. We provide the initial marketing investment and an entire team of OPM professionals that expertly connects your academic program with qualified students.

Kyle Shea

kshea@allcampus.com

Blackboard

www.blackboard.com/sites/student-services

Student Lifecycle Services by Blackboard focuses on boosting institutional performance and increasing student success in partnership with your institution. We partner with institutions of all sizes to optimize programs, marketing and enrollment investments; eliminate barriers to student success by scaling your team's resources; and offering an engaging, personalized support experience for students and faculty.

Liana Lipkowitz

liana.lipkowitz@blackboard.com

Canvas

canvaslms.com

As the most usable, customizable, adaptable, and reliable learning platform (think 99.9% uptime), Canvas is adopted faster and deeper (or, is used in more ways by more users) than any other LMS. See how Canvas makes teaching and learning easier for everyone at www.CanvasLMS.com.

Estelita Young

estelita@instructure.com

ExtensionEngine

www.extensionengine.com

ExtensionEngine develops Custom Learning Experiences, delivering online and blended programs for universities, corporations and not-for-profits. Leveraging the latest advances in learning science and technology, the company takes a comprehensive, unbundled, fee-for-service approach to develop programs that engage learners, encourage collaboration, and increase retention. A privately held company based in Cambridge, MA, ExtensionEngine has launched over 70 programs for more than 40 organizations.

Scott Moore

scott@extensionengine.com

Jenzabar

www.jenzabar.com

Jenzabar student information systems have been chosen more often than any other SIS over the past five years. Exclusively serving higher education, Jenzabar software and services are designed to drive higher performance in every department at your institution. Jenzabar collaborates with clients to make higher education amazing.

Rick Krey

rick.krey@jenzabar.com

JMH Consulting, Inc.

www.jmhconsulting.com

JMH Consulting provides strategic marketing, enrollment management, and programming for non-traditional students. Our services are completely customized and, unlike other firms, your school retains ownership of the assets built throughout the engagement. Our unique approach combines sophisticated technologies and relationship-based advising to attract the right students and help them succeed.

Nicole Foerschler Horn

nfoerschler@jmhconsulting.com

Keypath Education

Keypathedu.com

Keypath Education partners with higher education institutions worldwide to launch programs, grow enrollment, improve learning and connect education to careers by focusing on outcomes. The company has helped more than 4,000 higher education institutions better serve students and graduates, resulting in a strong reputation for its education mission and quality in the United States, Canada, the U.K. and Australia. Since its beginning more than 25 years ago, Keypath Education has been dedicated to changing lives through education. Visit keypathedu.com to learn more.

Aaron Edwards

aaron.edwards@marketing.keypathedu.com

MindMax

www.mindmax.net

MindMax partners with universities to increase enrollments by optimizing marketing and enrollment functions. We are 100% dedicated to higher education for everyone but the 18-year-old on-campus freshman. By delivering data-driven insights for the entire student lifecycle we help our clients tackle their most pressing enrollment challenges.

Liz Klein

lklein@mindmax.net

Parchment

Parchment.com

Parchment provides a convenient platform to securely send and receive digital academic credentials and is recognized as the most comprehensive digital credential management service. Since 2003, Parchment has exchanged more than 20 million credentials. The Parchment send network, reaching 25% secondary and 17% postsecondary enrollments in the US, is dedicated to turning credentials into opportunities.

Hilary Butler

hbutler@parchment.com

Pearson

www.pearsoned.com

Pearson is the world's learning company, with 36,000 employees in more than 70 countries working to help people of all ages to make measurable progress in their lives through learning. For more information about Pearson, visit www.pearsoned.com.

Caroline Leary

caroline.leary@pearson.com

Shindig

www.shindig.com

Shindig is a turnkey solution for online video chat for online events. Its unique technology offers the dynamics of an in-person event at internet scale. Shindig enables a host to give a video conference, lecture, seminar, class, interview or media event in front of an online audience of thousands. The platform allows attendees to interact with the host and fellow attendees via video chat just as they would naturally at in person events. Shindig is a recipient of the 2017 Gartner Cool Vendors in Social Software & Collaboration.

Christopher Downs

Christopher@shindigevents.com

Sparkroom

www.sparkroom.com

The award-winning leader in higher education performance marketing, Sparkroom provides full-service, data-driven marketing strategy, marketing services and technology solutions that address the full customer lifecycle. We focus on efficiently identifying and attracting student prospects that matriculate and graduate.

Marcelo Parravicini

marcelo.parravicini@sparkroom.com

The Babb Group, Inc.

www.thebabbgroup.com

The Babb Group, Inc. serves as an extension of your College or University to provide academic services that enhance or build upon your core competencies. We offer curriculum and instructional design, organic lead generation, faculty training delivered by experts on our platform — or yours. We create custom solutions for student mentoring, faculty recruitment and commit to always meeting deadline, delivering high quality services, boutique style customization and a strong commitment to our partners.

Ashley McCollum

ashley.mccollum@thebabbgroup.com

The Learning House, Inc.

www.learninghouse.com

The Learning House, Inc. offers a full suite of education services, from Online Program Management (OPM) to Corporate Solutions. Built on a foundation of data-driven decision making, Learning House helps universities acquire more students, produce more graduates and deliver better outcomes and helps companies attract, develop and retain a more skilled workforce.

Jay Hatcher

jhatcher@learninghouse.com

Wiley

www.wiley.com

Wiley Education Services is a core business unit of Wiley, a global provider of knowledge and learning services. Wiley Education Services uniquely understands the process of designing and implementing innovative learning experiences and comprehensive solutions that address today's higher education challenges. Through trusted collaborative relationships, Wiley provides services, technology, insights and content that support their education partners to achieve improved institutional performance and learners to achieve their goals. More information at: edservices.wiley.com.

Owen Burritt

Owen.Burritt@deltak-innovation.com

Thank you, Exhibitors!

We value you and your participation.



Expanding the Reach of Higher Education





Get involved with the UPCEA eDesign Collaborative!

UPCEA is the place for instructional design teams (instructional designers, multimedia developers and team administrators) in higher education for networking and professional development.

The mission of the eDesign Collaborative (eDC) is to support and enhance higher education instructional design. Participation in the UPCEA eDesign Collaborative provides access to a community of professionals who are interested in best practices for online course creation.

Get connected with the eDC!



Attend one of the eDC's monthly eDesign Exchanges. The eDesign Exchange is an ongoing series of informal, online meetups where members of the eDesign Collaborative can dialogue and brainstorm about a wide variety of relative topics, build connections with other members of the community, and learn from one another through idea-sharing, problem-solving, and collaborating on best practices.



Join the conversation on Twitter. Follow the eDC on Twitter @eDesignCollab for news for instructional design teams.

**Visit www.upcea.edu/edesigncollab
to learn more about how you can
join the Collaborative.**



SAVE THE DATE

SOLA+R2018

POWERED BY UPCEA

Summit for Online Leadership and
Administration + Roundtable

JUNE 18–20, 2018 | WASHINGTON HILTON | WASHINGTON, DC