

SOLA+R2018

POWERED BY UPCEA

Summit for Online Leadership and
Administration + Roundtable

JUNE 18-20, 2018

WASHINGTON HILTON
WASHINGTON, DC

conferences.upcea.edu/SOLAR



11.4% MORE

SOPHOMORES

**1.5 MILLION STUDENTS
& GROWING**

**The best time to work on second-year retention?
When you recruit.**

InsideTrack coaching increases yield, engagement, retention, completion — and your ROI. Since 2001, we've worked with more than 1.5 million students at more than 1,600 programs nationwide. We can coach your students directly, or work with you to enhance your own student support programs.

insidetrack[®]

INSIDETRACK.COM

Get Online at the Summit

Network: honors-meeting
Password (case-sensitive):
UPCEASOLAR

Welcome	3
Schedule At A Glance	4
Summit At A Glance	5
Venue Floorplan	7
Summit Sessions by Track	8
Summit Schedule	10
National Council for Online Education Advisory Board	21
Exhibitors	22

Welcome to the 2018 UPCEA Summit for Online Leadership and Administration!



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 designing programs for scale, engage in discussions on the state and federal policies that impact our work, explore the collaboration and research essential to the design of online learning, consider our role in creating and delivering non-credit/non-degree credentials online, and consider ways we can organize our units and work to grow the online enterprises at our institutions.

This year's Summit reflects the partnerships and collaborations UPCEA has forged with other online organizations, highlights the exemplary work being done by UPCEA members, and further emphasizes the impact online learning has on institutions, faculty, staff, and students. This incredible program would not be possible without the work of the National Council for Online Education, the many speakers and presenters on the program, and a world-class venue.

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 Washington D.C., and the fifth annual Summit for Online Leadership!

Julie Uranis
Vice President, Online and Strategic Initiatives
UPCEA

Schedule At A Glance

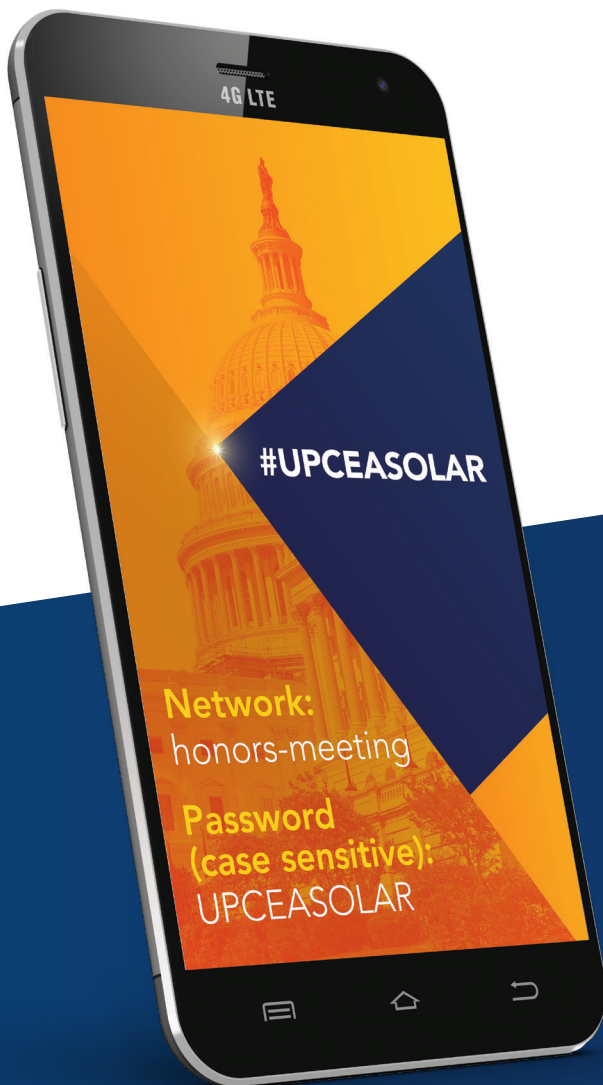
Monday, June 18, 2018

- 3:30 PM – 4:30 PM **Opening General Session**
Bharat N. Anand
- 4:30 PM – 6:00 PM **Welcome Reception**
- 7:00 PM – 9:00 PM **Monuments at Night**

Tuesday, June 19, 2018

- 8:00 AM – 9:00 AM **Breakfast**
- 9:00 AM – 10:00 AM **General Session**
Nancy Harhut
- 10:15 AM – 11:15 AM **Concurrent Session I**
- 11:15 AM – 11:45 AM **Networking Break in the Exhibit Hall**
- 11:45 AM – 12:45 PM **Concurrent Session II**
- 12:45 PM – 2:15 PM **Lunch and General Session**
Federal Policy Panel: Economic Competitiveness and Online Learning
Iris Palmer, New America
Diane Auer Jones, Department of Education
Van TonQuinlivan, California State Community College
Scott Cheney, Credential Engine
Moderator: Joel Simon, CAEL
- 2:30 PM – 3:30 PM **Concurrent Session III**
- 3:30 PM – 4:00 PM **Networking Break in the Exhibit Hall**
- 4:00 PM – 5:00 PM **Concurrent Session IV**
- 5:00 PM – 6:30 PM **Networking Reception**

Sponsored by
Student Services
by Blackboard



Continue the conversation online!

Don't miss out on conversations with fellow attendees and speakers during and between sessions. Use #UPCEASOLAR online.

Go mobile with the 2018 SOLA+R App

Create your own schedule, connect with your fellow attendees, and stay up-to-date with announcements and schedule changes with the SOLA+R 2018 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 "2018 Summit for Online Leadership and Administration + Roundtable."

Wednesday, June 20, 2018

- 7:30 AM – 8:30 AM **Breakfast**
- 8:30 AM – 9:30 AM **Concurrent Session V**
- 9:30 AM – 10:00 AM **Networking Break in Exhibit Hall**
- 10:00 AM – 11:00 AM **Concurrent Session VI**
- 11:15 AM – 12:15 PM **Closing General Session**
Adam Alter
- 12:30 PM – 4:30 PM **2018 Online Leadership Roundtable**
Pre-Registration Required

Summit At A Glance

Registration Desk Hours

Monday, June 18	12:00 PM – 4:30 PM
Tuesday, June 19	8:00 AM – 5:00 PM
Wednesday, June 20	7:30 AM – 4:30 PM

Exhibit Hall Hours

Monday, June 18	4:30 PM – 6:00 PM
Tuesday, June 19	8:00 AM – 5:00 PM
Wednesday, June 20	7:30 AM – 12:15 PM

Get Online at the Summit

Get the most out of your SOLA+R experience with free wireless internet in all meeting and session rooms, as well as the Exhibit Hall!

Network: honors-meeting
Password (case-sensitive): UPCEASOLAR

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

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



THANK YOU TO

Blackboard



for their generous sponsorship
of American Sign Language
interpreters for UPCEA's 2018
national conferences.

Student Services
by **Blackboard**

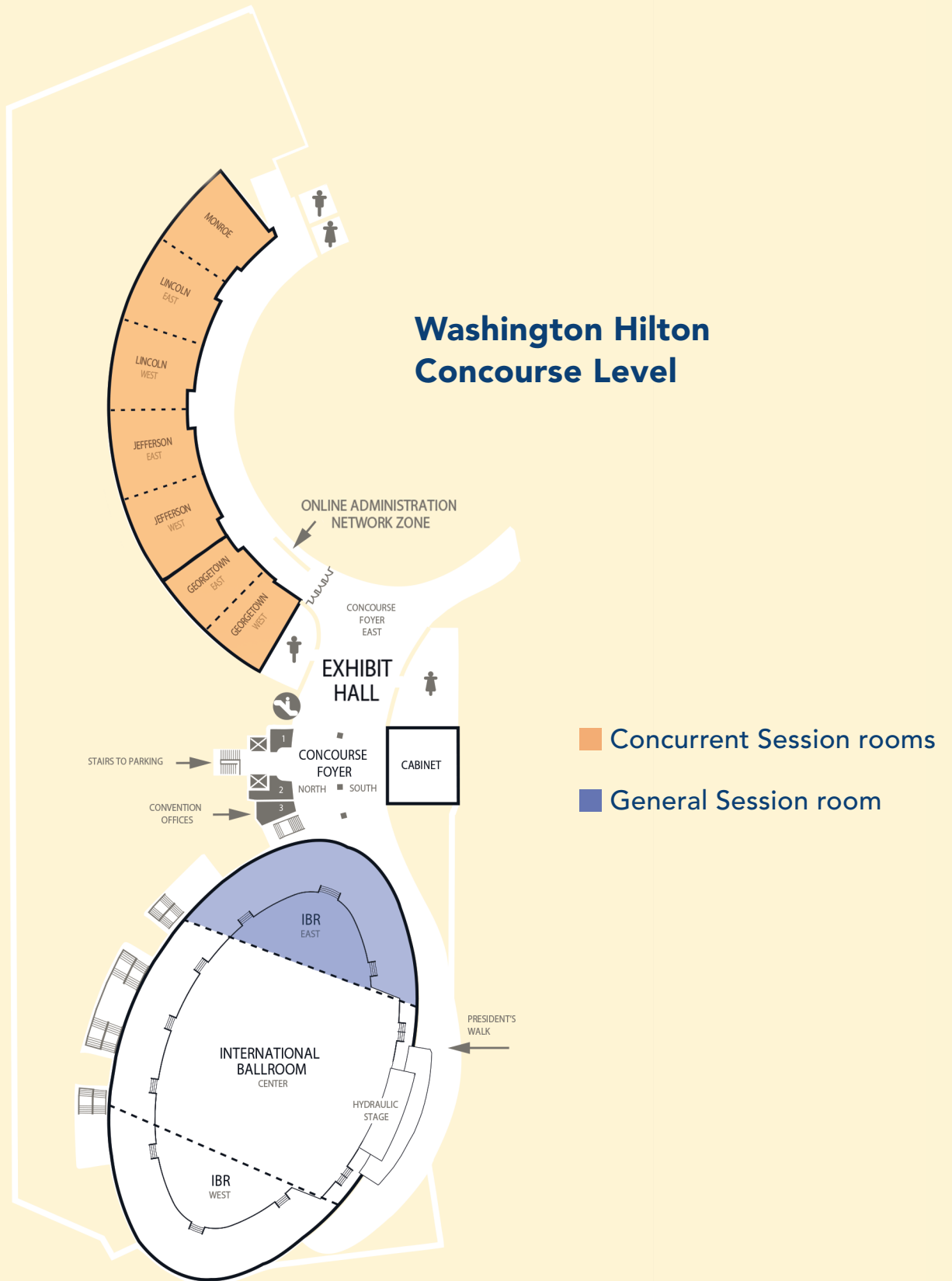
insidetrack[®]



WILEY

EDUCATION
SERVICES

Venue Floorplan



Summit Sessions by Track

Find the content most relevant for you in this year's concurrent session tracks:

PROGRAMS AT SCALE



Bring your team and learn from leaders at Georgia Tech, Arizona State University, University of Washington, and Western Governors University about the key facets of how (and why) to scale up programs.

- Setting the Stage to Scale Up Programs
- Governance and Compliance
- Financial Models & Partnerships
- Faculty & Learner Services
- Quality, Design, & Rigor
- Go It Alone or Partner?

BUILDING THE ENTERPRISE



We know that UPCEA member-led units incubate new initiatives that provide postsecondary access to today's learners. UPCEA members are the standard-bearers for innovative practices focused on learning design, faculty and student services, program development, marketing online programs, and revenue/cost sharing. Presenters will share their experiences building, refining, or positioning online units for success.

- Managing Up, Managing Down, Managing Across: Building a Culture and Infrastructure for Effective Fully-Online Education
- How Do the Costs of Online Instruction Measure Up to Face-to-Face? Understanding the True Costs
- Change! How Institutions are Dealing with Organizational Change
- Building Online Programs within a Highly Traditional College
- Zero to 60: Strategies and Structures for Rapid Online Capability Growth
- Find, Foster, Flourish: Growth Strategies for Student Enrollment and Retention
- Building Shared Vision and Minding the Gaps: Launching an Inter-College, Interdisciplinary Online Bachelor's Degree Program
- Using Data and Automation to Humanize Student Experiences
- Quality Assurance and the Online Enterprise: Using UPCEA's Hallmarks of Excellence in Online Leadership to Document Quality Online Operations

ONLINE NON-CREDIT/ ALTERNATIVE CREDENTIALS



In this track, presenters will share the strategies and processes they followed (or are considering) to support the development of non-credit programming and credentials to meet stakeholder needs.

- Leveraging Competency-Based Design for Continuing Education
- Conversations with Colleagues: Non-credit to Credit Pathways and Stackable Credentials
- Two Birds, One Stone: Program Innovation and Alumni Engagement
- Program CPR: Staying Alive in a Changing Global Market

See full session details
in the Summit Schedule
starting on page 10
of this program.

POLICY



Presented in partnership with WCET, CAEL, and OLC, sessions in this track will feature experts in the field as we seek to reshape the landscape of federal and state policy. Are you concerned about how federal or state policies might impact your institution and the students you serve? Presenters will provide the high-level content you need to inform your institution about key policy issues impacting online students.

- Federal Policy Insights: Non-Higher Ed Policy Impacting Higher Ed
- State Higher Ed Policy Trends: Cap Appropriations. Lower the Price. Expect More.
- Working Session: Policy Brief Development
- Working Session: Harmonizing Online Definitions
- Online Education Compliance: Engaging Administrators, Faculty, Staff, Students, and Vendors in the Implementation of Compliance Goals

INSTRUCTIONAL DESIGN



Join your colleagues from other instructional design shops in concurrent sessions focused on instructional designer competencies and research, as well as the eDesign Collaborative ThinkTank with Georgetown University. During the ThinkTank, participants will explore various types of design shop models and practices, collaborate to find best practices, and network.

- Expertise in the Room: Leveraging the Competencies and Research of IDs
- Partnering with Faculty in the Design Process: Approaches to Faculty Partnership (ThinkTank)
- Lightning Round: Problems, Solutions, and Conversation (ThinkTank)
- Working Session: eDesign Partnerships and Possibilities (ThinkTank)
- Digital Learning Efficacy Research and Evaluation
- Working Session: eDesign Research

SPOTLIGHT



Connect with organizations and individuals leading innovation in these hand-selected sessions.

- U.S. News Best Online Programs Rankings: Review and Discussion of an Evolving System
- Creating Learner Opportunities—Digital Credentials as a Tool for Collaboration with Industry
- How Universities Learn: Innovation as a Strategic Focus and Catalyst for Change
- Blockchain in Higher Education: From Hype to Implementation
- CHLOE2: A Deeper Dive and Discussion Among Online Leaders
- Making Digital Learning Work

Summit Schedule *Monday & Tuesday*



Monday, June 18, 2018

9:30 AM – 2:00 PM

UPCEA Board of Directors Meeting

Location: Georgetown East

2018–19 Board of Directors and UPCEA Staff only

12:00 PM – 2:45 PM

National Council for Online Education Advisory Board Meeting

Location: Georgetown West

2017–18 and 2018–19 National Council for Online Education Advisory Board Members only

3:30 PM – 4:30 PM

Opening General Session: Scaling Online & Building the Online Enterprise

Location: International Ballroom East

Bharat N. Anand



Bharat N. Anand is the Henry R. Byers Professor of Business Administration at Harvard Business School, and the Senior Associate Dean and faculty chair of HBX, the school's digital learning initiative that he helped create.

Professor Anand is an expert in digital strategy and corporate strategy. He created Harvard Business School's first executive program on digital strategies for media companies. He has written over fifty articles and case studies, many in the top journals in economics, strategy, and marketing. His research and case writing has received various awards, and his work has been profiled in numerous media outlets. He has served as faculty head for the required strategy course in the MBA program, and currently serves as faculty chair of various other executive programs at the school.

4:30 PM – 6:00 PM

Welcome Reception

Location: Exhibit Hall, Concourse Foyer

Hosted by Exhibitors and Sponsors

7:00 PM – 9:00 PM

Monuments at Night

Location: Meet at the National World War II Memorial (1750 Independence Avenue, SW, Washington, DC 20024)
RSVP by 5 PM at bit.ly/upceanationalmallwalk

Tuesday, June 19, 2018

8:00 AM – 9:00 AM

Breakfast

Location: Exhibit Hall, Concourse Foyer

9:00 AM – 10:00 AM

General Session: Surprise! The Brain Science Behind the Actions We Take

Location: International Ballroom East

Nancy Harhut



Even though we think we're in total control, science has proven that up to 95% of decision-making takes place in the subconscious mind. In order to conserve mental energy, humans routinely rely on decision defaults—automatic, reflexive behaviors. And that means leaders need to know the triggers that prompt these hardwired behaviors, so you can get online students and prospects to take desired actions.

Nancy Harhut, Chief Creative Officer of Nancy Harhut and Associates, will share the proven principles of psychology that impact how people notice and respond to information. For instance, did you know that humans are instinctively drawn to images of faces, particularly a person's eyes? Did you know that researchers have identified the word 'because' as a compliance trigger? When people see or hear it, they often start to nod yes without fully processing what comes next. You'll leave this session with an understanding of the behavioral science behind some of the automatic actions people take—and a new perspective on how behavioral science can impact your institution's online marketing communications.

10:15 AM – 11:15 AM

Concurrent Session I

Programs at Scale: Setting the Stage to Scale Up Programs

Location: Lincoln

Hugely successful programs with thousands of registrants are the dream of many leaders in higher education. But how do you scale up and more importantly why would you want to? In this session representatives from Georgia Tech, Arizona State University, University of Washington, and Western Governors University will discuss their reasons for scaling up programs, the learners they attract, and building partnerships with entities outside of higher education. Join us for a discussion on the Iron Triangle (accessibility, affordability, and quality) and how these leaders identified the programs to scale through market analysis and campus readiness.

Marni Baker Stein, Western Governors University

Rovy Branon, University of Washington

Karen Dowdall-Sandford, University of Washington

Yakut Gazi, Georgia Institute of Technology

Jeffrey Goss, Arizona State University

Moderator: Nelson Baker, Georgia Institute of Technology

Managing Up, Managing Down, Managing Across: Building a Culture and Infrastructure for Effective Fully-Online Education

Location: Jefferson West

The challenge for digital and online education leaders charged with launching, sustaining, and scaling online education on campuses in the U.S. is not just one of convincing faculty that online education can be “as good” as face-to-face education. Indeed, in many cases, leaders of fully-online educational programs have to work with and gain buy-in from leaders that sit above and across from them. In this panel, we talk about how “institutional buy-in” might happen and what it means to develop a space for innovation and creativity while also making data-informed decisions about what to build and how to build it. This panel will talk out loud about the trials and tribulations of developing online educational programs within the context of institutions, in particular, that have not always seen this as a logical pathway for their own growth and development. It does so while discussing how online leaders engage campus leaders.

Vincent J. Del Casino, University of Arizona

Jeff Grabill, Michigan State University

George DiGiacomo, University of Virginia

Moderator: Jody Cebina, University of North Carolina—Charlotte



Leveraging Competency-Based Design for Continuing Education

Location: Jefferson East

Brandman University and Sagence Learning will share their experiences designing a competency based CE portfolio for K–12 professionals. Already offering multiple online credit-bearing programs for this audience, the initial focus was a determination to repurpose e-content and instructional design elements already proven successful and engaging within existing competency-based models. Education advisory boards and school district clients emphasized the need for personalization, application, and fostering of critical thinking and creativity. Teachers in Brandman programs encouraged the continuing format of teachers teaching teachers and opportunities allowing for transfer of knowledge to unfamiliar contexts. The discussion will include a demo of sample courses and the Sagence platform which allowed subject matter experts and instructional designers to build in the learning mechanisms called out as essential by the stakeholders. Participants will have an opportunity to work on their own online course design challenges and brainstorm solutions.

Ricardo Lorenzana, Brandman University

Jenny Yu, Sagence Learning

Moderator: Jay Hatcher, The Learning House



Federal Policy Insights: Non-Higher Ed Policy Impacting Higher Ed

Location: Monroe

While most higher education policy analysts are dialed in on the reauthorization of the Higher Education Act (HEA), there are other major federal policy issues that have profound implications for higher education, especially adult and online learning. Net Neutrality, the Tax Code, and Accessibility regulations are but a few examples of non-HEA legislation and regulation that impact us all. This session features experts on these and other hot topics being discussed in Washington DC. Attendees will leave this session with a greater understanding of the unintended (and sometimes even intended!) effect that federal legislation has on the work we all do.

Jarret Cummings, EDUCAUSE

Julie Peller, Higher Learning Advocates

Amy Laitinen, New America

Moderator: Chris Murray, Thompson Coburn LLP

Concurrent Session I continues on next page >>>>

Summit Schedule *Tuesday continued*



10:15 AM – 11:15 AM Concurrent Session I continued

Expertise in the Room: Leveraging the Competencies and Research of Instructional Designers

Location: Georgetown West

Instructional designers are an integral component of public and private sector online learning operations yet the title 'instructional designer' and the duties performed by these professionals vary greatly. There is great variety among instructional designers (IDs) on work performed on a day-to-day basis. Role confusion or inconsistencies and ill-informed job descriptions can have a negative impact on ID workloads and their career paths. Researchers from the eDesign Collaborative and the Oregon State University Ecampus Research Unit will offer an overview of the results from their national studies on instructional designer competencies and more specifically on the research preparation and engagement of instructional designers. The presenters will discuss the necessary skills and knowledge instructional designers identified, the competencies IDs actually use in the workplace, and the role of research in the work of IDs. Participants will leave with a greater sense of the role of an instructional designer and be better prepared to engage with these professionals, lead teams of IDs, and hire IDs with the appropriate skills for their institution.

Olysha Magruder, Johns Hopkins University

Mel Edwards, Purdue University

Katie Linder, Oregon State University

Shaun Moore, Oakland University

Dan Arnold, Oakland University

Moderator: Christopher Miano, Temple University

U.S. News Best Online Programs Rankings: Review and Discussion of an Evolving System

Location: Georgetown East

In this session, learn about the factors which contribute to U.S. News & World Report's Best Online Programs, the annual modifications to the report's methodology, and potential future developments. Attendees can expect to have a better understanding of what factors contribute to their rankings, better knowledge of how to prepare for upcoming data collection, and the opportunity to provide feedback directly to U.S. News.

Eric Brooks, U.S. News & World Report

Moderator: Julie Uranis, UPCEA

11:15 AM – 11:45 AM

Coffee and Networking Break

Location: Exhibit Hall, Concourse Foyer

Chat with Online Administration Network Leaders

Location: OA Networking Zone (outside Georgetown Rooms)

Join your peers from leading institutions in conversations and networking around the topic of measuring online learning progress on your campus.

11:45 AM – 12:45 PM

Concurrent Session II

Programs at Scale: Governance and Compliance

Location: Lincoln

While higher education institutions are the power behind innovation in many societies, when it comes to renewing themselves, they fall behind. Join us as representatives from Georgia Tech, ASU, UW, and WGU discuss the concerns, considerations and creative approaches to governance and compliance that successfully push forward innovative programs.

Nelson Baker, Georgia Institute of Technology

Marni Baker Stein, Western Governors University

Karen Dowdall-Sandford, University of Washington

Moderator: Patricia Feldman, Arizona State University

How do the costs of online instruction measure up to face-to-face? Understanding the True Costs of Instruction

Location: Jefferson West

As funding for higher education tightens, institutional interest in online education continues to grow. But to many administrators, the costs to develop and deliver online courses can seem high in comparison to face-to-face instruction, as resources such as instructional designers, multimedia specialists, and programmers are added to the mix to ensure quality. Previous researchers have explored the costs related to providing online education, but have such examinations take all costs into account, particularly on the face-to-face side of the equation, to ensure a fair comparison? In this session, we will share an overview of past research findings, looking closely at the variables that are "counted" when assessing development and delivery costs. We will then engage the audience in a discussion that explores the gaps in the literature, working together to co-create a research agenda designed to help us all better understand the true cost comparisons and make better strategic decisions.

Stevie Rocco, Penn State University

Moderator: Karen Pedersen, Kansas State University

Global Campus



Conversations with Colleagues: Non-credit to Credit Pathways and Stackable Credentials

Location: Jefferson East

In the effort to develop additional markets, more universities are exploring the potential of noncredit to credit pathways and stackable for-credit credentials. The concept sounds simple, but policies, technology and structures at many institutions make development and implementation complex and challenging. In roundtable conversations, participants will share approaches, challenges, strategies, successes and failures from their institutions.

Facilitators: *Kim Siegenthaler, University of Missouri & Nina Huntemann, edX*



Change! How institutions are dealing with organizational change.

Location: Monroe

This presentation will discuss changes that are occurring within specific institutions, changes that are occurring within the field of online learning, and changes that are needed to ensure future growth and development in higher education today. Ray Schroeder will discuss the “Strategic Compass” approach to envisioning future directions of the online program, Rovy Branon will explore how online learning is shaping the new “60-year curriculum” at the University of Washington’s Continuum College, Jason Rhode will share his institution’s experience reimagining distance learning support as a result of a recent institution-wide program prioritization process. Participants will be provided a weblink to materials.

Rovy Branon, University of Washington

Ray Schroeder, University of Illinois—Springfield

Jason Rhode, Northern Illinois University

Moderator: Vickie Cook, University of Illinois—Springfield



eDC ThinkTank

Partnering with Faculty in the Design Process: Approaches to Faculty Partnership

Location: Georgetown West

Sponsored by

CNLS THE CENTER FOR NEW DESIGNS
IN LEARNING & SCHOLARSHIP

Leaders from Georgetown University will kick-off our discussion on partnering with faculty. Experts will share the successful approaches they have used to meet faculty where they are, including individualized support, a cohort-based Design Studio, and a mixed/hybrid approach. Whether you are struggling with partnerships or have been very successful in working with faculty you won't want to miss this opportunity to engage with your peers and learn about different models of faculty collaboration!

Yianna Vovides, Georgetown University

Shenita Ray, Georgetown University

Moderator: Camille Funk, University of California—Irvine



Creating Learner Opportunities—Digital Credentials as a Tool for Collaboration with Industry

Location: Georgetown East

Badge standards help employers and institutions embrace the interoperability of badges by creating a common credential holding valuable data about the learners’ achievements. Digital credentials in Open Badges bridge the divide between workplace learning and postsecondary degrees—leading to partnerships and collaborations that were previously difficult to navigate. Join experts in this movement who will discuss Open Badges and provide examples from the University System of Maryland and Madison Area Technical College as well as Northeastern University’s innovative collaboration using IBM Digital Badges. Participants will leave with a greater understanding of digital credentials, Open Badges and ideas on how they can begin this work at their institution—leading to better partnerships between institutions and industry stakeholders.

David Leaser, IBM

Kemi Jona, Northeastern University

MJ Bishop, University System of Maryland

Kathleen Radinoff, Madison Area Technical College

Moderator: Mark Leuba, IMS Global

Summit Schedule *Tuesday continued*



12:45 PM – 2:15 PM

Lunch and General Session: Federal Policy Panel—Economic Competitiveness and Online Learning

Location: International Ballroom East

Join panelists from leading organizations as they discuss the intersection of the knowledge economy, online learning, and higher education along with a host of other federal policy topics. As legislators work through the reauthorization of the Higher Education Act, we see signals that legislation could be more inclusive of non-traditional education providers, which may provide different or new pathways and skills for workforce development while also having interesting financial aid implications. At the same time, four-year institutions continue to make headway in a domain previously dominated by community colleges via non-degree credentials and other competency-based training. Attendees will leave with greater familiarity on the future of workforce development and other federal policy issues.

Iris Palmer, *New America*

Diane Auer Jones, *Department of Education*

Van TonQuinlivan, *California State Community Colleges*

Scott Cheney, *Credential Engine*

Moderator: Joel Simon, *CAEL*

2:30 PM – 3:30 PM

Concurrent Session III

Programs at Scale: Financial Models & Partnerships

Location: Lincoln

Many a higher education leader has quoted, or questioned, the movie quote, “if you build it they will come.” But how do you build the ‘it’ when you are not sure what resources you’ll need? Join us as representatives from Georgia Tech, ASU, UW, and WGU discuss how they built their operations and crafted the financial models that would support large-scale programs.

Marni Baker Stein, *Western Governors University*

Patrice Miles, *Georgia Institute of Technology*

Moderator: Karen Dowdall-Sandford, *University of Washington*

Building Online Programs within a Highly Traditional College

Location: Jefferson West

How does institutional culture shape the way in which institutions move online? Does it shape whether and to what extent they move online, the types of programs that are offered online, or how they make strategic decisions? This session will discuss specific challenges and strategies related to building robust online programs within a highly traditional college environment and will engage participants in conversation and activities related to their own institutional cultures. A range of strategies for getting approval, starting up programs with limited support, and navigating political and contracting obstacles will be considered, alongside strategies for working with Research-1 faculty members, developing processes and procedures for instructional design, and implementing robust assessment.

Aleksandar (Sasha) Tomic, *Boston College*

Bryan Blakeley, *Boston College*

Moderator: Erik Nelson, *Columbia University*

Quality Assurance and the Online Enterprise: Using UPCEA’s Hallmarks of Excellence in Online Leadership to Document Quality Online Operations

Location: Georgetown East

Did you know UPCEA’s Hallmarks map to the C-RAC guidelines used by regional accreditors? Have you wondered how you might create innovation for your institution using the strong leadership models of the Hallmarks of Excellence? Join Hallmark experts as they share how the Hallmarks can inform strategy, create innovation in online leadership, and be utilized as guideposts for all-important accreditor visits. Our speakers will share their lessons learned as Hallmarks reviewers and having participated in the review process. They will discuss why external reviews and self-assessments of online leadership are so important for online program success.

Jason Ruckert, *Embry-Riddle Aeronautical University*

Vickie Cook, *University of Illinois—Springfield*

Ray Schroeder, *University of Illinois—Springfield*

Moderator: Julie Uranis, *UPCEA*

 **State Higher Ed Policy Trends: Cap Appropriations. Lower the Price. Expect More.**

Location: Monroe

If federal higher education policy gets most of the press at national conferences, it is often state policy issues that most directly affect our institutions. Higher education has experienced declining state allocations in the wake of rising concern among policymakers and the public alike about the cost and value of a college education. As a result, states have increased their focus on workforce development, displayed certainty that distance education costs less and should be priced lower, renewed interest in alternatives (new institutions or alternative providers), and implemented tuition-free community college plans. We've convened a group of state-level policy experts to help attendees make sense of these trends and themes so that you can anticipate what legislative initiatives could be on the horizon for your state.

Morgan Wilson, National Governors Association

Evie Cummings, University of Florida Online

Russ Poulin, WCET

Moderator: Neal Holly, Education Commission of the States

 **How Universities Learn: Innovation as a Strategic Focus and Catalyst for Change**

Location: Jefferson East

This session will feature new and ongoing research for an upcoming book titled, "How Universities Learn". The book's central tenet is that learning innovation has emerged as a strategic focus at many colleges and universities in recent years. Like many leaders, the authors are attempting to make sense of why this focus on learning innovation has emerged and what it may mean for both individual institutions and the larger postsecondary sector. In the session the authors will present early research findings, and then challenge participants to consider organizational change and learning innovation occurring at their institutions.

Josh Kim, Dartmouth University

Eddie Maloney, Georgetown University

Moderator: Carin Nuernberg, Berklee College of Music

3:30 PM – 4:00 PM

Coffee and Networking Break

Location: Exhibit Hall, Concourse Foyer

Chat with Online Administration Network Leaders

Location: OA Networking Zone (outside Georgetown Rooms)

Join your peers from leading institutions in conversations and networking around the changes you would like to see in online education on your campus.

4:00 PM – 5:00 PM

Concurrent Sessions IV

 **Programs at Scale: Faculty & Learner Services**

Location: Lincoln

In this session, we'll explore learner services, learner engagement, and the faculty role through the lens of program scalability. Join us as representatives from Georgia Tech, ASU, UW, and WGU discuss academic rigor, instructional models, and the role of faculty in meeting learner needs.

Karen Dowdall-Sandford, University of Washington

Yakut Gazi, Georgia Institute of Technology

Octavio Heredia, Arizona State University

Moderator: Marni Baker Stein, Western Governors University

Concurrent Session IV continues on next page >>>



eDC ThinkTank

Lightning Round: Problems, Solutions, and Conversation

Location: Georgetown West

Sponsored by



Join us for one of our most popular sessions. We'll spend some time hearing from members that have found new and innovative ways to address the challenges they have faced in the design process. We'll ask questions, consider implications as well as other applications, and spend time exploring and having great dialogue on our work as learning designers and engineers.

Moderator: Shawndra Bowers, Auburn University

Summit Schedule *Tuesday & Wednesday*



4:00 PM – 5:00 PM Concurrent Session IV continued

Two Birds, One Stone: Program Innovation and Alumni Engagement

Location: Jefferson West

Between 2015–2018, we ran an experiment offering online learning experiences for UChicago alumni in partnership with the UChicago Alumni Association with the joint intent of innovating in online learning programming and building alumni engagement. These experiences were focused on intense discussion, primarily asynchronous, and offered on a social platform instead of a traditional LMS. In terms of engagement and learning, the experiment was very successful, though we encountered difficulties around social outcomes and technology. In this session, we will share lessons learned, our findings from this experiment—including alumni learning activity, engagement data, and feedback—and offer best practices for other institutions hoping to engage alumni and innovate on their programming models.

Matt Cohn, University of Chicago

Moderator: Angela Gunder, University of Arizona

Zero to 60: Strategies and Structures for Rapid Online Capability Growth

Location: Jefferson East

In January 2015, Georgetown SCS launched its first online master's degree; just 3 years later we have over 1000 online students across 15 fully online programs, many of which hold the largest share of their respective markets. And for the first time, this spring new enrollments from online programs surpassed those of our on-campus programs. In this session, we'll present the strategy we developed which—despite coming late to the online game—allowed SCS to rapidly build capabilities, resources, programs, and enrollments in a financially successful way, while keeping academic quality front-and-center. Our presentation will cover three components of our strategy: (1) how we planned to rapidly scale-up our digital learning operations; (2) our approach to competitive strategy and its application to our online programs; and (3) the structures we put in place the support our strategy. We'll conclude with thoughts about how our online and digital capabilities will factor into thinking about the future.

Jeremy Stanton, Georgetown University

Shenita Ray, Georgetown University

Moderator: Gary Chinn, Penn State

Working Session: Policy Brief Development

Location: Monroe

You've heard from the experts, now it is your time to weigh in! Higher Education leaders often struggle to mobilize around policy issues because of the perceived learning curve, the limited access to legislators, or the lack of time. In this working session, we will break down the most pressing policy issues for higher education. Discussants will lead group discussions and collect feedback. The perspectives shared will inform a policy brief that will be widely distributed after the event.

Facilitators: Becky Klein-Collins, CAEL; **Tanya Spilovoy**, WCET; **Ken Hartman**, OLC; & **Jordan DiMaggio**, UPCEA



eDC ThinkTank

Working Session: eDesign Partnerships and Possibilities

Location: Georgetown West

Sponsored by

CNLS THE CENTER FOR NEW DESIGNS
IN LEARNING & SCHOLARSHIP

We've heard from experts on partnerships and witnessed the work our peers are doing via the Lightning Round Session—now it's time to engage! This session provides eDesigners, Multimedia Experts, and Instructional Technologists the opportunity to digest what they've learned in earlier sessions and discuss their perspectives. This is a great opportunity to have in-depth discussions with peers after shared learning experiences. You'll leave with new ideas and new friends/colleagues!

Facilitators: Camille Funk, University of California—Irvine & **Shawndra Bowers**, Auburn University

Blockchain in Higher Education: From Hype to Implementation

Location: Georgetown East

Southern New Hampshire University (SNHU) has partnered with Learning Machine to set a path for learners to receive recognition for their skills and achievements through digital credentials. Using Blockchain technology, SNHU has a long-term vision for technology that provides secure documentation of learner achievements searchable by employers needing qualified candidates. Leaders from Learning Machine and SNHU will share why institutions should consider this technology, the path they are taking through implementation, and early results on user experiences. If you have been looking for a practical example of the use of Blockchain in higher education you won't want to miss this session!

Ben Dexter, Southern New Hampshire University

Jamil Dewji, Learning Machine

Moderator: David Soo, US Department of Education

5:00 PM – 6:30 PM

Reception

Location: Heights Courtyard (Lobby Level)

Sponsored by

Student Services
by Blackboard

Stop by and meet puppies in training with Guiding Eyes for the Blind.

eDC ThinkTank (pre-registration required)

6:00 PM – 7:00 PM

eDesign Collaborative Networking Event

Location: Woodley (2nd Floor)

Invitation-only event for eDC ThinkTank participants

Sponsored by

 **CNLS** THE CENTER FOR NEW DESIGNS
IN LEARNING & SCHOLARSHIP

Wednesday, June 20, 2018

7:30 AM – 8:30 AM

Breakfast

Location: Exhibit Hall, Concourse Foyer

8:30 AM – 9:30 AM

Concurrent Session V

 **Programs at Scale: Quality, Design, & Rigor**

Location: Lincoln

The Iron Triangle of higher education (accessibility, affordability, and quality) challenges us in creating affordable and accessible programs while maintaining quality. When we talk about quality, we have a sense of exclusivity or small faculty/student ratio. Can we have quality at scale? Join us as representatives from Georgia Tech, ASU, UW, and WGU discuss maintaining quality in at-scale programs.

Marni Baker Stein, Western Governors University

Danielle Allsop, University of Washington

Yakut Gazi, Georgia Institute of Technology

Moderator: Wayne Anderson, Arizona State University

Concurrent Session V continues on next page >>>>

TUESDAY

WEDNESDAY

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 "2018 Summit for Online Leadership and Administration + Roundtable."

Summit Schedule *Wednesday continued*



8:30 AM – 9:30 AM Concurrent Session V continued

Find, Foster, Flourish: Growth Strategies for Student Enrollment and Retention

Location, Jefferson West

A comprehensive strategy for enrollment and retention is critical to providing an optimal experience throughout the student life cycle. To be successful, institutions must have a clear understanding of what online students think, feel, and want, as well as the current risk factors that contribute to attrition. Each year, The Learning House, Inc. and Aslanian Market Research survey current, prospective, and recently graduated online college students to understand what they look for in an online program. In this presentation, Julie Delich, MS (Learning House) and Daria Tecco LaTorre, J.D. (Alvernia University) share growth-focused enrollment and retention strategies inspired by the findings of the Online College Students report. Attendees will discover insights into how to best serve students in a fiercely competitive marketplace, along with strategies for providing optimal experiences as online student populations evolve and expand.

Daria Tecco LaTorre, *Alvernia University*

Julie Delich, *Learning House*

Moderator: Joshua Steele, *University of Arizona*

Program CPR: Staying alive in a changing global market

Location: Jefferson East

It is critical to adapt curriculum quickly to meet the shifting needs of industry and our students; however, infusing new ideas, energy and commitment into existing curricula requires buy-in from multiple stakeholders. Leveraging an effective methodology for the assessment and revision of existing programs can improve and reinvigorate content and delivery without discarding proven elements or alienating stakeholders. The Professional Development Programs at the Northwestern University School of Professional Studies uses this approach to provide innovative, non-credit learning opportunities designed to meet the lifelong learning needs of working professionals and the ever-changing demands of industry. In this session, we will walk through a case study of a revision of an online museum studies certificate program from initial assessment to program launch.

Reba-Anna Lee, *Northwestern University*

Suzanne Rovani, *Northwestern University*

Moderator: Patricia Malone, *State University of New York at Stony Brook*

Working Session: Harmonizing Online Definitions

Location: Monroe

This working session will provide online leaders with a historical perspective on some of the definitions and criteria that exist for the stakeholders they serve. We will use our time together to components that can be used to conceptualize online experiences. Ultimately, this work will serve as the foundation for new set of definitions with the potential to inform the practices of stakeholders, inside and outside the higher education ecosystem, and influence policy.

Facilitators: Lucas Kavlie, *Western Governors University*; **Mary Niemiec**, *University of Nebraska* & **Julie Uranis**, *UPCEA*

Digital Learning Efficacy Research and Evaluation

Location: Georgetown West

Research on digital learning efficacy lags far behind the explosive growth of products, meaning faculty and administrators often must make decisions about technology with inadequate evidence of effectiveness. We know digital learning research/evaluation projects are necessary as well as locating resources to support advancement of scholarship and evaluation in our work. The challenge is often time and money—and sometimes a steep learning curve. Join experts in an exploration of online tools developed to help faculty and staff evaluate the impact of technology-supported instruction on their campuses as part of a continuous improvement process. We will discuss current evaluation practices and opportunities for improvement and future research.

Jill Buban, *Online Learning Consortium*

Rebecca Griffiths, *SRI International*

Bart Epstein, *Jefferson Education Exchange*

Cristi Ford, *University of Maryland University College*

Moderator: Josh Kim, *Dartmouth College*

CHLOE2: A Deeper Dive and Discussion Among Online Leaders

Location: Georgetown East

QM and Eduventures have teamed up to conduct a multi-year study, The Changing Landscape of Online Education (CHLOE), to examine institutions' online learning strategies, structures and policies. As online learning continues to mainstream, it is important to think through operational implications and opportunities. Online leaders can use the results of this work to place their institution within a broader context and help direct and influence strategic decisions and organizational changes. Presenters Richard Garrett and Deb Adair will share some of the insights gained from the 2018 CHLOE2 report and engage online leaders in a discussion of their online initiatives, strategic direction, and the broader institutional impact of online learning.

Deb Adair, *Quality Matters*

Richard Garrett, *Eduventures*

Moderator: Asim Ali, *Auburn University*

9:30 AM – 10:00 AM

Coffee and Networking Break

Location: Exhibit Hall, Concourse Foyer

Chat with Online Administration Network Leaders

Location: OA Networking Zone (outside Georgetown Rooms)

Join your peers from leading institutions in conversations and networking around the future of online on your campus—forecasting the next five years.

10:00 AM – 11:00 AM

Concurrent Session VI

Programs at Scale: Go It Alone or Partner?

Location: Lincoln

There are quite a few options when it comes to delivering online programs. However, it becomes a challenge when open education to degree pathways, global learners, size of programs, accreditation standards come in to play. Join us as representatives from Georgia Tech, ASU, UW, and WGU discuss the various technical solutions for supporting learners, faculty and staff throughout the learning experience.

Nelson Baker, *Georgia Institute of Technology*

Marni Baker Stein, *Western Governors University*

Karen Dowdall-Sandford, *University of Washington*

Jocelyn Rojeck, *Arizona State University*

Moderator: Patrice Miles, *Georgia Institute of Technology*

Using Data and Automation to Humanize Student Experiences

Location: Jefferson West

To meet the needs of today's students, college and universities are turning to automated software and data analysis to enrich the student experience. This session explores the growth in institutions capturing student data and employing automation strategies to enhance learning capabilities and improve student outcomes. We'll explore how tech is enriching student/faculty interaction and doing so more efficiently, more affordably, and at scales not previously seen.

Sarah DeMark, *Western Governors University*

Moderator: Joellen Shendy, *University of Maryland University College*

Building Shared Vision and Minding the Gaps: Launching an Inter-College, Interdisciplinary Online Bachelor's Degree Program

Location: Jefferson East

While higher education traditionally divides academic content by department and college, the realities of the modern workplace increasingly demand workers who can effectively combine diverse skills. Interdisciplinary degree programs afford students the chance to create pathways that align to their long-term goals, breaking through disciplinary silos. In an online context, interdisciplinary programs distribute risks and rewards across academic units, ideally fostering greater faculty buy-in and enabling faster-to-market development. In this session, we'll discuss the development and refinement of an inter-college, online bachelor of design degree across three colleges at Penn State. Specifically, we'll share strategies that were successful, challenges and obstacles we encountered, and roles and resources that supported success from curricular planning through course design to program launch. We'll consider processes from faculty, learning design, and administrative support (admissions and advising) perspectives, and discuss how we developed a shared vision and identified gaps (curricular and administrative) along the way.

Gary Chinn, *Penn State University*

Kate Miffitt, *Penn State University*

Moderator: Sarah MacDonald, *James Madison University*

Summit Schedule *Wednesday continued*



Online Education Compliance: Engaging Administrators, Faculty, Staff, Students, and Vendors in the Implementation of Compliance Goals

Location: Monroe

As the popularity of postsecondary online education increases, so have compliance risks. Online courses must comply with a complex regulatory framework including federal, state, and accreditor regulations and standards. This interactive session begins with a brief overview of core areas of compliance to consider when designing and administering online courses and programs (e.g., consumer protection and state authorization requirements, web accessibility for individuals with disabilities, and the crucial but controversial Title IV distinction between distance education and correspondence education). Presenters will then guide a discussion of policy formation and implementation strategies that are inclusive of the various stakeholders affected by compliance mandates within the institution and of third-party vendors as well as opportunities for advocacy and leadership outside of the institution. Recommendations for and discussion of compliance strategies for small, medium, and large or complex institutions or university systems will be highlighted throughout.

Richard LaFosse, *Indiana University*

Ilona Hajdu, *Indiana University*

Moderator: Witt Salley, *Maryland University of Integrative Health*

Working Session: eDesign Research

Location: Georgetown West

In earlier sessions we talked about eDesigner competencies, goals, and the desire/need for research performed by instructional design teams. We then heard from experts on digital learning efficacy research and evaluation—now it's time to engage! This session provides an opportunity to digest the earlier sessions and discuss the role of research at your institution and within your work unit. This is a great opportunity to have in-depth discussions with peers after shared learning experiences. You'll leave with new ideas, new colleagues/research collaborators and maybe a new research project!

Facilitators: Olysha Macgruder, *Johns Hopkins University* & **Mel Edwards**, *Purdue University*

Making Digital Learning Work

Despite the promise that digital learning can expand access, improve outcomes, and decrease costs, institutional data on the impact of digital programs is limited. With support from the Bill and Melinda Gates Foundation, Arizona State University and the Boston Consulting Group released "Making Digital Learning Work," a study of six institutions with the goal of understanding and quantifying the impact of digital learning on institutional priorities (e.g., enrollment growth, student outcomes, financial returns). The report highlights pioneering efforts in innovating to expand access to postsecondary education, improve student outcomes, and provide higher education at an affordable cost. In this session, Lou Pugliese—director of ASU's EdPlus Action Lab and a co-author of the report—will share the insights that led to these conclusions and share best practices and lessons learned from ASU's research.

Lou Pugliese, *Arizona State University*

Moderator: Paul Fain, *Inside Higher Ed*

11:15 AM – 12:15 PM

Closing General Session: Making Online Learning Addictive

Location: International Ballroom East

Adam Alter



Adam Alter is a bestselling author who studies how we think. In his new book, *Irresistible*, he explores how tech companies design games, apps, and experiences with predictable human psychology in mind—and how you can direct, and command, attention.

Alter is an Associate Professor at New York University's Stern School of Business, with an affiliated appointment in the New York University Psychology Department. His academic research focuses on judgment and decision-making and social psychology, with a particular interest in the sometimes surprising effects of subtle cues in the environment on human cognition and behavior. His research has been published widely in academic journals, and featured in dozens of TV, radio, and print outlets around the world. He is currently on the World Economic Forum steering committee, investigating the future of virtual and augmented reality technologies, and how they will both improve and potentially hamper our well-being.

Moderator: Jill Buban, *Online Learning Consortium*

12:15 PM

Adjourn

Wednesday, June 20, 2018

12:30 PM – 4:30 PM

2018 Online Leadership Roundtable Convening

Location: Lincoln

Pre-Registration Required

Sponsored by

Student Services
by **Blackboard**

12:30 PM – 1:15 PM Working lunch for Roundtable Attendees

Sponsored by



1:30 PM – 2:15 PM Mission Alignment and Market Research

2:15 PM – 3:00 PM Governance, Infrastructure, Finances, and Stakeholders

3:00 PM – 3:15 PM Break

3:15 PM – 4:00 PM Institutional Capacity, Program Design, Student/Faculty Support

4:00 PM – 4:30 PM Wrap-Up, discuss future workshops like this

National Council for Online Education Advisory Board

DEB ADAIR

Quality Matters

MARNI BAKER STEIN

Western Governors University

KAREN BULL

Syracuse University

JOHN CARON

Endicott College

PATRICIA FELDMAN

Arizona State University

CRISTI FORD

University of Maryland University College

CAMILLE FUNK

University of California - Irvine

JONATHAN FINKELSTEIN

Credly

JOSH KIM

Dartmouth University

JUSTIN LOUDER

Texas Tech University

CARIN NUERNBERG

Berklee College of Music

TYLER RITTER

University of North Carolina - Chapel Hill

TED ROCKWELL

University of Colorado - Boulder

JASON RUCKERT

Embry-Riddle Aeronautical University

NANCY SALZMAN

Brandman University

KIM SIEGENTHALER

University of Missouri

BECKY TAKEDA-TINKER

Colorado State University Global Campus

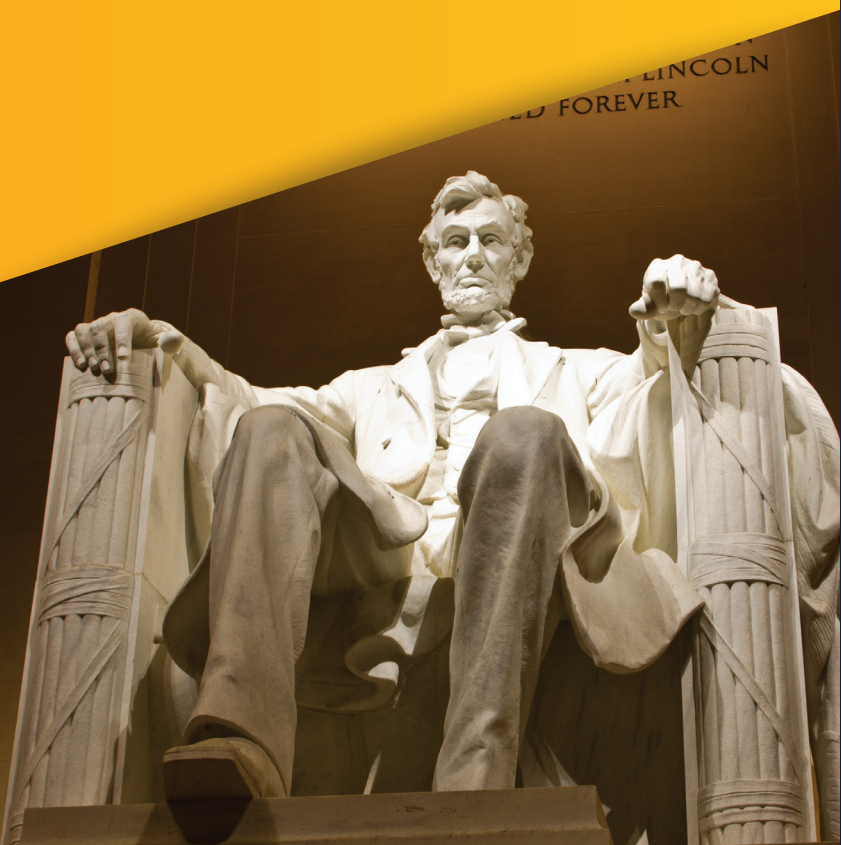
ANN TAYLOR

The Pennsylvania State University

SASHA THACKABERRY

Louisiana State University

WEDNESDAY



Exhibitors

All Campus

allcampus.com

All Campus partners with universities to expand enrollment in online programs through tailored research, creative marketing, and retention strategies. With nearly 30 years of experience, All Campus delivers the research, marketing, and enrollment expertise necessary to create a successful national campaign using proven strategies, enhancing the profile of applicants for our partner schools.

Kyle Shea

kshea@allcampus.com

Alloy Solutions Group

alloysolutionsgroup.com

We are a fusion of extensive knowledge and experience from inside and outside the ivory tower. Merging our Dean level leadership experience and CMO background, we work with you to customize sustained enrollment growth plans using data-driven strategies and tactics that consider your existing resources, programmatic opportunities, and alignment with the institution.

Sarah Steinberg

sarah@sbsteinberg.net

Blackboard

blackboard.com/sites/student-services/

Student Services by Blackboard offers institutions a set of connected capabilities to make measurable and sustainable impacts on the student experience. Our portfolio encompasses the full spectrum including supporting strategic planning efforts, full service marketing and enrollment management, student support and retention coaching.

Patrick Landis

Patrick.landis@blackboard.com

Circa Interactive

circaedu.com

Leveraging creative and analytical solutions, Circa Interactive partners with institutions across the U.S. to create strong brands, tell unique stories, engage with prospective students in new and unique ways, and execute innovative, data-driven enrollment marketing strategies.

Joseph Lapin

joseph@circaedu.com

Credly

credly.com

Credly is a leading digital credential platform that empowers organizations and individuals to recognize, communicate, and track verified achievements. Credly seamlessly integrates with hundreds of applications that schools, employers, and associations use every day. Organizations using Credly issue portable and secure digital credentials that recognize and delight earners, and gain actionable data and insights about how and where those credentials are being used.

Pat Leonard

pleonard@credly.com

Education Advisory Board (EAB)

eab.com

EAB is a best practice research and technology firm that helps graduate and online programs achieve their growth goals by reaching, engaging and enrolling adult learners through customized, multi-channel marketing services.

Petia Whitmore

Pwhitmore@eab.com

EMSI

economicmodeling.com

Emsi provides labor market data that helps universities build a better workforce and nurture strong economies, businesses, and graduates. Hundreds of institutions use Emsi's services to align programs with regional needs, strengthen enrollment, connect students to successful careers, and demonstrate their economic impact. Visit economicmodeling.com.

Jeff Perley

jperley@economicmodeling.com

Educational Testing Consultants (ETC)

etctestprep.com

Educational Testing Consultants offers test preparation programs in partnership with universities, colleges, and other educationally focused organizations. ETC's suite of courses includes programs for the GRE®, GMAT®, LSAT®, SAT®, and ACT® exams. ETC's unique partnership model offers a high-quality continuing education program and a complete range of additional services from providing qualified instructors to expert marketing support.

Steve Shotts

shotts@etctestprep.com

ExtensionEngine

extensionengine.com

We are architects and builders of the world's best online learning experiences. ExtensionEngine is a services firm, dedicated to helping you create impactful custom learning experiences that reflect your vision and mission. Our expertise ranges from Strategy and Instructional Design to Platform Development, Content Development, Creative, and Marketing.

Scott Moore

scott@extensionengine.com

Focus EduVation

focuseduvation.com

Focus EduVation has combined expertly crafted content with innovative media to deliver e-Learning solutions that allow the users to stay on task in a memorable and unique way. Our services and learning solutions are personalized and customized to help improve learner outcomes on all levels. With our new processes and techniques, we bring high levels of knowledge, freshness, and talent to the ever evolving field of e-Learning. We offer custom online course creation, course enhancements, personalized and adaptive learning, as well as marketing and enrollment services.

Jennifer Reed

jennifer.r@focuseduvation.com

Guild Education

guildeducation.com

Guild Education helps companies offer education as a benefit to their front-line employees, providing a network of universities and coaching to working adults. Guild's platform also provides companies with the tools and data to administer their education benefits programs and track the ROI of their investment in employee education.

Chris Romer

chris@guildeducation.com

Learning Machine

learningmachine.com

Learning Machine is the world leader in blockchain-based digital identity and credentials. As the only blockchain-based records provider in the world with an in-market product for multi-chain issuing and self-sovereign digital identity, our offering is revolutionizing the way business in all sectors issue and verify claims and the way individuals understand and use their digital identities.

Jamil Dewji

jdewji@learningmachine.com

Meteor Learning

meteorlearning.com

Meteor Learning partners with private colleges and universities to develop high-quality, workforce-aligned degrees. We bring our mature corporate network, capital and a full suite of services to enable higher education to cost-effectively and quickly launch degrees that build enrollments and drive new revenue streams from working professionals seeking degrees that support career progression.

Brian Mahoney

brian.mahoney@meteorlearning.com

MindEdge

mindedge.com

MindEdge provides is an online learning company that serves higher education and professional development organizations with high demand courses and certificates. Since 1998 MindEdge has partnered with organizations to provide highly engaging content and solutions that help to keep pace with rapidly changing learner needs.

Angel Pettitt

apettitt@mindedge.com

MindMax

mindmax.net

MindMax provides strategic guidance, proven processes, and the latest digital tools to optimize online marketing and enrollment operations for university-affiliated continuing and professional education organizations. We are a trusted advisor to many of the nation's top universities, and have transformed hundreds of online programs, impacting over 1 million students.

Lee Maxey

lmaxy@mindmax.net

Exhibitors

Sagence Learning

sagencelearning.com

Sagence Learning built a platform for providers that create and offer programs outside of the traditional course and classroom paradigm. Academic to work connection, time flexible, personalized path, full support by instructors as required. From a customer—"They have been a phenomenal partner in this endeavor with us!

Dan Bartell

dbartell@sagencelearning.com

Shearwater

shearwater.io

Shearwater is dedicated to the success of every student. We partner with leading universities to increase student satisfaction and persistence through tech-enabled peer mentoring programs that cultivate a sense of belonging, close the opportunity gap, and provide personal support to every student.

Elise Tjernagel

elise@shearwaterintl.com

Six Red Marbles

sixredmarbles.com

Six Red Marbles is the largest US-based provider of Learning Experience Design, content and course development, and publishing services. Over the past twenty years, we have developed thousands of interactive learning programs for publishers, universities, and e-learning companies. SRM focuses holistically on the product, the learner, and the learning objectives.

Ed Weisman

e.weisman@sixredmarbles.com

Smart Sparrow

smartsparrow.com

Smart Sparrow is a complete platform for courseware development and deployment. The authoring tool empowers educators to create interactive, adaptive, visually-rich learning experiences, coupled with real-time analytics that provide key insights into student performance. Work with our award-winning Learning Design Studio to create amazing, innovative learning solutions for any course.

Kara Albert

kara.albert@smartsparrow.com

The Learning House, Inc.

LearningHouse.com

The Learning House, Inc. is an academic program manager that offers a broad portfolio of technology-enabled education solutions. With a focus on data-driven decision making, Learning House is on the leading edge of higher education, delivering more students, more graduates and better outcomes.

Jay Hatcher

jhatcher@learninghouse.com

ThruLine Marketing

thru-line.com

ThruLine Marketing offers a full suite of marketing services including research, consulting and inquiry generation. We help schools excel at reaching the right students through data-driven marketing campaigns and highly engaged inquiries. Our proprietary benchmark data enables us to put together the optimal marketing plan for your institution.

Tracy Kreikemeier

tracy.kreikemeier@thru-line.com

UPCEA Center for Research and Strategy

upcea.edu/crs

Whether assessing the viability of a new program, finding out how you stack up with the competition, or reviewing your program portfolio, the UPCEA Center for Research and Strategy provides research and data to help move your unit forward. The Center offers a variety of custom research options at the best value in the industry.

Jim Fong

jfong@upcea.edu

Wiley Education Services

edservices.wiley.com

Wiley has been a global education leader for more than 200 years. Wiley Education Services, a core business unit of Wiley, partners with higher education institutions around the world to provide tailored, institution-wide services across the entire student journey. We currently support over 280 degree programs and more than 3,000 courses, encompassing on campus, online, and hybrid models. Through our trusted, collaborative relationships, we help our partners achieve success in an increasingly competitive and dynamic market.

Anthony Fell

tfell@wiley.com

Thank you, Exhibitors!

We value you and your participation!



Student Services
by Blackboard



Upcoming UPCEA Events

Visit
upcea.edu/events
for details!

2018 eDesign Collaborative

ThinkTank Roadshow

September 21, 2018
Oregon State University (Virtual)

2018 Central Region Conference

September 26–28, 2018

Marriott St. Louis Grand
St. Louis, MO

SUPER 2018: Mid-Atlantic & South Regional Conference

October 1–3, 2018

Bethesda North Marriott
Greater Washington, DC

2018 West Region Conference

October 15–17, 2018

Hilton Long Beach
Long Beach, CA

2018 New England Region Conference

October 24–26, 2018

Renaissance Providence
Providence, RI

2018 Marketing and Enrollment Management Seminar

November 7–9, 2018

Hilton Long Beach
Long Beach, CA

2019 UPCEA Annual Conference

March 27–29, 2019

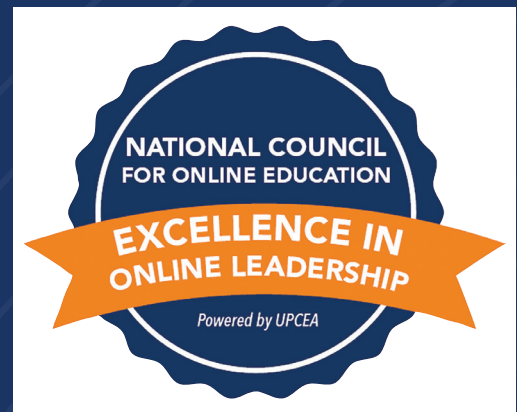
Sheraton Seattle
Seattle, WA

2019 eDC ThinkTank Roadshow

Arizona State University
The Pennsylvania State University
More details coming soon!

Credly is proud to power the digital credentials for the *UPCEA Hallmarks of Excellence in Online Leadership*.

Stop by our booth to learn more about our dynamic partnership and see a live demo.



Credly

credly.com



2019 UPCEA
Annual Conference

**SAVE
THE
DATE!**

MARCH 27 – 29, 2019
Seattle, WA
Sheraton Seattle

In the spirit of continuous improvement, UPCEA's National Council for Online Education conducts external reviews of centralized and decentralized online enterprises, provides insights and feedback, and recognizes excellence.

Call 202-659-3130 or email juranis@upcea.edu to begin your review process today.

Quality Assurance Reviews by UPCEA's National Council for Online Education

Hallmarks of Excellence in Online Education Review



National Council For Online Education

POWERED BY UPCEA

Hallmarks of Excellence
Quality Assurance Badges
Offered in Partnership with



"The Review was an incredibly valuable, comprehensive and robust process that all institutions aspiring to take their online education units to the next level should seriously consider undertaking. Having the UPCEA Hallmark Review completed by a team of esteemed Online Leaders from reputable institutions was truly unique and added a higher-level credibility to the process, distinguishing it from the many others we have done in the past. There are many things we learned throughout the self-assessment and evaluation process that we will be adopting this coming year."

—Jason Ruckert, Embry-Riddle Aeronautical University